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Housing Roadmap

Accelerating Community Housing Action in the Washoe Tahoe Area: A Partnership Plan

May 10, 2023

Acknowledgements

Funders of the Housing Roadmap



Facilitator



Consultants



About the Washoe Tahoe Housing Partnership

The Washoe Tahoe Housing Partnership (WTHP) is focused on keeping Incline Village and Crystal Bay a vibrant, thriving place for families, businesses, and the local workforce. We are a community coalition of individual citizens, non-profits, business owners, government representatives, residents, educators and social and faith-based leaders from the Incline/Crystal Bay community. We formed the Washoe Tahoe Housing Partnership in 2021 to examine the critical housing needs of our community.

AT OUR CORE, THE WTHP IS ABOUT COMMUNITY.

- Our goal is to accelerate housing solutions for local workers which we believe is directly connected to issues like traffic and congestion, keeping local businesses open, maintaining strong local schools and critical services like the Hospital, fire, and safety.
- We value the unique character of this amazing place.
- We believe if we work together, we can solve the challenges we face.
- We have developed a Roadmap that provides ideas and solutions to our housing crisis.

The 2023 Washoe Tahoe Housing Roadmap (Roadmap) outlines a partnership framework and range of priority goals and actions to address the needs of workforce housing in the Washoe Tahoe Area over the next five years. **The 2021 Washoe Tahoe Local Employee Housing Needs and Opportunities Study (2021 Housing Needs Study) estimated that 785 below-market workforce housing units would be needed over the next five years to address housing shortages for local residents and employees.** For the purpose of the Housing Roadmap, **workforce housing is defined as:**

*Housing that serves the employees working for businesses located within the Washoe Tahoe region.
This includes rental and ownership homes that serve a range of households income levels that are not currently being met by the housing market.*

The lack of housing affordable to a wide variety of income levels is something that impacts everyone in our community, whether you realize it or not. We need our critical workforce of nurses, snowplow drivers, teachers, law officers, journalists, firefighters, grocery and restaurant workers and others to be able to live here where they work and be a part of our amazing community.

The Roadmap alone will not solve the housing problem, but the following set of goals and priority actions work to create a path forward for the broader Incline Village and Crystal Bay community as they work to address the critical shortage of local housing needs in the region.

MISSION

“Accelerate local housing solutions for those who live and work in Washoe Tahoe.”

VISION

“A thriving, vibrant community that has housing options to support our local residents, workforce, and businesses.”

Who is the Washoe Tahoe Housing Partnership

The Washoe Tahoe Housing Partnership (WTHP) was formed in 2021 to examine workforce housing needs in the Washoe Tahoe area. The Washoe Tahoe area is an unincorporated region of Washoe County at Lake Tahoe which includes the communities of Incline Village and Crystal Bay in Nevada. The WTHP is a community based group of leaders representing non-profits, employers, government, tourism, social services, education, faith-based organizations, and residents working to advocate for workforce housing solutions in the Tahoe area of Washoe County. Tahoe Prosperity Center currently serves as the fiscal agent and facilitator for the WTHP. The Housing Roadmap (Roadmap) is a proposal developed by the WTHP.



Photo: Tami Cummings

Where We Work

This Roadmap focuses on the Washoe Tahoe area (the portion of unincorporated Washoe County within the Lake Tahoe basin, which includes Incline Village and Crystal Bay). However, housing remains an important regional issue, and though this Roadmap focuses on outlining priorities within a certain geographic area, the WTHP will continue to coordinate with partners and neighbors in the greater region of Lake Tahoe, Washoe County, and Truckee.

Figure 1. Map of study area



Source: <https://www.unitedstateszipcodes.org/>

How We Work and Outcomes So Far

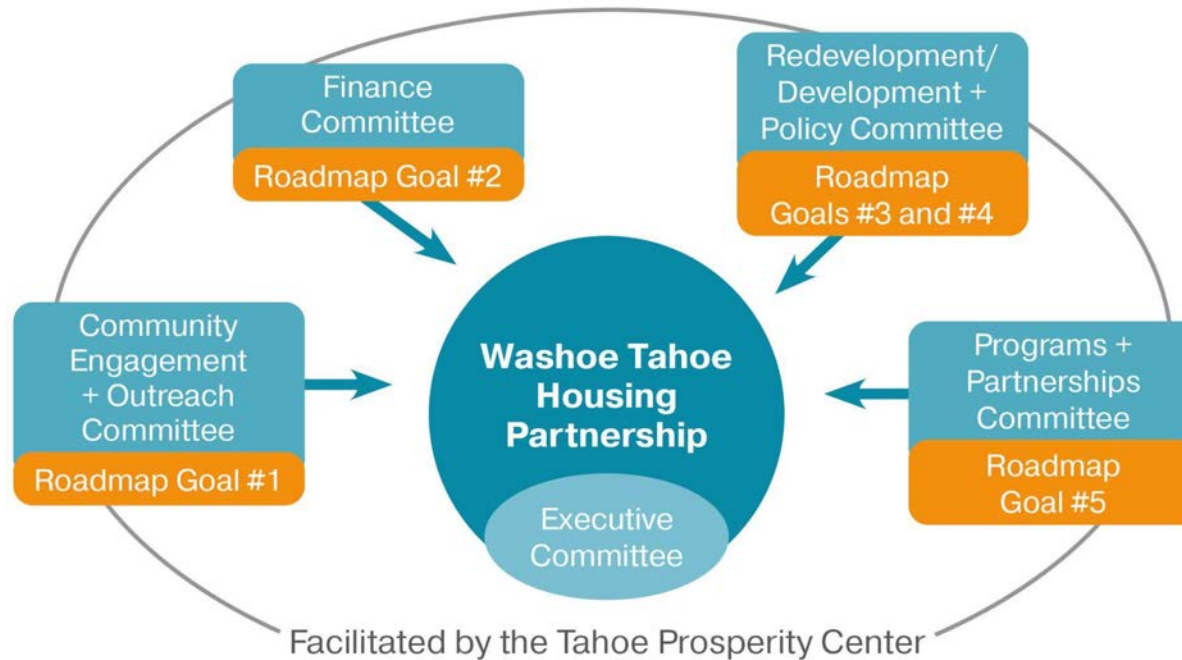
The WTHP brings together a diverse set of community leaders to discuss local housing issues, create proposals for consideration, and advocate for change. Our vision is to create **a thriving, vibrant community with housing options to support local residents, workforce, and businesses.** Since 2020, we have completed the following actions:

- 1) **Defined the Problem:** Completed the *2021 Housing Needs Study*, which detailed the extent of the housing shortage in the community, surveyed residents, employers and employees and highlighted the future housing need for Incline Village and Crystal Bay through 2026 with data available at the time of publication.
- 2) **Created a partnership structure:** Formed a local community based coalition to build support and capacity to move housing work forward (2021-2022)
- 3) **Developed a Washoe Tahoe Housing Roadmap:** Created a strategic housing plan that defines priorities in five key goal areas, sets timelines and (2022-2023)

What's Next?

The WTHP will hopefully continue to work together and add new members as needed to advance the 18 actions outlined in the Roadmap. The goal is to raise funds and hire staff to help keep the momentum of this work moving forward. A committee structure will drive decisions outlined in the Roadmap, assuming continued community support. Roadmap goals and each of the WTHP committee responsibilities are outlined below. Currently, the Executive Committee is composed of funders of the Roadmap Phase and WTHP Committee Chairs.

Figure 2. Washoe Tahoe Housing Partnership Committee Structure for Roadmap Implementation



Washoe Tahoe Housing Partnership Members

- o EKN Development Group
- o Hamilton Realty Finance
- o Hyatt Regency Lake Tahoe Resort
- o Incline Education Fund
- o Incline Property Management
- o Incline Village Crystal Bay Community and Business Association (IVCBA)
- o Incline Village Library
- o Incline Village Realtors
- o Lake Tahoe School
- o North Lake Tahoe Fire Protection District
- o ***Parasol Tahoe Community Foundation
- o ***Reno Housing Authority
- o Rotary Club members (Incline Village and Tahoe-Incline)
- o Saint Joseph Community Land Trust (SJCLT)
- o Sierra Community House (SCH)
- o Tahoe Family Solutions (TFS)
- o **Tahoe Prosperity Center (TPC)
- o Tahoe Regional Planning Agency (TRPA)
- o Tahoe Transportation District (TTD)
- o Travel North Tahoe Nevada
- o United for Action Coalition
- o University of Nevada, Reno at Lake Tahoe
- o ***Washoe County
- o Washoe County Sheriff

**Project Manager for Phase 2—Development of the Roadmap

***Funders for Phase 2—Development of the Roadmap

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Common Housing Terms

Affordable housing, attainable housing, community, or workforce housing – all fall under the broad definition of housing, yet no one size fits all when it comes to housing solutions. The U.S. Department of Urban Development (HUD) sets specific definitions for affordable housing based on household income levels in order to direct funding and programs to serve certain populations. Beyond HUD’s definition of affordable housing, it is up to each community to define housing initiatives and strategies as they so choose. Through the work of the WTHP, Washoe Tahoe has chosen “workforce housing” to describe the focus of their work as the WTHP Vision is: *“A thriving, vibrant community that has housing options to support our local residents, workforce, and businesses.”*

The following list of terms serves to assist the WTHP in establishing an agreed upon vocabulary from which to work.

Achievable Housing – Is a term developed by the [Mountain Housing Council](#) in 2018 and now used by several public agencies around Lake Tahoe (TRPA, Placer County) to describe housing serving above moderate income (120% AMI levels). [TRPA](#) is in the process of updating the definition of achievable housing as housing that “serves those that work in the region,” moving away from AMI-only requirements.

Affordable Housing – The U.S. Department of Housing and Urban Development (HUD) defines affordable housing as housing for which the occupant is paying 35% or less of the total gross income on housing, including utilities. The phrase “affordable housing” is also used as a general term to refer to housing units that serve low to moderate income households and built using significant public subsidies (tax credits)

Area Median Income (AMI) – Refers to the median incomes published annually for counties by the US Department of Housing and Urban Development (HUD). See **Attachment A** for AMI levels for Washoe County. AMI is used to set income and rent limits for affordable housing programs statutorily linked to HUD income limits (e.g., low-income housing tax credit rentals). Common affordability categories used are as follows:

- Extremely Low Income – At or below 30% AMI
- Very Low Income – From 31% to 50% AMI
- Low Income – From 51% to 80% AMI
- Moderate Income – From 81% to 120% AMI

Workforce/Local Community Housing – Housing which is not provided by the existing housing market at prices attainable for community members that live and work in the region. Put another way, this includes rental and ownership homes suited to the income levels of a range of households that can’t afford housing in the current market.

Deed-Restricted Housing – Residential units with occupancy limits, and often income and price caps. Limits are imposed through deeds, especially for ownership, but may also be placed on properties through financing agreements and other types of covenants. These restrictions are typically recorded.

Employee Housing – Housing that is provided by an employer for their own employees. Examples include master leasing units for employees, building dorm-style housing, and/or assistance with down payment or rent.

Market Rate Housing – Housing not protected by any covenant for community housing needs and rents or sales prices are based on market conditions.

Partnership Framework – A collaborative approach to delivering community housing solutions.

2021 Housing Needs Study – Also called the [2021 Washoe Tahoe Local Employee Housing Needs and Opportunities Study](#)

Summary of Housing Challenges + Needs

The *2021 Washoe Tahoe Local Employee Housing Needs Study (2021 Housing Needs Study)* is a comprehensive report that includes 485 employee surveys, 20 interviews with local business and organizations, and dozens of data sources that all confirmed what many living and running business in Washoe Tahoe already know — that the lack of housing attainable to rent or purchase for the local workers significantly impacts the ability of local communities’ to thrive.

Impacts listed from the lack of housing include:

- **Loss of core employees** – teachers, public service employees, community, and visitor services workers.
- **Drop in high school students seeking summer jobs** – many local businesses can no longer rely on high school students joining the workforce during the busy summer season.
- **Attracting quality employees** – loss of local families and the challenges new hires face in finding housing is hurting local employers’ ability to attract qualified employees.
- **The “retirement” crisis** – pending retirement from an aging workforce will exacerbate this problem.
- **Reduced services** – businesses have had to reduce service hours, days of operation, and the range of services provided due to shortage of staff.
- **Increased commuting** – 65% of primary service employees now commute into Washoe Tahoe for work (up from 46% in 2009).

According to the Study, see Table 1, **785 below market units** are needed and **420 market rate units** are needed to provide for current and future needs by 2026. See *Attachment A* for information about Washoe County Area Median Income Levels (AMI)

Table 1. Summary of Local Resident and Employee Housing Needs Through 2026

Catch-Up	790
Commuters (38% want to move to Washoe Tahoe)	530
Unfilled Jobs (10%)	260
Keep-Up	415
Retiring employee (15% in five years)	390
New jobs (67% of employees living in Washoe Tahoe)	25
TOTAL through 2026	1,205
Market-rate (no more than 35%)	420
Below-market (at least 65%)*	785

Based on the income distribution of Washoe Tahoe households by AMI levels:

43% of future rentals should be priced affordable for households earning under 100% AMI

38% of ownership housing should have sales prices that are affordable for households earning between 100% and 250%

Source: 2021 Washoe Tahoe Local Employee Housing Needs and Opportunities, pg. 19 See Attachment A for Washoe County AMI data.

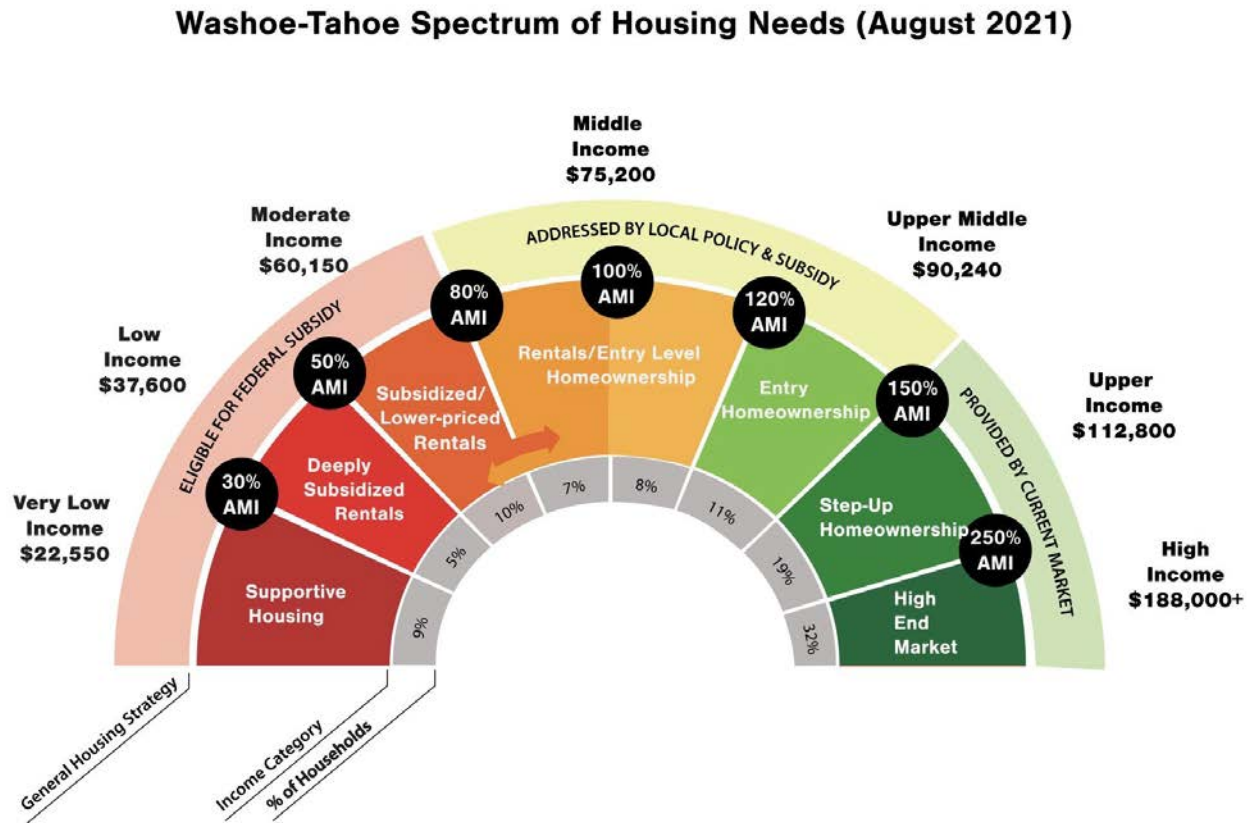
The Housing Bridge from the *2021 Housing Needs Study* (Figure 4) summarized the spectrum of housing needs and different types of financing and housing types typical at various AMI levels. The gray band on the Housing Bridge highlights the percentage of need by AMI level as is summarized as follows:

Summary of needs

- **24%** of the housing need is for households making 80% of AMI and below (typically federally subsidized housing for extremely low to very low income levels)
- **15%** of the housing need is for households making between 80% AMI and 120% AMI (typically entry-level housing and service workers, non-subsidized)
- **30%** of the housing need is for households between 120% and 250% AMI (typically young professionals and mid-career moving into homeownership potentially, non-subsidized)

As the WTHP moves towards implementing the Roadmap, the *2021 Housing Needs Study* should be referenced to define priorities, programs, and future workforce housing projects. Additionally, as the WTHP further refines the Roadmap, tracking actions to the housing needs will be an important step towards building community and funding support.

Figure 3. 2021 Washoe-Tahoe Housing Needs Summary



Source: US Department of Housing and Urban Development (HUD), Consultant team

Housing Roadmap Executive Summary

Purpose of the Housing Roadmap

The lack of affordable housing for the local workforce in the Washoe Tahoe region threatens the viability of the local economy, environment and community. To do nothing to address the housing issue is to submit to the downward trajectory of the very community and life we all hold so very dear to our hearts.

The 2023 Washoe Tahoe Housing Roadmap (Roadmap) outlines a partnership framework and range of priority goals and actions to address the dire needs of workforce housing in the Washoe Tahoe Area over the next five years. **The 2021 Washoe Tahoe Local Employee Housing Needs and Opportunities Study (2021 Housing Needs Study) estimated that 785 below-market workforce housing units would be needed over the next five years to address housing shortages for local residents and employees.** For the purpose of the Roadmap, **workforce housing is defined as:**

Housing that serves the employees working for businesses located within the Washoe Tahoe region. This includes rental and ownership homes that serve a range of households income levels that are not currently being met by the housing market.

The Roadmap was built by a group of local community leaders that believe a core element of supporting a thriving community, environment, and economy is providing housing that those who make their living in the community can afford to rent or buy.

The Roadmap alone will not solve the housing problem, but the following set of goals and priority actions work to create a path forward for the broader Incline Village and Crystal Bay community as they work to address the dire housing needs in the region.



Photo by Zoe Avery

The WTHP's vision is to create **a thriving, vibrant community with housing options to support local residents, workforce, and businesses.** The Roadmap works to drive actions towards this vision with the following five goal areas:

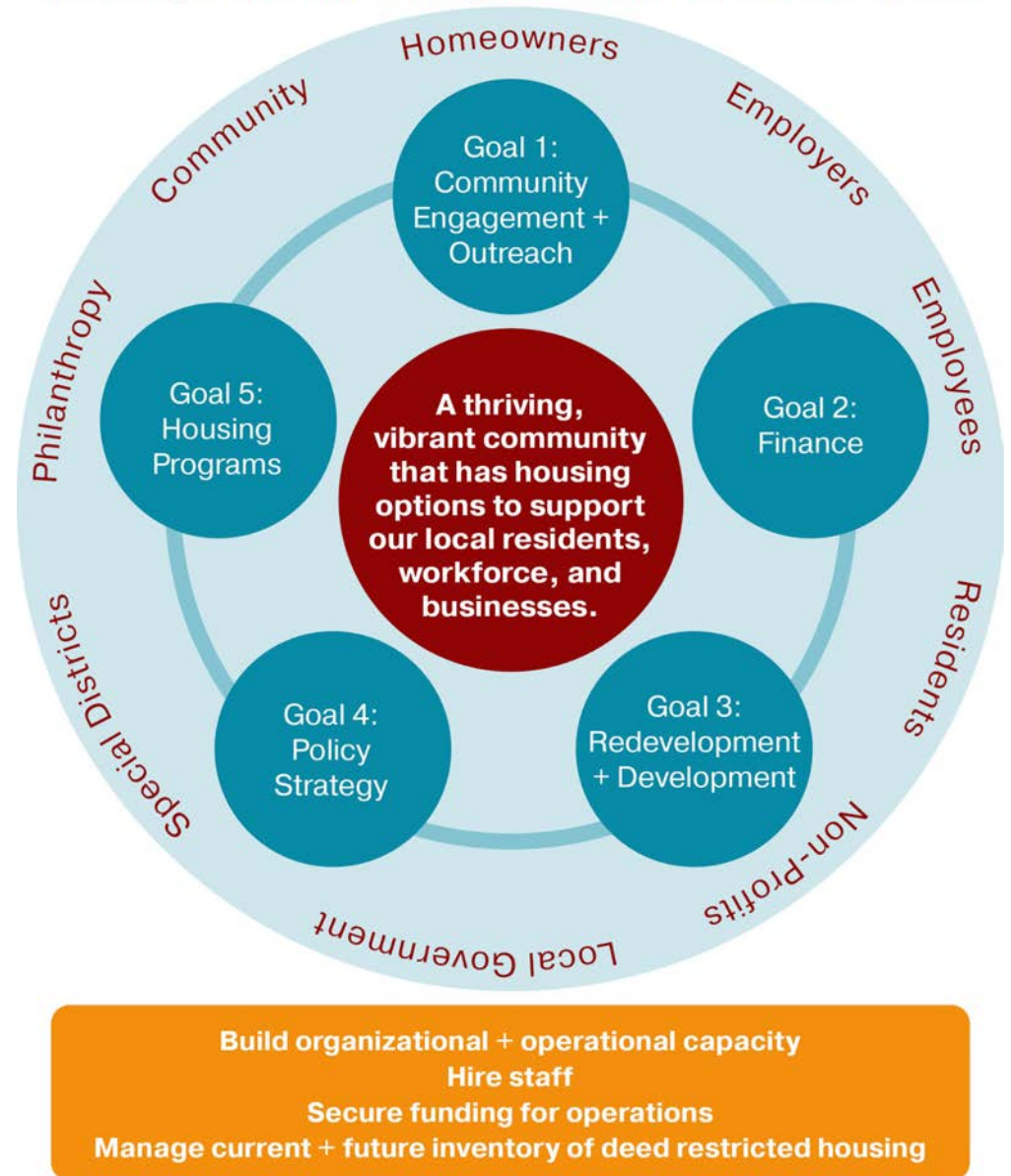
1. Community Engagement and Advocacy
2. Finance + Funding
3. Redevelopment and Development/Policy
4. Housing Programs

The goals lie within the outer circle of essential partners needed to drive implementation.

Foundational to the work are Core Components that work to build capacity, administrative and operational structures needed to keep the work moving forward and that is yet to be determined based on funding.

Figure 4. Housing Roadmap Strategic Framework

Housing Roadmap Strategic Framework: Vision + Goals



How the Roadmap was Developed

The Washoe Tahoe Housing Partnership members represent a diverse group of community leaders. Between August 2022 and May 2023, the WTHP met five times as well as in numerous additional committee meetings to review goals and priority action recommendations within the context of current planning efforts underway at Washoe County and TRPA, taking into account staff capacity realities. Following are the inputs used to develop the Roadmap:

- o Review of recommendations in the *2021 Housing Needs Study* (as listed below). The study included interviews with employers, public agencies, area non-profits as well as an employer and employee survey as well as on-going work with a local advisory council.
- o Input from land use and entitlement agencies, specifically on policy and code change recommendations (Washoe County, TRPA, Placer County)
- o Review of regional housing actions plans include: 2023 Washoe County Strategic Priorities, TRPA Living Working Group Policy Agenda, *Truckee Meadows Regional Strategy for Housing Affordability*
- o Input from the Washoe Tahoe Housing Partnership: one-on-one interviews, five WTHP workshops and multiple committee meetings.
- o A current capacity assessment of the WTHP to implement the actions.
- o Input from consultant team chosen to facilitate the process based on experience developing housing action plans throughout the Mountain West in resort communities.

The *2021 Housing Needs Study* recommended the following priorities as a result of data analysis and copious community feedback including employee and employer surveys.

Table 2. Summary of 2021 Housing Needs Study Recommendations

<i>Summary of 2021 Housing Needs Study Recommendations</i>	<i>Included in 2023 Roadmap</i>
1. Create a supportive, pro-housing voice and advocate for solutions (define housing message, community education efforts, etc.)	✓
2. Implement Core Components (i.e., define shared direction/priorities, build strong political support, funding, hire staff, strengthen deed restriction enforcement)	✓
3. Consider implementing other strategies such as: advocacy support for workforce development/redevelopment projects, build rental housing, implement short-term rental limitations and zoning that supports needed housing	✓
4. Consider implementing housing programs (down payment assistance, rental assistance, loans/grants for home repair)	✓

Using the Housing Roadmap

The Roadmap should be used by the community to both drive action and inform planning and resource priorities of individual employers, organizations, and public agencies. The Roadmap represents the collective voice and priorities of many local stakeholders and community leaders, but is not an official, binding policy document. It can continue to evolve and change based on further input and community priorities.

Implementation of the Roadmap has the potential to:

- o Preserve and create new housing inventory for local employees;
- o Strengthen partnerships in the region;
- o Increase community understanding and support for housing needs and solutions;
- o Bring community voice and leadership into long-range planning efforts;
- o Influence local and regional land-use policy making to prioritize workforce housing;
- o Attract public and private funding to support a range of housing solutions;
- o Build capacity for on-going and sustained work on community housing issues;
- o Support local employers working to provide housing for employees; and,
- o Support public landowners in development of local workforce housing.

Specific application of the Roadmap may include:

- o Washoe Tahoe Housing Partnership
 - Maintain forward momentum on workflow and collective actions.
- o Washoe County
 - Tahoe Area Plan Amendments to support more workforce housing priorities
 - Help define County Board priorities for the Tahoe area of Washoe County including staffing, long-range planning, budgeting, development code, policies, programs, consideration of County-owned land for housing, enforcement of deed restriction, etc.
- o Tahoe Regional Planning Agency
 - Living and Working Group: Recommendations for Development Standard Updates
 - Future enforcement of deed restriction inventory
- o Incline Village Crystal Bay Community and Business Association (IVCBA)
 - Inform priority setting and resource allocations

- o Reno Housing Authority
 - Expansion of current programs and services into the Washoe Tahoe Area (i.e., funding, deed-enforcement, housing programs, state advocacy, etc.)
- o St. Joseph Community Land Trust
 - Expanded capacity to serve as Deed Restrictions Enforcement manager and/or developer of housing projects in the Washoe Tahoe area
- o Tahoe Transportation District (TTD)
 - Collaborating with District to consider housing on District property owned in Incline Village



Photo by Zoe Avery

Housing Roadmap

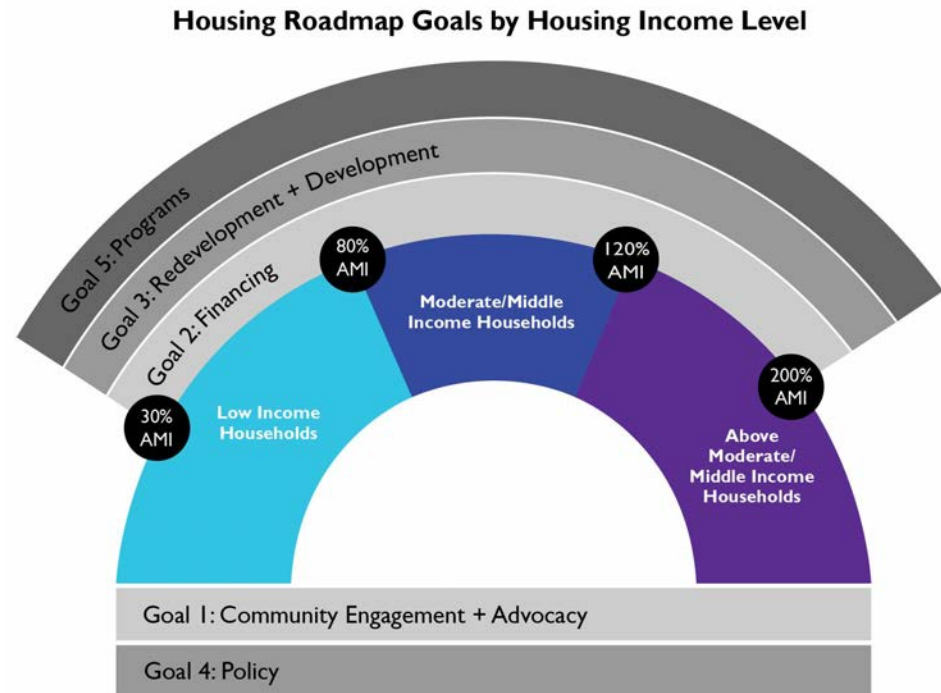
This section outlines the Washoe Tahoe Housing Roadmap including details about each priority action. The Roadmap works to focus the members of the WTHP on five goals, four Core Components, and eighteen Priority Actions that aim to increase housing availability for those that work in the area in both short and long-term. Figure 5 demonstrates how each of the Roadmap goals serves a range of household income levels and will continue to map strategies to needs identified in the *2021 Housing Needs Study*.

Roadmap Criteria

The priority actions were developed by the WTHP with support from a team of housing consultants and input from regional partners using the following criteria:

- Identified in the *2021 Housing Needs Study* as a recommended priority
- Supported by the WTHP
- Blends ambition with practicality
- Aligns with other planning efforts in the region
- Best practice approach from other communities

Figure 5. Roadmap Goals by Income Level



Organization of the Roadmap

The components of the Roadmap include:

Core Components (4)

These are the immediate actions to establish the administrative and management structure to support the WTHP and the implementation of the Roadmap.

Goals (5) + Priority Actions (18)

The Roadmap outlines five key goals areas to drive action. Under each goal are a set of priority actions, a description of the action and recommended steps for implementation.

Timeline (Table 3)

A timeline has been determined for each of the priority actions to be completed within the following timeframes:

- Tier 1 Priority Action (6-months)
- Tier 2 (1-year)
- Tier 3 (2-3 years)

Roles + Responsibilities (Table 4)

Lead Role

Defines the partner(s) best suited and willing to lead implementation of the action.

Support Role

Defines partners who, at a minimum, are needed to support implementation of the action and bring expertise, and/or advocacy to the table.

Responsible Committee

The WTHP has four committees in place to work on the five Roadmap goals. Committees include Community Engagement + Advocacy, Finance, Redevelopment + Development, and Program + Partnerships.

Goals and actions will be monitored and modified as needed for effectiveness. Partner roles may also change over time as influenced by resources, expertise, and momentum and the potential addition of more partners.

Table 3. Core Components: Timeline, Roles, and Responsibilities

CORE COMPONENTS: (Administration + Management)			
Timeline	Tier 1 (6-months)	Tier 2 (1 year)	Tier 3 (2-3 years)
1. Identify entity to serve as fiscal agent/administrator for Washoe Tahoe Housing Partnership and Housing Coordinator position	X		
2. Hire Housing Coordinator to support Washoe Tahoe Housing Partnership + Implement Roadmap	X		
3. Advocate for Washoe County to dedicate FT time planning staff person to the Washoe Tahoe Area Plan Amendment process + ongoing Washoe Tahoe Housing Partnership (consider PT office in Incline)	X		
4. Work with regional partners to build understanding of deed restriction tool		X	
Roles and Responsibilities	Lead Role	Support Role	WTHP Committee Responsible
1. Identify entity to serve as fiscal agent/administrator for Washoe Tahoe Housing Partnership	TPC	Exec. Committee	Exec.
2. Hire Housing Coordinator to support Washoe Tahoe Housing Partnership + Implement Roadmap	TPC/WC	Exec Committee	Exec.
3. Advocate for Washoe County to identify dedicated staff point to manage the Washoe Tahoe Area Plan Amendment process + on-going Washoe Tahoe Housing Partnership (consider part time office in Incline)	WC	Exec. Committee	Exec.
4. Work with regional partners to build understanding of the deed restriction tool	TRPA	WC, SJCLT	Community Outreach

Table 4. Timeline of Goals + Priority Actions

Goals + Priority Actions	Tier 1 (6 months)	Tier 2 (1 year)	Tier 3 (2-3 years)
Goal 1: Community Engagement + Outreach – Build community understanding and support for housing			
Action 1. Develop community education campaign	X		
Action 2. Develop advocacy platform + plan to support Roadmap Goals + Actions	X		
Action 3. Conduct outreach to employees + underserved populations to bring voices of those needing housing into the effort	X	X	
Goal 2: Finance – Identify and raise public and private funds for housing			
Action 1. Define budget for Roadmap Priority Actions, raise funds	X		
Action 2. Seek private donations/grants		X	
Action 3. Support grant applications from State + Federal sources		X	
Action 4. Explore ways to reduce costs for workforce housing developments (reduced fees and land)		X	
Action 5. Explore potential taxation strategies at State level			X
Goal 3: Redevelopment + Development – Explore and facilitate development of workforce housing on public-agency owned sites, private lands and inclusion of workforce housing on future redevelopment projects.			
Action 1. Initiate discussions with TTD and Washoe County to potentially allocate the old elementary school site for multi-family rental housing		X	
Action 2. Help create/participate in Vision/Plan for the sites with landowners + community; advocate to keep projects moving forward		X	X
Action 3. Advocate for redevelopment projects during entitlement + construction to ensure community needs are prioritized + projects are successful	X	X	X
Goal 4: Policy – Update policy and codes to support preservation and production of workforce housing			
Action 1. Review short-term rental management policy	X		
Action 2. Propose a package of policy updates in the 2023 Washoe Tahoe Area Plan Amendment to support housing	X	X	
Action 3. Explore other policy options to support housing		X	
Goal 5: Programs – Support Programs to Address Workforce Needs			
Action 1. Support Implementation of a new Long-Term Rental Grant Program	X		
Action 2. Support existing rental assistance programs	X		
Action 3. Support employer-based housing + transportation programs		X	
Action 4. Implement other programs as funding + capacity is built			X

Table 5. Example of Roles + Responsibilities

Goals + Priority Actions	Lead Role	Support Role	WTHP Committee Responsible
Goal 1: Community Engagement + Outreach – Build community understanding and support for housing			
Action 1. Develop community education campaign	TPC	East River PR	Community Engagement
Action 2. Develop advocacy platform + plan to support Roadmap Goals + Actions	IVCBA	TRPA, WC	Community Engagement
Action 3. Conduct outreach to employees + underserved populations to bring voices of those needing housing into the effort	IVCBA, United for Action	SCH, TFS, Library, Rotary, Incline Property Management	Community Engagement
Goal 2: Finance – Identify and seek/raise public + private funds for housing			
Action 1. Define budget for Roadmap Priority Actions—raise funds	TPC	TBD	Exec.
Action 2. Raise private donations/seek grants funding	TBD	Parasol, I. Ed Fund	Finance
Action 3. Support grant applications from State + Federal sources	RHA	WC, TBD	Finance
Action 4. Explore ways to reduce costs for workforce housing developments (reduced fees and land)	WC	TRPA	Finance
Action 5. Explore potential taxation strategies at State level	IV/CB, WC	IVCBA, Parasol	Finance
Goal 3: Redevelopment and Development – Explore and facilitate development of workforce housing on public-agency owned sites, private lands and inclusion of workforce housing on future redevelopment projects.			
Action 1. Support Washoe County to (re)develop their identified sites as multi-family attainable housing	WC	EKN, SJCLT	Redev/Dev
Action 2. Help create/participate in Vision/Plan for the sites with landowners + community; advocate to keep projects moving forward	WC	Community Members	Community Engagement
Action 3. Advocate for redevelopment projects during entitlement + construction to ensure community needs are prioritized + projects are successful	Community Engagement	Community Members, United for Action, SCH, TFS	Redev/Dev
Goal 4: Policy – Update policy and codes to support preservation and production of workforce housing			
Action 1. Review short-term rental management policy and make recommendations to County	WC	Full-time residents: realtors, employees, community members	Redev/Dev

Goals + Priority Actions	Lead Role	Support Role	WTHP Committee Responsible
Action 2. Propose a package of policy updates to the 2023 Washoe Tahoe Area Plan Amendment to support housing	WC/TRPA	Committee	Community Engagement + Redev/Dev
Action 3. Explore other policy options to support housing	WC	Committee	Community Engagement + Redev/Dev
Goal 5: Programs – Support Programs to Address Workforce Needs			
Action 1. Support Implementation of Long-Term Rental Grant Program	TBD	TBD	Exec. + Partnership + Programs
Action 2. Support existing rental assistance programs	SCH	TFS	Finance
Action 3. Support employer-based housing + transportation programs	Hyatt	TTD	Partnerships
Action 4. Implement other programs as funding + capacity is built	TBD	TBD	Partnerships

List of Acronyms

- | | | |
|--|--|---|
| 1. EKN: EKN Development Group | 8. IV/CB: Incline Village Crystal Bay Visitors Bureau. (now Travel North Tahoe Nevada) | 16. College: University of Nevada, Reno at Lake Tahoe |
| 2. Hamilton: Hamilton Realty Finance | 9. LT School: Lake Tahoe School | 17. TFS: Tahoe Family Solutions |
| 3. Hyatt: Hyatt Regency Lake Tahoe Resort | 10. Fire Dist.: North Lake Tahoe Fire Protection District | 18. TPC: Tahoe Prosperity Center |
| 4. IEF: Incline Education Fund | 11. Parasol: Parasol Tahoe Community Foundation | 19. TRPA: Tahoe Regional Planning Agency |
| 5. IPM: Incline Property Management | 12. RHA: Reno Housing Authority | 20. TTD: Tahoe Transportation District |
| 6. IVCBA: Incline Village Crystal Bay Community and Business Association | 13. Rotary: Rotary Club | 21. United: United for Action Coalition |
| 7. Library: Incline Village Library | 14. SCH: Sierra Community House | 22. WC: Washoe County |
| | 15. SJCLT: Saint Joseph Community Land Trust | 23. Sheriff: Washoe County Sheriff |

Core Components (Implementation and Management Structure)

Funding and staffing the next phase of work for the Washoe Tahoe Housing Partnership will move the five goals of the Roadmap forward. Tahoe Prosperity Center (TPC) served as the administrator and facilitator of the Phase 1 and Phase 2 Washoe Tahoe Housing Partnership, which included completing a housing needs study and development of this housing roadmap. Next and critical to the work is funding and managing the implementation phase of work. **Outlined are priority action items for the next 6 months.** This section defines a set of actionable steps to build the administrative and management structure that will set the implementation phase up for success.

Table 6. Core Component Priority Actions

Priority Actions	Background	Recommended Steps
1. Identify entity to serve as fiscal agent/administrator for the WTHP and housing coordinator role	Tahoe Prosperity Center (TPC) has been the administrator of the Washoe Tahoe Housing Partnership for the past three years, supported by funding from Washoe County, Parasol Tahoe Community Foundation, Offerdahl Foundation and the Reno Housing Authority. Consultants assisted in the delivery of the housing needs study, roadmap development, and with public relations. TPC is contracted to complete the Roadmap by mid-2023. Funding and an entity to take on the Washoe Tahoe Housing Partnership work including staffing (housing coordinator) needs to be identified for the work to continue moving forward.	-Washoe Tahoe Executive Committee and TPC to define plan for raising funds and securing a project administrator. -Secure long-term administrator by August 2023. -Raise funds to support the hiring of a Housing Coordinator (see below). -Consider establishing a local Washoe Tahoe Housing Trust Fund to hold and distribute funds at a community foundation or other non-profit.
2. Hire Housing Coordinator to support Washoe Tahoe Housing Partnership + Implement Roadmap	Hiring staff is the key to moving the 20+ Core Components and Priority Actions forward and supporting the WTHP. As seen in other communities around the region (Truckee, South Lake Tahoe, Placer County, Mammoth Lakes), hiring full-time staff to work on housing significantly increases outcomes for the community. Recommendation is to hire a FT housing coordinator (or consulting team) to support WTHP actions that include: community advocacy and engagement, development on public agency-owned land, initiating new housing programs, and working with committees to raise funds and move pro-housing policy forward. This position could be located at Washoe County, or with a private community based organization.	-Create a housing coordinator job description with pay range. -Raise funds to hire a housing coordinator. -Determine administrator and work with this entity to support hiring of new coordinator. -Continue to expand WTHP; consider adding members to include Forest Services, Labor Unions/labor, community members impacted by housing challenges, etc.

Priority Actions	Background	Recommended Steps
3. Advocate for Washoe County to acquire dedicated, full-time planning staff person to the Washoe Tahoe Area Plan Amendment process + ongoing Washoe Tahoe Housing Partnership	Washoe County staff and a commissioner have been very supportive and involved with the WTHP in terms of developing the housing needs study and roadmap and providing critical funding. As the Washoe Tahoe Housing Partnership moves into the implementation phase of the Roadmap and Washoe County moves into the planning process to update the Washoe Tahoe Area Plan, it will be very helpful to identify one staff person at the County to lead the Area Plan update process, serve on the WTHP, and provide a consistent voice at the table. By having one consistent staff person from Washoe County, along with a Commissioner to serve on the WTHP and manage the Area Plan process, there is a greater opportunity for building relationships and trust in the community. It would also be helpful to set up an office and have this Washoe County planner offer in-person office hours for the community.	-Meet with Washoe County to advocate for action to dedicate a long-range planner with Tahoe-specific experience and relationships to manage the Area Plan Amendment Process and serve on the Washoe Tahoe Housing Partnership. -Goal is to get a commitment from Washoe County for this Action by June 2023. -Identify location in the community for the Washoe County planner to offer office hours for the community.

Priority Actions	Background	Recommended Steps
4. Work with regional partners to build strong understanding of deed restricted housing, define, track, and establish a deed-tracking program and ensure capacity to enforce it.	Preserving and increasing the inventory of homes that are available and protected for the local workforce is central to the work of many successful housing programs. The main tool used to protect investments in workforce housing is a deed restriction. The Housing Study (pg. 78) lists the percent of housing that is deed restricted in various mountain towns as follows: Crested Butte (54%), Vail (31%), Jackson Hole (79%). By comparison, Washoe Tahoe has 7,960 housing units of which, 56 are deed restricted (.007%) Because Washoe Tahoe has so little deed restricted housing, there is little understanding of the importance of this tool and program. It will be important for the community to work with TRPA, who manages the current deed restrictions in Washoe Tahoe, to build understanding and explore options to support TRPA and Washoe County in building future deed restriction tools and tracking/enforcement programs. The deed restrictions TRPA carries are on 56 ownership condos in the Washoe Tahoe Area. These deed restrictions were put in place as part of various development agreements over the years and all have slightly different requirements as far as the household income level they are required to serve. TRPA has recently updated their deed compliance program due to issues in the past (<i>See page 37 in 2021 Needs Study</i> for more info). Annually homeowners are sent letters outlining the requirements listed in their unique deed restriction and must submit proof that rules are being met. As the inventory of deed restricted units grows over the years, it will be critical that a strong deed monitoring and tracking program is established that ensures compliance of the agreements set forth in the deed restrictions and has penalties for non-compliance. Many communities in Colorado and elsewhere throughout the west have successful deed restriction enforcement models that would be useful to study. Typical entities that manage deed restrictions are housing authorities, community land trusts, and housing non-profits.	-Share information with Community Outreach Committee to build understanding of deed restriction as a critical tool for protecting housing for workforce. -Idea: bring in a speaker to share best practices and lessons learned with the community to build understanding of deed restrictions enforcement programs and understand options moving forward. -Research deed restriction enforcement programs in other communities. Resources: 1) 2021 Housing Needs Study: pg.78 for list of communities with high percent of deed restricted inventory, pg. 37 info about TRPA deed restricted units. 3) Deed-restrictions in CO article.

Roadmap Goals and Priority Actions

This section provides a summary of each of the five goals, priority actions, background information, and recommendations for next steps. The list of priority actions outlines work strategies for the WTHP and Committee to be adapted over time as new information and decisions are made. The following five goals are included in this section:

Goal 1: Community Engagement + Outreach

Goal 2: Finance

Goal 3: Redevelopment + Development

Goal 4: Policy

Goal 5: Housing Programs

Goal 1: Community Engagement + Outreach

Objective: *Build community understanding and support for housing.*

Committee Responsible: Community Engagement + Outreach Committee

Background

One of the major challenges to creating housing in the Washoe Tahoe area is the lack of understanding of the issues (*source: 2021 Housing Needs Study*) Because Washoe Tahoe is an unincorporated area, there is no local government entity to take the lead on workforce housing. As outlined in the *2021 Housing Needs Study*, subsequently confirmed during the development of the Roadmap, educating/engaging the community and advocating for housing will be critical components for success in the Washoe Tahoe area. Advocacy and community engagement are a core strength of the current WTHP process and should be leveraged to influence positive outcomes for the community, environment, and economy. The members of the WTHP represent a diverse and powerful base of local leaders aligned in their goals to accelerate housing outcomes. With funding and the support of staff, and, using the Housing Roadmap as a guide, the Washoe Tahoe Housing Partnership and new members from the Community are poised to make great strides with moving the needle on housing.

Progress to Date

As part of Phase 2, a local PR firm was hired to assist with the development of communication strategy and tools. In conjunction with the development of the Housing Roadmap, local firm East River PR is currently working with the Community Engagement and Outreach Committee to develop messages and tools to build understanding of the goals and actions outlined in the Roadmap.

The table below outlines the priority actions working towards the goal of increasing community understanding and support for housing and the Housing Roadmap.

Table 7. Summary of recommended actions for Goal 1: Community Engagement + Outreach

Priority Actions	Background	Recommended Steps
1. Develop community education campaign	Develop and implement a sustained education and communications plan to build understanding and support for housing needs + Roadmap goals + actions. Connect with community groups in the Washoe Tahoe area, integrate new ideas into the Roadmap and engage people to advance the work	<i>Committee to work on:</i> -Hire PR firm (done) -Develop outreach tools, messages, strategy (in process) -Schedule <i>Roadmap Roadshow---</i> to build support for the action plan in the community (in process) -Create new logo for WTHP (done) -Create an annual community engagement + communications plan + implement - Implement a “Housing Champion” campaign to build community awareness and understanding (ID trusted leaders to speak to housing needs/solutions) create 5-10 short videos -Leverage the entire WTHP to distribute materials
2. Develop advocacy platform and plan to support Roadmap Goals and Actions	A key strength of the WTHP is its ability to leverage the collective power of the coalition in order to affect change. There are several advocacies listed in this Roadmap in the other goal areas. The WTHP can define an advocacy platform and a plan of action for engagement. For example, when Washoe County Commissioners review the Roadmap and discuss resource and staff allocations, Washoe Tahoe Housing Partnership members can provide public comment based on the advocacy platform. When the TRPA Governing Board reviews recommendations on development code amendments favorable to housing, WTHP members should show up at public meetings and provide comments based on the advocacy platform. Several current WTHP members serve on a regional housing committee, and this should be reflected in the advocacy plan.	<i>Committee to work on:</i> -Draft an Advocacy Platform to support specific Priority Actions in the Roadmap -Create an advocacy plan based on the platform (i.e., what meetings to attend, dates, talking points, committees to join, who/what/where, etc.) -Solicit feedback and participation from full WTHP -Track progress Resources: -Advocacy Platform, Mountain Housing Council -Mountain Area Preservation: example of a local advocacy group successfully engaging the community in technical planning issues and housing.

Priority Actions	Background	Recommended Steps
3. Conduct outreach to employees, employers and underserved populations to bring voices of those needing housing into the effort	As with all community housing initiatives it is important that the voice of those being served be included in the process. The community will want to, on a regular basis, raise the voice and ideas of those most impacted by the housing crisis.	Define a plan for bringing the voice of the community into the process. Consider ideas such as: -Ask non-profit and employer WTHP members to conduct surveys, invite speakers to share stories at regular WTHP meetings, invite new members from these under-represented groups, etc. -Reach out to the schools and local churches to invite more community members into the process -Reach out to employers to get involved--they are critical and directly impacted by the lack of housing for employees!



