



Incline Village/Crystal Bay Citizen Advisory Board

Minutes of the regular meeting of the Incline Village/Crystal Bay Citizen Advisory Board held on March 23, 2026, at 5:30 P.M. Incline Village Library (845 Alder Ave. Incline Village, NV 89451)

1. CALL TO ORDER/ DETERMINATION OF QUORUM

PRESENT – Kevin Lyons, Mark Sasway, Roxanna Dunn, Chris Wood, Denise Davis
ABSENT –

2. PLEDGE OF ALLEGIANCE

The pledge of allegiance was recited

3. GENERAL PUBLIC COMMENT

Aaron Vanderpool raised safety concerns about tourists who are often unfamiliar with the area riding bicycles along Highway 28 between Incline Village and Crystal Bay, where there is no bike lane for about two miles. He noted a recent increase in this activity, likely tied to nearby bike rental shops, and shared a photo example. Vanderpool proposed installing clear, possibly internationally recognizable warning signage at key points (such as Lakeshore and Highway 28, and near Crystal Bay) to alert cyclists before they enter the hazardous stretch. He emphasized that this would be a relatively low-cost improvement that could prevent serious accidents or save lives.

Harry Swenson introduced himself as Washoe County's new nominee to the TRPA Advisory Planning Commission and encouraged community members to reach out to him with concerns or input on upcoming policies. He also raised concerns about IVGID's plans to scale back or eliminate senior programs due to financial challenges and its position that senior services are not its responsibility. Swenson highlighted senior transportation services as a key concern and relayed that IVGID suggested Washoe County should take on a greater role in supporting senior activities, asking the committee to consider the issue in future discussions.

Denise Davis encouraged community members concerned about senior activities to engage with the Washoe County Senior Advisory Committee and to reach out directly to their county commissioner to share input and requests.

Ronda Tycer, an Incline Village resident, said she has shifted her view on housing, recognizing that the core issue is overall lack of supply not just affordability. She expressed support for increasing housing availability, including TRPA's achievable housing category, noting that more supply would help middle-income workers like teachers and firefighters. Tycer emphasized that the fastest way to increase housing stock is to restrict short-term rentals in residential areas, limit them to town centers and multi-unit properties, and incentivize converting units into long-term rentals through tax breaks.

4. ANNOUNCEMENTS FROM COMMISSIONER HILL

There were no announcements from Commissioner Hill.

5. BOARD MEMBER ANNOUNCEMENTS/REQUESTS/DISCUSSION

Roxanna Dunn opened the meeting with announcements, noting that longtime CAB member Diane Becker is stepping down and relocating to Reno due to medical needs. She shared that Mark Sasway has been moved from senior alternate to a full CAB member (At-Large), and Jody Wright will step into the “senior” alternate role. Dunn also announced there is now an open position on the CAB and encouraged interested community members to apply through the Incline Village CAB portal, which Alexandra Wilson will show how residents can apply in item number 8 on the agenda.

Roxanna Dunn provided an update on the potential redevelopment of the old elementary school site (OES), noting that the Reno Housing Authority is exploring the possibility of building workforce housing there, though the land is still owned by the Tahoe Transportation District and key decisions remain pending. She explained that federal approvals are required both from transportation and housing agencies regarding the use of grant funds, demolition costs (estimated around \$2 million), and site cleanup. Dunn said Reno Housing has begun preliminary investigation, with upcoming board discussions, while Washoe County is also engaging in the process. She encouraged community members to voice support for workforce housing, noting that local backing has been stronger than expected. While challenges remain, including environmental considerations and approvals, she emphasized that progress is being made. The location could accommodate a potential project of roughly 130 units. Roxanna Dunn noted that representatives are present to discuss existing rental housing services in Agenda item 7, but clarified they would not be addressing possible OES housing development questions during the meeting. She offered to continue conversations separately afterward and said she had already shared all the information currently available to her.

Denise Davis reminded residents that the Washoe County Swift Exit Evacuation Study comment period closes at 4:59 p.m. on March 30 and encouraged public input. She also shared that the Tahoe Forest Health System is conducting a community health needs survey, available online and in person. Additionally, she noted that residents can test a new ballot marking system the following day at the Registrar of Voters’ facility.

Chris Wood highlighted several upcoming regional meetings and projects. He noted that the Tahoe Regional Planning Agency Board of Governors will consider approving significant upgrades to Incline Village beach facilities, expanding existing structures, while expressing concern about funding priorities compared to senior services. He also pointed to key upcoming meetings, including the Tahoe Transportation District meeting on April 1, the TRPA Advisory Planning Commission meeting on April 8, and a Nevada legislative oversight committee session on TRPA on April 10, encouraging the public to follow agendas and stay engaged.

Alexandra Wilson relayed a clarification by a commenter that housing units serving 80% or 60% of area median income (AMI) with some as low as 0–30% would not be considered workforce housing,

noting this distinction is outlined in a Reno Housing Authority board packet. In response, it was explained that housing categories like workforce and affordable housing are defined by AMI levels and the financing tools used. Different developments may include a mix of income levels, with eligibility for units determined by a household's income, meaning projects can serve a range of residents across AMI thresholds rather than fitting a single label.

6. PUBLIC SAFETY UPDATES

Truckee Meadows Fire Protections District

Ryan Sommers reported that the Nevada Division of Forestry is planning a possible prescribed burn in the Tunnel Creek area next week, with local support. He also noted preparations are underway for summer fire season, including bringing on seasonal staff for fuels management. