



Tahoe Donner Association Workforce Housing Study 4-Year Implementation Work Plan **DRAFT**

The Workforce Housing Study is a strategic plan that outlines the organization's housing needs and potential development concepts, programs, partners, and tools available to address those needs. The plan considers ongoing strategies, pending projects, and associated requirements and provides a prioritized guide to the association's actions over time. Its purpose is to help the association focus on its current and future workforce housing operations.

This 4-year implementation work plan aligns with the Workforce Housing Study, but the specific goals may be adjusted based on changing priorities, market performance, and actions taken by the association. The Workforce Housing Team and the Association will use the Workforce Housing Study and this four-year implementation work plan to align work priorities and establish performance measurements.

The current workforce housing solutions program offers housing access to international student employees (J1 visa) and seasonal positions based on need and operational impact. The program's workforce housing strategy utilizes master lease properties in Tahoe Donner, up to 85 beds in the winter peak season, to an average of 24 beds in annual contracts. The Workforce Housing Team manages the program internally, including member outreach to secure properties, preparation of lease agreements, managing utility contracts per property, setting up properties with the necessary furniture, furnishings, and supplies, outfitting properties with manuals including rules, safety protocols, and Tahoe Donner Association (TDA) covenants regulations, and consent for property management to include regular home maintenance issues, timely snow removal and overall cleanliness of the property.



The 4-Year Implementation Work Plan is organized into five housing study strategies and supporting objectives derived from the Workforce Housing Study:

Housing Study Strategies & Objectives

1. Workforce Housing Solutions Program Administration*
 - 1.1 Master lease program and management of TDA-owned property, Chalet House
2. Purchase and Lease Existing Housing
 - 2.1 Continue current master leasing program for J1 and seasonal positions based on need and operational impact
 - 2.2 Purchase or renovate existing hotels/motels and apartments for employee housing as available
 - 2.3 Purchase condos and large single-family homes as available
3. New Housing Construction
 - 3.1 Identify and purchase commercial and/or multi-residential lots to build housing
 - 3.2 Assist commercial property owners with building residential or mixed-use on privately owned property
 - 3.3 Encourage ADU construction on TDA member-owned sites
 - 3.4 Tiny home village on TDA-owned site
 - 3.5 Large-scale/capacity housing project
 - 3.6 Renovate and expand the capacity of Chalet House
4. Housing Education, Information and Access
 - 4.1 Education and information sharing of housing resources for employees
 - 4.2 Match TDA homeowners with available housing to employees seeking housing
5. Homebuyer/Renter Financial Support
 - 5.1 Rental assistance or stipend offer for employees

Assumptions

This implementation work plan is built on the following assumptions:

- The Association will continue to support seasonal workforce housing; therefore, expect continued administration and operations expenses associated with workforce housing.
- A cost-benefit analysis is needed to assess and potentially implement each strategy and determine how it will impact capital needs.
- Adjustments to projected capital needs and allocations will occur year-to-year.
- Decision points throughout the work plan, based on prior action(s), will change the priorities for the following year(s). Decision points needing Board approval include but are not limited to financial impacts, including construction, renovation, property purchase, property sales, etc.

**New Housing Study Strategy added after EPS Housing Study completion*

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
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Year #0 – 2024

1. <u>Workforce Housing Solutions Program Administration</u> – TDA department oversight and operation of workforce housing	1.1 Master lease program and TDA management of TD-owned property, Chalet House	A) Create a dedicated department and move expenses and revenues to the new Workforce Housing Department 036.	i. Allocate initial staff expense – 2025 budget	October 2024	Allocated TDA labor + operations expense
		B) Daily program management – including property management, owner relations and outreach, vendor coordination, tenant communications/check-ins, and planning for the next season.	i. Hire a Security and Housing Specialist to support operations	September 2024	Allocated TDA labor + operations expense
2. <u>Purchase and Lease Existing Housing</u> – TDA master leases existing or newly-acquired properties	2.1 Continue current master leasing for J1 and positions based on need and operational impact	A) Management plan to include TDA, owner, and employee guidelines	i. Update forecasted program budget for 2026	In progress	Allocated TDA labor expense
3. <u>New Housing Construction</u> – TDA builds new housing on TDA-owned property/encourages new construction on privately-owned property	3.2 Assist commercial property owners with building residential or mixed-use on privately owned property	A) Coordinate with the Town of Truckee to understand how TDA can support and facilitate potential developer applications	i. Assign Community Standards Office staff to act as liaison between TDA and the Town of Truckee	In progress	Allocated TDA labor expense
4. <u>Housing Education, Information, and Access</u> – TDA leverages existing programs/resources through the Town, the JPA/TTWHA, or TDA to help employees access housing resources, educate members about what they can do with their properties, and support developers with building on TDA properties as appropriate	4.1 Education and information sharing housing resources for employees – TDA’s Housing Hub	A) Provide current housing information to TDA employees looking for local housing options	i. Provide hiring managers with local housing information and TDA program guidelines	In progress	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
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Year #1 – 2025

1. <u>Workforce Housing Solutions Program Administration</u> – TDA department oversight and operation of workforce housing	1.1 Master lease program and TDA management of TD-owned property, Chalet House	A) Maintain current program standards and continue making improvements. Use regional real estate market trends and local housing initiatives to refine business plans and forecast		Q1	Allocated TDA labor expense
	2. <u>Purchase and Lease Existing Housing</u> – TDA master leases existing or newly-acquired properties	2.1 Continue current master leasing for J1 and positions based on need and operational impact	B) Develop a homeowner outreach and communication strategy for winter seasonal leases	i. Assess continued need for 5-month winter seasonal master leases	Q1
	2.2 Purchase or renovate existing hotels/motels, and apartments for employee housing as available	A) Cost-benefit analysis and risk assessment, including master leasing, multi-residential unit property purchase, new construction, etc.	i. Hire a consultant to produce a comprehensive report	Q1	Consultant fees
		B) Pending results of cost-benefit analysis, consider selling the Chalet House. <ul style="list-style-type: none"> • Workforce housing is better suited in a like-for-like neighborhood with other multi-residential units • Capital needed for desirable properties in a multi-residential unit area as purchase opportunities become available 	i. Identify a realtor ii. Update funding reserves based on the forecasted sale iii. Consider funding availability to act quickly	Q2	Realtor fees, closing cost expenses Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
3. <u>New Housing Construction</u> – TDA builds new housing on TDA-owned property/encourages new construction on privately-owned property	3.2 Assist commercial property owners with building residential or mixed-use on privately owned property	A) Continue communication efforts with the Town of Truckee to support developer-owner projects	i. Continued communication with the Community Standards Office liaison	Q2	Allocated TDA labor expense
4. <u>Housing Education, Information, and Access</u> – TDA leverages exciting programs/resources through the Town, the JPA/TTWHA, or TDA to help employees access housing resources, educate members about what they can do with their properties, and support developers with building on TDA properties as appropriate	4.1 Education and information sharing housing resources for employees – TDA’s Housing Hub	C) Use the employee newsletter to distribute information on available workforce housing resources	i. Internal seasonal updates as needed	Q1/Q3	Allocated TDA labor expense
	4.2 Match TDA homeowners with available housing to employees seeking housing	A) Launch TDA’s Housing Hub for members and employees to access housing resources and information	i. External updates as needed	Q3	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
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Year #2 – 2026

1. Workforce Housing Solutions Program Administration – TDA department oversight and operation of workforce housing	1.1 Master lease program and TDA management of TD-owned property, Chalet House	A) Continue to support the proposed business plan and its action items, including administrative updates, maintaining current program operations, member-owner relations and communications, vendor partners, and forecasted needs		Ongoing	Allocated budget expense
2. Purchase and Lease Existing Housing – TDA master leases existing or newly-acquired properties	2.1 Continue current master leasing for J1 and positions based on need and operational impact	A) Maintain current program standards and continue making improvements and adjustments based on seasonal workforce needs and TDA homeowner involvement		Ongoing	Allocated budget expense
	2.2 Purchase or renovate existing hotels/motels, and apartments for employee housing as available	C) Review the cost-benefit analysis and risk assessment report	i. Reevaluate work plan objectives based on the report	Ongoing	Allocated budget expense
		D) Pending sale of the Chalet House if BOD approved	i. Update funding mechanisms and plan for quick response ii. Identify properties of interest for purchase	Ongoing	Realtor fees, closing cost expenses Allocated budget expense
3. New Housing Construction – TDA builds new housing on TDA-owned property/encourages new	3.1 Identify and purchase commercial and/or multi-residential lots to build housing	A) Identify potential parcels of interest for multi-use benefits to the association	i. Preliminary investigation	Q2	Allocated budget expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
construction on privately-owned property	3.2 Assist commercial property owners with building residential or mixed-use on privately owned property	A) Continue year 1's next steps and communications with developer-owners. Proactively reach out to property owners and coordinate with interested parties	i. CSO liaison to coordinate with the Architectural Standards Committee	Ongoing	Allocated TDA labor expense
		B) Legal advisement on TDA standards to review and consider the land use variance process for commercial lots in multi-residential units.	i. Include conditions of approval: <ul style="list-style-type: none"> • Long-term master lease options • Impacts fees to subsidize workforce housing • Amenity access rights 	Q2	Legal counsel
4. Housing Education, Information, and Access – TDA leverages exciting programs/resources through the Town, the JPA/TTWHA, or TDA to help employees access housing resources, educate members about what they can do with their properties, and support developers with building on TDA properties as appropriate	4.1 Education and information sharing housing resources for employees – TDA's Housing Hub	A) Continue year 1's seasonal communications with employees and management team addressing regional and TDA workforce housing updates		Ongoing	Allocated TDA labor expense
	4.2 Match TDA homeowners with available housing to employees seeking housing	A) Continue year 1's seasonal communications with updates to TDA homeowners		Ongoing	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
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Year #3 – 2027

1. Workforce Housing Solutions Program Administration – TDA department oversight and operation of workforce housing	1.1 Master lease program and TDA management of TD-owned property, Chalet House	A) Continue to support the proposed business plan and its action items, including administrative updates, maintaining current program operations, member-owner relations and communications, vendor partners, and forecasted needs.		Ongoing	Allocated TDA labor expense
2. Purchase or Lease Existing Housing – TDA master leases existing or newly-acquired properties	2.1 Continue current master leasing for J1 and positions based on need and operational impact	A) Maintain current program standards and continue making improvements and adjustments based on seasonal workforce needs and TDA homeowner involvement		Ongoing	Allocated budget expense
	2.2 Purchase or renovate exciting hotels/motels and apartments for employee housing as available	A) Task dependent on actions from years 1 and 2		Ongoing	Allocated TDA labor expense
	2.3 Purchase condos and large single-family homes as available	A) Task dependent on actions from Objective 2.2 in years 1 and 2		Q1	Allocated TDA labor expense
	2.2/2.3	A) Create an operating forecast based on actions taken in years 1 and 2		Q1-Q3	Allocated budget expense
3. New Housing Construction – TDA builds new housing on TDA-owned property or facilities/encourages new construction on privately-owned property	3.1 Identify and purchase commercial and/or multi-residential lots to build housing	B) Continue year 2's next steps, task dependent on actions from year 2		Ongoing	Allocated budget expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
	3.2 Assist commercial property owners with building residential or mixed-use on privately owned property	A) Continue year 2's next steps and communicate with developer owners. Proactively reach out to property owners and coordinate with interested parties		Ongoing	Allocated TDA labor expense
	3.3 Encourage ADU construction on member-owned sites	A) Where feasible and aligned with TDA architectural covenants, Town of Truckee and State regulations		Q2	Allocated TDA labor expense
	3.4 Tiny home village on TDA-owned site	A) Research site, design, and financial analysis of equivalent housing projects regionally or nationally in comparable areas and industries		Q1	Allocated TDA labor expense
		B) Cost-benefit analysis and risk assessment of TDA implemented tiny home village at TDA-owned site	i. Hire a consultant to produce a comprehensive report	Q2	Consultant fees
	3.6 Renovate and expand the capacity of Chalet House	A) Begin site evaluation and design planning work. Cost-benefit analysis and risk assessment addressing renovation and expansion	i. Task defined by year 1 actions leading to either the sale of Chalet House or its continuation as a TDA property	Q3	Allocated TDA labor expense Consultant fees
4. <u>Housing Education, Information, and Access</u> – TDA leverages exciting programs/resources through the Town, the JPA/TTWHA, or TDA to help employees access housing	4.1 Education and information sharing housing resources for employees – TDA's Housing Hub	A) Continue year 1 and 2's seasonal communications with employees and management team addressing regional and TDA workforce housing updates		Ongoing	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
resources, educate members about what they can do with their properties, and support developers with building on TDA properties as appropriate	4.2 Match TDA homeowners with available housing to employees seeking housing	A) Continue year 1 and 2's seasonal communications with updates to TDA homeowners		Ongoing	Allocated TDA labor expense
5. Homebuyer/Renter Financial Support – TDA provides financial incentives or loans as demand-side affordability assistance	5.1 Rental assistance or stipend offer for employees	A) Review current employee compensation policies		Q3	Allocated TDA labor expense
		B) Research potential implementation and consequences for employees and the market		Q3	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
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Year #4 – 2028

1. Workforce Housing Solutions Program Administration – TDA department oversight and operation of workforce housing	1.1 Master lease program and TDA management of TD-owned property, Chalet House	A) Continue to support the proposed business plan and its action items, including administrative updates, maintaining current program operations, member-owner relations and communications, vendor partners, and forecasted needs.		Ongoing	Allocated TDA labor expense
2. Purchase or Lease Existing Housing – TDA master leases existing or newly-acquired properties	2.1 Continue current master leasing for J1 and positions based on need and operational impact	A) Maintain current program standards and continue making improvements and adjustments based on seasonal workforce needs and TDA homeowner involvement		Ongoing	Allocated budget expense
	2.2 Purchase or renovate existing hotels/motels and apartments for employee housing as available	A) Task dependent on actions from years 1 and 2		Ongoing	Allocated TDA labor expense
	2.3 Purchase condos and large single-family homes as available	A) Task dependent on actions from Objective 2.2 in years 1, 2, and 3		Ongoing	Allocated TDA labor expense
	2.2/2.3	A) Create an operating forecast based on actions taken in years 1, 2, and 3		Ongoing	Allocated budget expense
3. New Housing Construction – TDA builds new housing on TDA-owned property or facilities/encourages new	3.1 Identify and purchase commercial and/or multi-residential lots to build housing	B) Continue year 2's next steps, task dependent on actions from year 2		Ongoing	Allocated budget expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
construction on privately-owned property	3.2 Assist commercial property owners with building residential or mixed-use on privately owned property	A) Continue year 2's next steps and communicate with developer owners. Proactively reach out to property owners and coordinate with interested parties		Ongoing	Allocated TDA labor expense
	3.3 Encourage ADU construction on member-owned sites	A) Where feasible and aligned with TDA architectural covenants, Town of Truckee and State regulations		Ongoing	Allocated TDA labor expense
	3.4 Tiny home village on TDA-owned site	C) Review and analyze impacts of cost-benefit analysis and risk assessment	i. Consult the Capital Project Department	Ongoing	Allocated TDA labor expense
	3.5 Large-scale/capacity housing project	A) Cost-benefit analysis and risk assessment addressing renovation and expansion		Q1	Consultant fees
	3.6 Renovate and expand the capacity of Chalet House	A) Begin site evaluation and design planning work. Cost-benefit analysis and risk assessment addressing renovation and expansion	i. Task defined by year 1 actions leading to either the sale of Chalet House or its continuation as a TDA property	Ongoing	Allocated TDA labor expense Consultant fees
4. Housing Education, Information, and Access – TDA leverages exciting programs/resources through the Town, the JPA/TTWHA, or TDA to help employees access housing resources, educate members about what they can do with their properties, and support developers with building on TDA properties as appropriate	4.1 Education and information sharing housing resources for employees – TDA's Housing Hub	A) Continue year 1 and 2's seasonal communications with employees and management team addressing regional and TDA workforce housing updates		Ongoing	Allocated TDA labor expense
	4.2 Match TDA homeowners with available housing to employees seeking housing	A) Continue year 1 and 2's seasonal communications with updates to TDA homeowners		Ongoing	Allocated TDA labor expense

**Tahoe Donner Association Workforce Housing Study
4-Year Implementation Work Plan**

Housing Study Strategy	Objective	Task	Subtask	Initiate/ Complete	Est. Cost
5. Homebuyer/Renter Financial Support – TDA provides financial incentives or loans as demand-side affordability assistance	5.1 Rental assistance or stipend offer for employees	A) Review current employee compensation policies		Q2	Allocated TDA labor expense
		B) Research potential implementation and consequences for employees and the market		Q2	Allocated TDA labor expense



Summary of Plan Investment – PRELIMINARY ESTIMATES

Plan Investments		2025	2026	2027	2028	2029
Capital Projects Fund						
	Reserve Replacement Fund – Chalet House	51,125	33,271	173,796	6,548	
	Workforce Housing Feasibility Study/Project	50,000	100,000	250,000	1,500,000	2,500,000
Project Costs						
	Cost-benefit Analysis & Risk Assessment – Master leasing, existing multi-residential building property purchase, new construction, etc.	\$50,000				
	Legal Advisement – CSO land use variance standards		\$25,000			
	Cost-benefit Analysis & Risk Assessment – Tiny Home Village			\$25,000		
	Cost-benefit Analysis & Risk Assessment – Chalet House renovation			\$25,000		
	Cost-benefit Analysis & Risk Assessment – Large-scale housing project				\$25,000	