Photo by Travel North Tahoe Nevada

Goal 2: Finance

Objective: Create capital funds and creative financing tools to support housing goals.

Committee Responsible: Finance

Background

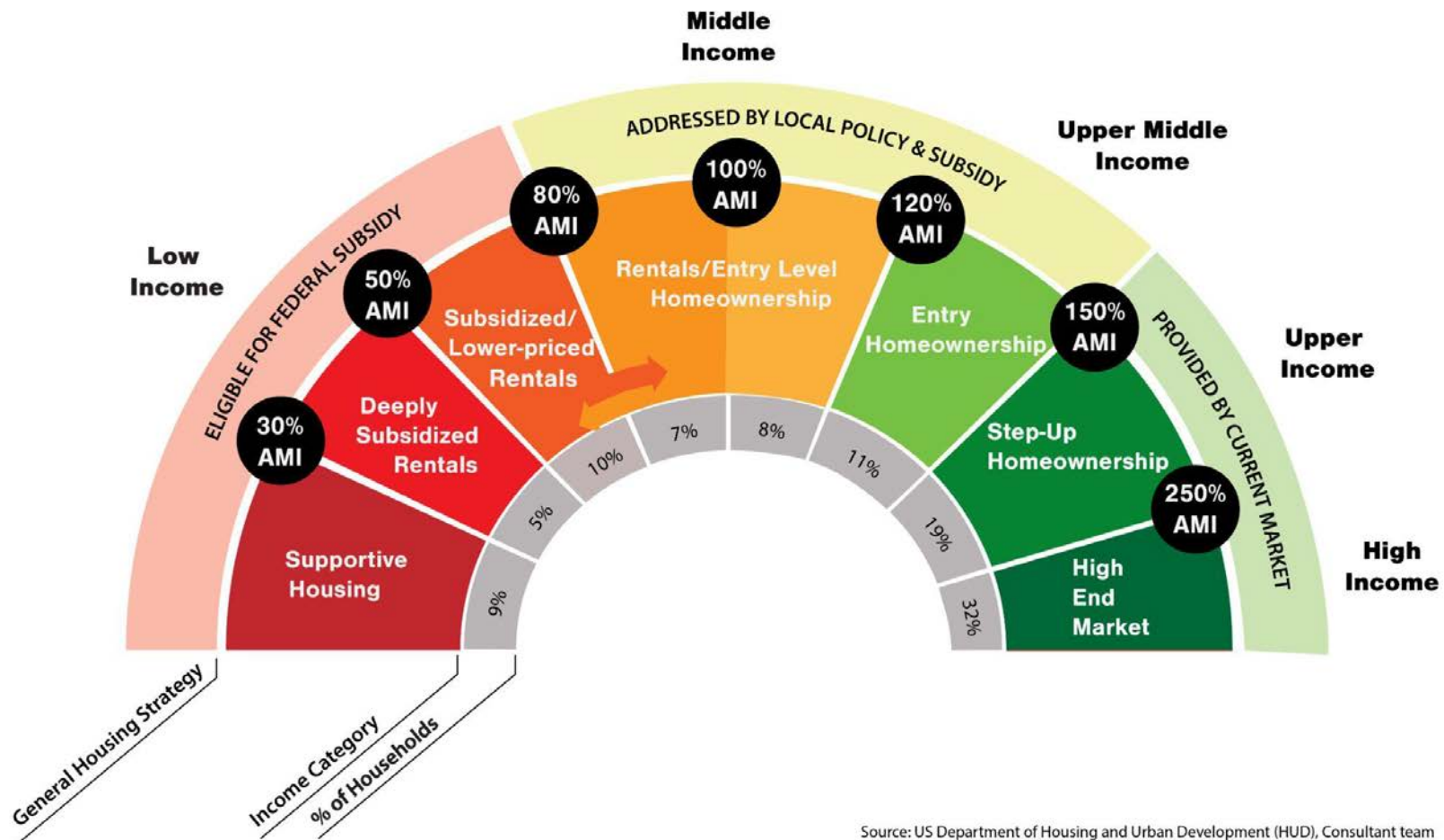
Goal 2 focuses on financing for housing. The first set of priorities are to seek funding from private and public sources and to build incentives that work to reduce the cost of development.

Financing affordable workforce housing is challenging and requires a range of tools and partners. For affordable apartment-type housing, serving lower- income residents (80% AMI and below), local funds are needed to assist developers to compete for state tax-credits that are critical for financing these projects. For any type of project or program serving households above the 80% AMI levels (moderate to above moderate), an even wider range of local, creative financing, policies and incentives are required. State and federal grant programs provide funding for projects and programs serving low-to-very low-income households, but anything beyond this becomes the responsibility of local communities.

Funding for housing programs or projects serving moderate or middle-income households comes from two main sources: 1) public entities and 2) private philanthropy. Public entities can designate general fund dollars for housing programs and projects and will do so based on a set of guidelines defining how the money can be spent and who it is aimed at serving (i.e., AMI targets). Often general fund allocations from public agencies derive from a tax such as a lodging tax in the case of Placer County and the Town of Truckee. In some communities, community foundations, non-profit housing organizations, or local groups raise dollars from private individuals or foundations to support local housing programs. The benefit of raising funding for local programs is that the community generating the funds also defines the rules about how the funds can be spent, which supports a range of programs for a wider range of household income levels. The visual below demonstrates how the different funding shows up for the different income levels (see top section of bridge for information about funding).

Figure 6. Financing Type by Different AMI Levels

2021 Washoe-Tahoe Housing Needs Summary with 2023 Roadmap Updates



Source: US Department of Housing and Urban Development (HUD), Consultant team

Progress to Date

Since 2020, several local, public, and private entities have funded studies and the work of the WTHP. Washoe County, the Parasol Tahoe Community Foundation (a community foundation funded by private philanthropists), and a local family foundation joined forces to fund the Phase 1 efforts to establish the WTHP and hire consultants to develop the *2021 Housing Needs Study*. In 2022, Washoe County contributed \$100K to support the Phase 2 work, which includes the development of the Housing Roadmap and community outreach work. Though there is much work to do, it is clear that it takes diverse local funding sources to create workforce housing solutions and that there simply is no silver bullet to meet this challenge.

The Priority Actions below outline ways that the community can work to raise funds and decrease costs for future developments. Additional information is provided below the table.

Table 8. Summary of recommended actions for Goal 2: Finance

Priority Actions	Background	Recommended Steps
1. Define budget for Roadmap Priority Actions—raise funds (Phase III for Washoe Tahoe Housing Partnership)	Table 4 lists Tier 1 priorities of the Housing Roadmap. Top priorities that need immediate funding include hiring staff to coordinate the WTHP and funding to launch a lease to local grant program. The goal is to raise approximately \$500K in the next 6 months, from local sources, to launch Phase III work.	<i>Executive Committee to:</i> -Define plan for securing a project fiscal agent/administrator and funding for implementation work
2. Raise private donations/grants	Local funds and grants funds are needed to implement programs outlined in the Roadmap. This will allow the maximum amount of flexibility as far as who is served by these programs. State and local funds restrict use to households in the 80% AMI and below, and many of the needs in Washoe County are above this mark.	<i>Finance Committee to:</i> -Research available grants/foundations in Washoe Tahoe -Create plan to raise funds for Tier 1 Priorities
3. Support grant applications from State + Federal sources	There are a number of sources of funds such as Low-Income Housing Tax Credits, tax exempt bonds, HOME, CDBG, Housing Trust Funds, etc., awarded to housing developers that are based on policies created at the State/ Federal Level, which require support from local communities.	Determine policy challenges for Washoe Tahoe Developments in receiving these sources and advocate at Nevada Allocation Committee. (St. Joseph Housing Land Trust + Reno Housing Authority) Opportunity: Washoe Tahoe located in a DDA Area (Difficult Area to Develop) which means that low-income housing tax credits (LIHTC) are more valuable in these areas due to a 30% basis boost. This will generally result in a 30% increase in the amount of LIHTC and equity. This is a valuable incentive to developers.

Priority Actions	Background	Recommended Steps
4. ** Explore ways to reduce costs for workforce housing developments (reduced fees and land)	Offering incentives, such as reduced fees, may encourage developers to create housing that serves the community and sends the message that the community supports this type of housing. Another strategy to reduce costs for development is offering long-term (low-to-no-cost) leases on public agency land. See Goal 3 for details related to development of Public Agency owned land.	<i>Finance + Community Engagement Committee to:</i> Work with TRPA/IVGID/Washoe County and others to discuss fee incentive options to decrease fees for local housing that commits to serving the workforce. For example, fee reduction for projects that serve 150% AMI, with a deed restriction. Support TRPA Tahoe Living Working Group adjustments to development standards.
5. ** Explore potential taxation strategies at State level	Depending on state regulations, an array of taxation strategies can be used to assist with affordable housing, transfer taxes, tourist taxes, tax abatement, etc.	<i>Finance + Community Engagement Committee to:</i> Research options for future taxation including what other communities in Nevada are doing to support housing with lodging, transportation, impact fees, vacancy or transfer of property taxes or fees. Recommend exploring allocation of collected lodging taxes to support a local housing trust fund for implementation of workforce housing programs and projects.

****Additional Information for Select Priority Actions**

Incentives

Along with raising funds from a range of public and private sources, some jurisdictions offer incentives that lower the overall cost of development. Entitlement agencies can offer a developer an incentive (fee reductions, development standard relaxations, bonus units, land, priority processing) in exchange for a significant public benefit generally in the form of a deed-restriction. Following are some incentives the WTHP/Committee could explore:

Bonus Units

TRPA awards bonus units in exchange for deed-restricting a unit to affordable, moderate, or achievable income levels. Deed restricting means a property owner has officially recorded through the assessor's office that the property must be used in accordance with the income/qualification restrictions. TRPA allocated bonus unit pools to each County in the Basin. As of 2021, there were 245 bonus units available for the Washoe Tahoe region—120 units for affordable/achievable and 125 are available for market rate rentals. In order to leverage the bonus unit incentive to meet Roadmap goals, TRPA might consider shifting a portion (up to half) of the market rate rental allocation rentals to developers providing workforce housing ownership products. For more info: [TRPA Bonus Unit Fact Sheet](#).

Fee Deferrals or Reductions

The Town of Truckee offers fee deferrals to projects that provide deed-restricted, affordable units for the community. This saves a developer money early in the project by delaying payment of impact fees and does not have substantial cost to the jurisdiction.. Another example of the use of fees as incentives is California’s ADU law, which restricts municipalities from charging impact fees on units less than 750 square feet (about twice the area of a parking space). Incline Village Improvement District charges permit fees for sewer and water hook-up fees on all residential developments. Potentially, for projects offering significant community benefit, IVGID and Washoe County could explore ways to offer reduced permit or development impact fees.

Reduced Land Costs (See Goal 3)

Local Revenue Sources for Housing

Successful housing programs in similar high-cost mountain communities have secured local funding that supports implementation of programs and projects. Below is a table from the *2021 Housing Needs Study* that summarizes how different mountain towns are paying for programs to house their workforce through taxation strategies. Not listed below, but of interest, was a transfer tax approved by voters in Los Angeles last November. Voters passed Measure ULA which is essentially a transfer tax on big ticket property sales. Known as the “mansion tax” measure, ULA will impose a 4% tax of property tax on sales above \$5M and a 5.5% tax on sales above \$10M. In March 2023, Town of Truckee hired consultants to study the option of a vacancy tax to generate funding for workforce housing needs. A vacancy housing tax charges a flat tax if the home sits empty for a specific amount of time (e.g., 60 or 120 days).

Each community must define what works best for them. Because Washoe Tahoe generates significant funding from property taxes and lodging taxes, it is worth considering ways to reallocate some of the taxes collected to support housing and transportation—both critical factors in supporting a healthy infrastructure and full-time residents and visitors.

Allocation of taxes is a very political issue, and change does not happen overnight, through constructive community conversations, perhaps community housing and transportation issues will be seen as critical to delivering on promised high quality tourism experiences in the future.

Table 9. Revenue Sources in Other High-Cost Mountain Communities

	Breckenridge, CO	Crested Butte, CO	Telluride, CO	Vail, CO	Mammoth Lakes, CA	Jackson, WY	Truckee, CA	Big Sky, MT
Revenue sources for housing:	Real estate transfer tax, sales tax, impact fees, loan payments, rental income, housing program payments	Short term rental excise tax, real estate transfer tax, housing fees in lieu, rents	2.5% short term rental tax, 0.5% sales and use tax, 2 mils from property tax, development mitigation fees	Employee housing fees in lieu, sales tax, use tax (Capital Projects Fund)	HOME grant, Transient Occupancy Tax (TOT), housing impact fees	Housing Trust, special purpose excise tax, license & permits, general fund, mitigation fees	Measure K (TOT tax on lodging), general fund-\$1M per year	Resort Tax Allocation to support Housing Trust in the unincorporated area of Gallatin County (\$1.5M per year), Private donations from local community foundations to non-profit (\$300K per year)

Source: 2021 Housing Needs Study, page 77, with Big Sky added in 2023

Goal 3: Redevelopment + Development

Objective: Explore and facilitate the development of workforce housing on publicly owned sites, private lands and advocate for the inclusion of workforce housing in future redevelopment projects.

Committee Responsible: Redevelopment/Development and Policy Committee

Background

Potential Development on Public Agency-Owned Land

Publicly owned land can be leased or sold to developers at below market rates or at no cost in exchange for the inclusion or creation of agreed-upon affordable or achievable housing. This is done in many communities and there are a variety of tools used to successfully ensure affordability over time, including recorded development agreements and deed restrictions. Decreased land cost is one way to help create affordable housing while staying profitable. In Washoe Tahoe, like most high-cost resort communities, substantially more public financing and incentives such as reduced land costs are needed to provide affordable, or even achievable housing given the tremendous gap in housing construction costs versus affordable sales prices or rents.

Potential Workforce Housing in Redevelopment Projects or on Private Lands

The redevelopment of existing, aging properties is one way to address the high cost of new construction/development in Washoe Tahoe. The redevelopment of an existing building into housing is potentially a method of removing some of the costs of new construction. For example, the Hyatt, one of the largest area employers in the area, leased a newly redeveloped building that was previously a commercial building. The existing commercial building had been renovated into bunkhouse-style living specifically for the needs of seasonal and year-long Hyatt employees. In addition, incentives for developers on private lands could be encouraged by the County for developing workforce housing on private lands as well.

Progress To Date

Development on Public Agency Owned Land

The *2021 Housing Needs Study* identified eight public agency-owned sites (see table below) with identified potential for future community housing projects. This initial assessment included sites owned by the US Forest Services (USFS), the Tahoe Transportation District, and Washoe County.

“Publicly owned land can be an important resource to advance housing that is affordable for local residents and employees. Utilizing public land for housing development is an effective strategy in many high-cost, resort communities. Generally, publicly owned land provides opportunity for public-private partnerships to facilitate the development of local resident and employee housing.”

-2021 Washoe Tahoe Local Employee Housing Needs and Opportunities, pg. 65-66

Table 10. Publicly owned properties identified in the 2021 Housing Needs Study + Top Sites (in orange)

Site #	APN	Owner	Address	Acreage
FEDERAL OWNED				
1	131-110-04	USFS	Corner of Village Blvd and Harold Drive, across from school	13.23
2	132-211-28	USFS	819 ORIOLE WAY, INCLINE VILLAGE	0.22
3	131-110-03	USFS	900 NORTHWOOD BLVD, INCLINE VILLAGE (potentially retired from development)	0.58
4	132-211-21	USFS	220 LARK CT, INCLINE VILLAGE, NV 89451	0.31
COUNTY or AGENCY OWNED				
5	132-201-02	Tahoe Transportation District (TTD)	771 SOUTHWOOD BLVD, INCLINE VILLAGE	6.41
6	130-050-02	Washoe County	310 COUNTRY CLUB DR, INCLINE VILLAGE	0.66
7	130-050-03	Washoe County	304 COUNTRY CLUB DR, INCLINE VILLAGE	0.64
8	124-071-51	School District	East of Village Blvd and south of Donna	3.5

*In November 2021, the site was transferred to the Tahoe Transportation District (TTD)

As part of the development of the Roadmap, the Redevelopment and Development Committee and WTHP worked with consultants from SMR Development to review the eight sites, narrowing the list to the top sites with the most potential (highlighted in orange above). Through analysis of the sites (See Attachment B) along with the interest level of the landowners, sites #5, #6 and #7 were recommended by the WTHP as the top sites in the Roadmap. For the purpose of the Roadmap, Site #6 and #7, located at 310 and 314 Country Club Drive, technically two parcels but because they are adjacent to each other and similar, and will be considered as one site.

Following is a brief overview of progress to-date for the top sites. For additional site information, see site information listed below the table and in Attachment B.

- *TTD Owned Site (771 Southwood Blvd.)* Several Washoe Tahoe Housing Partners are serving on the Tahoe Transportation District (TTD) committee which is currently exploring potential sites for a transportation hub, including the 771 Southwood Blvd. location. More information is listed below the table and in Attachment B.
- *Washoe County Owned Sites (304 + 310 Country Club Drive)* As part of the Roadmap planning process, the Washoe County staff and Commissioner have been involved with conversations about converting unused County land to future workforce housing projects and supported this priority strategy listing in the Roadmap. More information listed below the table and *Attachment B*.

Redevelopment

Several WTHP members have been meeting with the EKN Development Group of the Waldorf-Astoria Hotels & Resort (formally known as Boulder Bay) to encourage workforce housing on site. One promising result has been that EKN Development Group recently joined the WTHP as a member to strengthen future coordination moving forward and their redevelopment project was just approved by TRPA (April 2023).

The following list summarizes recommended actions for development and redevelopment work. Actions with *** include additional information below the table.

Table 11. Summary of recommended actions for Goal 3: Redevelopment + Development

2. Help create/participate in Vision/Plan for the sites with landowners + community; advocate to keep projects moving forward	TTD has an approved contract with a planning consultant (HDR) for a conceptual mobility hub design and will oversee the public engagement process throughout 2023. While that process is ongoing and outside of the scope of this housing Roadmap, it has been made clear by the WTHP members that a better use of that TTD site might be for workforce housing, rather than a mobility hub. We suggest the community keep working on the highest and best use of that site for the benefit of the community.	-Members of the Redevelopment/Development Committee become active participants in the TTD's/ HDR's engagement process. -Committee members report back to WTHP and Community Engagement + Outreach Committee to build community understanding and support throughout the planning process. -Facility and utilize WTHP member relationships to drive expectations for housing on identified sites. -Using existing consultant timeline and planning process, identify timing for the consideration of residential uses. -Provide a unified and supportive voice for the consideration of housing on sites.
3. Advocate for redevelopment projects during entitlement + construction to ensure community needs are prioritized + projects are successful	This is a more general action that the Committee needs to focus on as it relates to identifying potential redevelopment sites in the community.	-Work with WTHP members (particularly those involved in real estate) to identify underutilized or underperforming office, retail, hotels with potential for developing into housing. -Include major employers in the area to continue working with WTHP to identify opportunities to redevelop sites into housing – consider employee housing, long term rentals. -Continue to engage in community meetings to advocate for quality workforce housing with the EKN Development Group of the Waldorf- Astoria Hotels & Resort (formally known as Boulder Bay). -Invite EKN Development to join the WTHP (done).

***Additional Information About Development on Public Agency Owned Parcels (See Attachment B for more details)

Additional Background About Top Two Public Agency Owned Sites

a. TTD Owned, 771 Southwood Blvd

This well-known, 6-acre+ parcel is at the corner of Tahoe Boulevard and Southwood Boulevard. It was the former site of the Incline Village Elementary School and in late 2021 was transferred to the Tahoe Transportation District (TTD) from the School District for consideration as a future transportation hub. This consideration is currently underway, and its public engagement process will begin around the time this report has been published. It is a large parcel within Washoe Tahoe Area Plan's identified Town Center, thus more density is allowed on this site than in most places within the community. As a previously developed site it has existing coverage, existing utilities and is highly visible. Across Southwood Boulevard are primarily multi-family residential uses, to the west is an established residential neighborhood (primarily single family) that does not share access on Southwood Blvd. To the north of the site, across Tahoe Boulevard, are commercial /retail uses (Wells Fargo Bank, gas station, ski shop) and to the South is the Village Center shopping mall, offering a variety of retail shops and restaurants. The location is near to an array of amenities including the Post Office, shopping, health care services and is also near to TART bus stop locations.

Since October of 2022, TTD staff has been working with HDR, a planning consultant, to consider potential sites in the Incline Village area for a mobility hub, to survey the community about it and advise the committee on which sites might work. The public engagement process is slated to be completed by the end of 2023. This is a critical time for the WTHP and the Redevelopment and Development Committee to be an active participant in the public engagement for these conceptual planning meetings. There will be opportunities to work with TTD and consultants to consider other uses besides a Mobility Hub, specifically potentially mixed-use development or a transit-oriented community housing project. **Strategic participation and education from the WTHP is critical at this early stage in the planning process to promote and prioritize potentially including housing at this site should the community agree it is a better use of the property.**

This site is zoned for multifamily housing, but it may not be eligible for the TRPAs Achievable Housing Bonus because it is within a Village Center. The maximum density on this site is 25 dwelling units per acre. One challenge the site faces is also its strength; it is a large, single parcel. Although not critical to the project's success, a mixed-use concept would be easier to develop if it were subdivided strategically into smaller parcels for specific uses. Subdivision is difficult in the Basin due to TRPA regulations.

b. Washoe County Owned Sites (2) 310 and 314 Country Club Road

These two parcels totaling 1.3+ acres are undeveloped. They are located within the Washoe Tahoe Area Plan and are just north of the corner of Tahoe Boulevard and Country Club Drive. The site(s) is heavily forested and is used by neighbors to walk pets. To the north across Ski Way Drive and to the east are various multi-family and tourist units. To the west, across Country Club Drive, are larger single-family homes backing up to the Championship Course at Incline Village. On the southern side of the site is a church. Within a short walk is the Hyatt Regency, the University of Nevada Reno at Lake Tahoe, and various other employment opportunities, recreation areas and amenities. The site has great access to bike pathways as well as existing TART. During the Roadmap planning process, it was discovered that the sites have deed restrictions in place with the Forest Services that may inhibit future workforce housing. While it appears that development of these sites for workforce housing may not be possible, the search for other publicly or privately owned sites that would be appropriate for rental or ownership workforce housing should continue.

Goal 4: Policy

Objective: Update policy and codes to support preservation and production of workforce housing.

Committee Responsible: Redevelopment/Development and Policy Committee

Background

This goal area is focused on outlining a set of policy strategies aimed at lowering the barriers and increasing incentives for workforce housing development as well as influencing short-term rental management policies. Tahoe Regional Planning Agency and Washoe County are responsible for setting land-use planning development codes and policy in the Washoe Tahoe region. The Washoe Tahoe Area Plan is the document that outlines an agreed upon set of development standards and land-use by the two agencies.

The role of the WTHP is to work with these two partners to define the next set of policy updates in the Washoe Tahoe Area Plan Amendment that will result in conditions that make it easier for workforce housing development projects to come to fruition and to advocate for policies that put community priorities first.

Progress to Date

Conversations are in process between Washoe County staff and TRPA staff about the Washoe Tahoe Area Plan Amendment process. As part of the development of the Roadmap, at least ten meetings were held with planning staff and Commissioner Hill to provide input on the Priority Actions and policy recommendations listed in the document. Conversations are currently underway at Washoe County about how to support both the WTHP and the Roadmap moving forward.

The following list summarizes recommended actions for policy changes to support workforce housing strategies. Actions listed with *** include additional information below the table.

Table 12. Summary of recommended actions for Goal 4: Policy

Priority Actions	Background	Recommended Steps
1. ***Review short-term rental management policy and make recommendations for potential changes	Washoe County manages the permit process for short-term rentals per the current Development Code Chapter 10, Article 319 Short- Term Rentals. The Tahoe Area Plan does not include information about STRs at this time because they are addressed in Article 319. The WTHP recommends updating STR standards on a parallel track alongside the Tahoe Area Plan Amendment process. Because of the significant number of short-term rentals in Washoe Tahoe, the WTHP proposes to include updated short-term rental ordinance recommendations in the Tahoe Area Plan Amendment process with specific requirements for the Incline Village and Crystal Bay region. As part of the above, propose a “pause” on short-term rental permitting for the Washoe Tahoe area for 6-9 months (initial timeframe with possibility for extension if community feels it is warranted) to study impacts and benefits to neighborhoods and housing shortage. Also, consider a potential future cap on the number of STRs in Washoe Tahoe.	Work with Washoe County to: Define goals, process, timeline for updating the Washoe County Short-Term Rental Code (Chapter 10, Article 319) As part of the planning process, the Partnership would like the County to consider the following: • “Pausing” the STR permit process while research and planning occur on this issue; • Hiring a outside consultant to assist with the process to ensure adequate capacity and community input; • Appointing a local Short-Term Rental advisory committee that includes a wide-range of stakeholders (full-time residents, realtors, property managers, employees, etc.) - o Resource: Town of Truckee STR Committee • Reviewing updated data and policies from other similar communities; • Look at topics during the study such as: Data/trends, restrictions on the number of permits issued each year, a cap on the number of STRs, types of properties that may be permitted to short-term rent, distance separation requirements, lottery system, etc. • Analyze and investigate transient tax and STR permit fees for future potential allocation to support workforce housing initiatives. • Includes the gathering of community input on recommendations.

Priority Actions	Background	Recommended Steps
2. ***Propose a package of policy updates in the 2023 Washoe Tahoe Area Plan Amendment to support housing	2021 Washoe County Tahoe Area Plan, approved by both Washoe County and TRPA acts as a guide for the Board of County Commissioners, the Washoe County Planning Commission, the Tahoe Regional Planning Agency (TRPA), and the community on matters of growth and development within the Tahoe planning area. Washoe County plans to update the 2021 Area Plan in 2023 through an Amendment process. (As of this writing, the Area Plan was amended for a specific condominium project in Special Area 1 that WTHP members generally are not in complete agreement with. Recommendations to clarify definitions in the future are critical). The Washoe County Tahoe Area Plan has a specific goal (LU5) to provide housing opportunities to the workforce of Incline Village and Crystal Bay. To achieve this goal and promote and incentivize development, the recommended action is to consider establishing additional incentives for affordable, moderate, and achievable workforce housing complementary to TRPA's incentives. Though a good start, there are no details beyond this. WTHP will be a critical partner to help shape the 2023 Area Plan Amendment by: 1) Defining a set of updates to the current area plan that add specific details to the ways to support workforce housing (incentives, development standard changes, etc.) 2) Assisting with community outreach and education throughout the process.	-Recommend that Washoe County, as part of the Washoe Tahoe Area Plan Amendment process, include specific and clear policy to encourage workforce housing development. -Redevelopment/Development and Policy Committee to produce a set of specific recommendations for the Area Plan Amendment process. This should consider better defining or clarifying definitions of mixed use developments so developers and the community have a better understanding of expectations. -Work with the Community Outreach Committee to help with outreach to build support for updates and process. -Propose the addition of a new chapter in the Area Plan that focuses on housing including current conditions, goals, and strategies. -See information below the table for a summary of proposed additions to the Area Plan based on WTHP and committee feedback so far.

Priority Actions	Background	Recommended Steps
3. Explore other future policy changes to encourage workforce housing	In the future, the WTHP may want to consider researching and advocating for policy changes at the State, TRPA and County levels that have shown promising results in other communities. Following are a few examples of pro- housing policies that have been implemented with successful outcomes in other communities. 1) Inclusionary Housing: Combination of requirements and incentives applicable to new developments requiring or encouraging developers to include a specified share of dedicated workforce units or below-market rate units. Implementing a program with mandatory policy options (including percentage of units, affordability levels, design standards, etc.) paired with alternative methods of compliance is a powerful tool to ensure development of affordable/workforce housing units or contributions to local housing funds. 2) Assessed fees review: Currently Washoe County charges impact fees based on a flat rate. Some fee-charging agencies have shifted to charging impact fees based on square footage to provide incentives for smaller units.	-Policy Committee to work with Washoe County Planning Department staff to identify options, develop and adopt specific regulations that will maximize community benefits and fulfill the policy goals. -Evaluate existing fee structure and consider best practice fee modifications to incentivize cost effectiveness. ■ Charge fees on a per square foot basis rather than per unit for affordable/workforce housing. ■ For community housing projects, allow for temporary fee deferrals so that the fees are required to be paid at project completion versus building permit.

***Additional Information

Following is additional background information about some of the above listed Priority Actions.

Short-Term Rentals

Short-term rentals (STR's) are a difficult topic. On the one hand, they generate taxes that fund important services. On the other hand, community nuisance issues such as noise, parking, degradation of neighborhood character and trash all surface. The issue of how STR's directly impact workforce housing is constantly debated as the perception is that many STR's have resulted in a loss of local rental workforce housing. Understanding the data and what other similar communities are doing is key to devising the best management plan for each community. For example, of the 7,960 housing units in Washoe Tahoe, 41% are occupied as second/vacation homes, 49% are resident occupied and 10% are vacant for other reasons (*2021 Housing Needs Study, pg. 31*). It is estimated that about 10% of the total housing units are actively short-term renting and the assumption is that a majority of the listings come from the second home market. In an area in which resident-occupied rentals are being lost, the impact of short-term rentals on the supply deserves attention, albeit in balance with the positive and negative impacts on the community.

Washoe County manages the short-term rental program in the County and started requiring licenses in 2018. It is estimated (based on 2018 data) that approximately \$15M is generated annually from STR's in the Washoe Tahoe area from the collected Lodging Tax which is set at 13%.

Many communities around the region (Town of Truckee, Placer County, South Lake Tahoe) have enacted moratoriums (a pause in issuing new permits) in order to allow time to study the issue. As a result of the period of study, these communities were able to make significant changes to their programs including restricting the number of permits issued, increasing permit fees in order to cover costs to hire compliance staff and greater outreach and education to homeowners.

Washoe Tahoe Area Plan Amendment Package

Based on feedback from Washoe County planning staff, TRPA staff and the Redevelopment and Development Committee, the following list of policy updates to the Washoe Tahoe Area Plan Amendment are suggested:

- 1) **Prioritize Workforce/Achievable Housing:** Add a new chapter to the Area Plan focused on workforce/achievable housing. Both housing incentives and requirements should be included within the Plan as well as clearly identifying why each is important and how workforce/achievable housing benefits a variety of local residents, employees and business. The current Area Plan community vision lists that the Plan aims to “Provide a range of housing opportunities” as a top priority but very little information is included to address this goal. Recommend including information in-line with other chapters in the Plan such as: Existing Opportunities, Strategy, Goals + Policies and Proposed Improvements.
- 2) **Leverage TRPA Housing Incentive Package:** Recommend that Washoe County leverage and work very closely with the TRPA’s Housing and Community Revitalization Working Group, which is working on a Residential Incentive package to inform updates to the Washoe Tahoe Area Plan such as:
 - *Definitions of Achievable Housing:* Use TRPA’s proposed new definition of achievable housing which expands qualifications for incentives to “those that work in the region” instead of limiting requirements to AMI levels only.
 - *Town Center Concessions:* In order to encourage density in Town Center for environmental, economic and workforce housing benefits, allow for increases in height, density and coverage in Town Centers for example:
 - Density: TRPA is proposing that Achievable housing types (deed restricted to serve the workforce) should be able to increase density in Town Centers up to 25%. WTHP should work with TRPA to consider density up to 50% for some projects in Town Centers if compatible with neighborhood character and significant community and environment benefits result (less traffic, driving, and more walkability for workers).
 - *Design Standards:* Review and revise design standards and guidelines to make it easier and financially feasible for projects to actually get built (height, coverage and density limitations are barriers to the development of affordable housing).
- 3) **Housing as Mitigation:** Market rate developers often are required by TRPA, in order to meet high water quality standards at Lake Tahoe, to comply with a set of mitigation measures to get a project approved. The list of mitigation measures right now, only apply to water quality improvements. That said, market rate housing development impacts the demand for affordable and workforce housing by increasing the need for local workers. TRPA should consider adding a mitigation measure to address this increased demand for deed-restricted housing created by market rate development.

4) **Priority Processing:** Consider implementing priority processing of applications at Washoe County for projects that provide significant community benefits (deed restricted achievable housing). Codify the ability to fast track or administratively approve future plan amendments if and when the TRPA code is revised. Additionally, any residential housing project that is meeting local housing needs should be reviewed and approved in a timely manner. Another common solution is to assign a housing project manager, often called an ombudsman, at the local jurisdiction to guide developers through their processes when the application is for local workforce housing. This can be done at the County Planning office, Building Department, and at TRPA. TRPA currently has a full-time housing ombudsman on staff.

5) **Update Accessory Dwelling Unit/Junior Accessory Unit Development Code:** Accessory dwelling units (ADU's) are units that can be developed on existing residential lots, either within an existing dwelling or adjacent to it. A junior accessory dwelling unit (JADU), by California standards, means a unit that is no more than 500 square feet in size and contained entirely within an existing single-family structure. Many communities, as well as TRPA, have embraced ADU's as one path to increasing the inventory of smaller homes available to rent for the local workforce. The [TRPA ADU program](#) offers incentives in the form of bonus units for homeowners who build ADUs and rent them to qualified tenants. Following are the recommendations from the WTHP for Washoe County to consider as they update the Washoe Tahoe Area Plan.

- Add ADU and Junior ADU Code language (currently does not exist in the Area Plan) specific to the Tahoe-only area of the County. Reference TRPA ADU program for maximum alignment and include deed-restricted enforcement of any new ADU's.
- Expand on standards and update definitions. Change the term “detached accessory dwelling” to “accessory dwelling unit,” to reflect the term that is used more commonly nationwide and used at TRPA.
- Amend zoning policy to remove one-acre parcel limit.
- Consider removing affordability restrictions to incentivize construction but restrict so ADUs can not be rented out for short-term use.
- Consider adding clear and specific language about Junior Accessory Dwelling units as a way to encourage the use of existing coverage to create additional rental units.

Goal 5: Housing Programs

Objective: Support and implement new housing programs to address immediate housing needs.

Committee Responsible: Partnership + Programs Committee

Background

Goal five focuses on creating and supporting existing housing programs in the Washoe Tahoe Area. Currently the only housing program available in the Washoe Tahoe area is rental assistance offered by Sierra Community House and Tahoe Family Solutions. Both of these programs are funded and operated by the local non-profits who receive funds from public and private sources. These programs are successful in keeping families and employees in their homes and serve as a remedy for emergency situations but do not grow the inventory of available rental units.

The goal of the Priority Actions listed below is to support the current rental programs being offered by Sierra Community House and Tahoe Family Solutions and launch a new lease to locals grant program to increase the number of units available to community members.

New Program--Long-Term Rental Grant Program

Several mountain towns (Big Sky, Montana, North Lake Tahoe/Placer County, Town of Truckee, Breckenridge, CO, South Lake Tahoe) have begun implementing long-term rental grant programs in the last few years to unlock existing housing inventory for workforce rental needs. As a strategy to encourage homeowners to rent their homes long-term to local workers, grants are offered and tenant matching services. Each community defines the grant amount and program guidelines tailored to their goals. Many communities have opted to hire a third-party administrator, like [Placemate](#), to partner with in launching these types of programs. Placemate handles tenant and homeowner services and the jurisdiction administers the grant side of the program. Today, Placemate operates in five communities, including Truckee, South Lake Tahoe and North Lake Tahoe.

Progress to Date

Placemate has presented to the Washoe Tahoe Housing Partnership twice in the past two months. These presentations have provided background and information to generate support for implementing this program as a Tier 1 Priority for the WTHP. Efforts are currently underway to raise funds to launch this program by the end of 2023. **Implementing a long-term rental grant program is a Tier 1, top priority for the WTHP (implement within 6-months)**

The following list summarizes recommended housing programs to support.

Table 13. Summary of recommended actions for Goal 5: Implement new housing programs

Priority Actions	Background	Recommended Steps
1. Implement Long-Term Rental Grant Program	Placemate (formally known as Landing Locals) is a successful program that offers tenant matching services and one-time grants to willing homeowners who rent their homes long-term (6-12 months) to qualified local employees.	-Placemate to present program overview to WTHP (done). -Identify grant administrator for the program. -Work with administrator and Exec. Committee to define program guidelines. -Raise funding for program (admin cost + grants) = \$350K
2. Support current rental assistance programs	Currently the only housing program available in the Washoe Tahoe area is rental assistance offered by Sierra Community House and Tahoe Family Solutions. Both of these programs are funded and operated by the local non-profits who receive funds from public and private sources. These programs are successful in keeping families and employees in their homes and serve as a remedy for emergency situations but do not grow the inventory of available rental units. This is a critical program for keeping families living and working in Washoe Tahoe here.	-Work with Sierra Community House and Tahoe Family Services to understand needs. -Raise funds for identified needs. -Work with Community Engagement Committee to generate awareness and support for this program.
3. Support employer-based housing + transportation programs	Some local employers provide housing and transportation support for their employees. The Hyatt leases units for housing and has recently implemented a van transportation program, IVGID has two apartments and the Fire District houses staff on shift. See pg. 40 in 2021 Housing Needs Study. There is an opportunity for the WTHP to support current employers with coordination services and encourage other employers to get involved.	-Support current employers providing housing and transportation as requested. -Consider ways to incorporate current inventory of local employer housing units into a future Placemate type program -Assist with sharing the story of what local employers are doing as part of the communications efforts.
4. Implement other programs as funding + capacity is built	As capacity and funding is built within the WTHP, other housing programs could be considered such as a downpayment assistance program to help people purchase homes or a deed-restriction purchase program similar to Placer's Workforce Housing Preservation Program and the Truckee Home Access Program .	-Research other housing programs and invite staff from Placer and Truckee to share knowledge from their programs.

Attachment A: AMI Statistics for Washoe County

Washoe Tahoe Median Household Income: 2019

	2019	HUD AMI equivalent for 3-Person Household
All households	\$99,203	141% AMI
Owner-occupied	\$127,734	182% AMI
Renter-occupied	\$71,544	102% AMI

Source: 2017 5-year ACS; US Dept. of Housing and Urban Development (HUD)

Source: 2021 Washoe Tahoe Local Employee Housing Needs and Opportunities Study

Washoe County AMI by Household Size: 2022

AMI Level	1-Person	2-Person	3-Person	4-Person
30%	\$20,280	\$23,160	\$26,070	\$28,950
50%	\$33,800	\$38,600	\$43,450	\$48,250
80%	\$54,080	\$61,760	\$69,520	\$77,200
100%	\$67,600	\$77,200	\$86,900	\$96,500
120%	\$81,120	\$92,640	\$104,280	\$115,800
150%	\$101,400	\$115,800	\$130,350	\$144,750
250%	\$169,000	\$193,000	\$217,250	\$241,250

Source: NOVOGRADIC Rent & Income Calculator, Based on HUD Published Income Levels for 2022 with No Adjustments

Washoe County AMI by Household Size: 2021

AMI Level	1-person	2-person	3-person	4-person
30%	\$17,550	\$20,050	\$22,550	\$26,500
50%	\$29,250	\$33,400	\$37,600	\$41,750
80%	\$46,800	\$53,450	\$60,150	\$66,800
100%	\$58,500	\$66,800	\$75,200	\$83,500
120%	\$70,200	\$80,160	\$90,240	\$100,200
150%	\$87,750	\$100,200	\$112,800	\$125,250
250%	\$146,250	\$167,000	\$188,000	\$208,750

Source: US Dept. of Housing and Urban Development (HUD)

Source: TRPA Residential Bonus Unit Program Fact Sheet, Updated September 9, 2022

Washoe County (using 2021 income levels for the example)

Income Level	Annual Income	Suggested Home Purchase Price	Bonus Unit Category
80%	\$60,160	\$228,006	AFFORDABLE
100%	\$75,200	\$285,008	MODERATE
120%	\$90,240	\$342,010	MODERATE
195%	\$146,640	\$555,766	MF/SF ACHIEVABLE
228%	\$171,280	\$649,150	MF/SF ACHIEVABLE
300%	\$225,600	\$855,024	MF/SF ACHIEVABLE
400%	\$300,800	\$1,140,032	MF/SF ACHIEVABLE
480%	\$360,960	\$1,368,038	MF/SF ACHIEVABLE
550%	\$415,787	\$1,575,833	SF ACHIEVABLE

Attachment B: Evaluated Public Property Sites

771 Southwood Boulevard

General Site Information

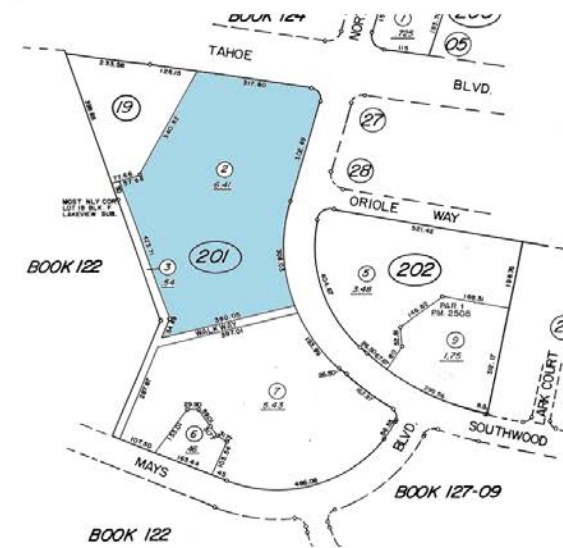
Parcel Number	132-201-02
Current Owner	Tahoe Transportation District
Jurisdiction	Washoe County/TRPA
Address	771 Southwood Blvd., Incline Village NV
Acreage	6.4 acres
Zoning	Incline Village Commercial
Allowed Uses	General Commercial



Current Condition



Parcel Map – A.P.N. 132-201-02



Attachment B: Evaluated Public Property Sites

Site Summary

- Previous site of the Incline Village Elementary School, currently vacant building.
- Historically used as a temporary mobility hub by the Tahoe Transportation District (summer shuttle).
- Acquired by TTD in November 2021 with plans to potentially develop a Mobility Hub.

Strengths

- TTD is the owner, interested in developing it for the community.
- Large lot with mixed use potential.
- Good visibility and access.
- Nearby amenities- grocery, schools, and TART.
- Existing infrastructure.
- Existing coverage,
- Within the Town Center, allows density.

Challenges

- High potential as a mobility hub, spurred much public interest.
- TRPA subdivision rules create challenges on large parcels.
- Demolition is costly.
- TTD is not a housing focused developer.
- Highly trafficked area, facing parking and congestion issues during peak periods.
- Requires substantial public support.

Next steps

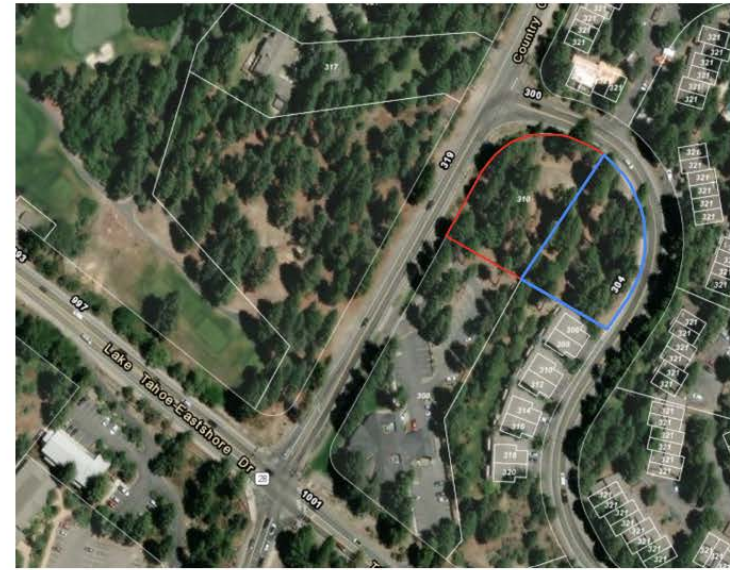
- Get involved with TTD's public planning and engagement process.
- Conduct site due diligence - soils report, land capability, boundary survey; Phase I environmental access completed (asbestos present)
- **Determine financing incentives – from owner, county, IVGID, others.**
- Set vision and goals for housing and site use from community leaders- rental apartments to serve 80% AMI and above,
- Work with TTD consultant to create options.
- Collect community and partner feedback, document, move swiftly.
- ID incentives such as financing, priority processing, property tax abatement, fee deferral, code variations for deed restrictions, parking reductions.
- Draft and issue development RFP based on and clearly identifying financial incentives, reduced land/ land lease, impact fee deferrals, fast-tracked processing.
- Entitlement and construction

Estimated timeframe to construction: 4 years

Attachment B: Evaluated Public Property Sites

304 & 310 Country Club Drive

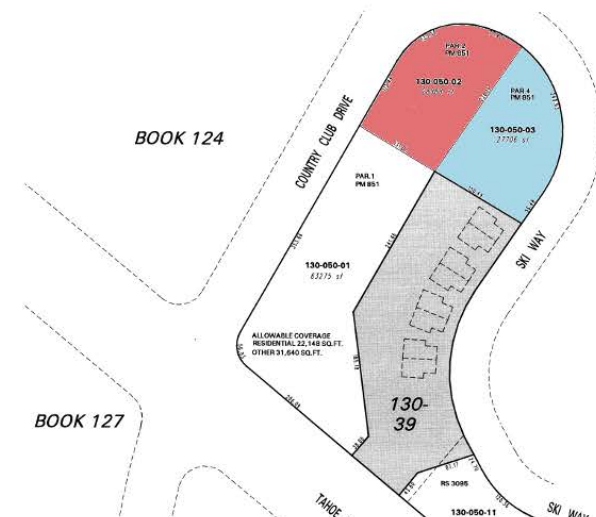
General Site Information	
Parcel Number	130-050-03 & 130-050-02
Current Owner	Washoe County
Jurisdiction	Washoe County/TRPA
Address	304 & 310 Country Club Dr., Incline Village NV
Acreage	0.66 & 0.64 (Total 1.3 acres)
Zoning	Incline Village Tourist
Allowed Uses	Commercial



Current Condition



Parcel Map – A.P.N. 130-050-02 & 130-050-03



Attachment B: Evaluated Public Property Sites

Site Summary

- **Undeveloped parcels**
- **Adjacent to a community church, golf course and residential area**
- **Easy access to existing Class II bike trails**
- **Surrounded my multi-family units which would facilitate integration of new similar development.**
- **IPES Scores are buildable- (304 Country Club- 781 & 310 Country Club- 756)**

Strengths

- Owned by Washoe County (Affordable Housing Motivated)
- Possibility of a parcel merger for increased development potential.
- Near to major employers (Hyatt, Sierra Nevada College, IVGID, Diamond Peak Resort).
- Nearby services include grocery, schools, and TART.
- Adjacent to Multifamily.
- Special Policy: the IVT has a Preferred Affordable Housing Area special designation.

Challenges

- MF allowed with special use permit.
- It is not within a town center.
- Maximum density limited to 15 units/acre.
- Noted as open space in Incline Village Concept Plan (Map 2.5 of WTAP).
- No existing coverage increases development costs.
- Existing rip rap drainage area along small portion of parcels along border with Ski Way Drive ROW may create unforeseen challenges.

Next Steps

- Confirm Land Capability and understand previous need for drainage improvements with County/ TRPA.
- County - Initiate zone / use change to allow multi-family residential OR may be achieved in Plan Area Amendment (1-2 years).
- Determine if there is support for workforce homeownership (Land Trust Model) or employee housing (Hyatt or College).
- Conduct initial site due diligence (soils if not already determined, title report, boundary survey, environmental as needed).
- Determine financing incentives – employer capital, bridge financing, employer master leasing, fee deferrals, priority planning and permitting processing.
- Draft and Issue RFP for development based on community? partner support (including financial incentives).
- Entitlement and construction.

Estimated timeframe to construction: 5-6 years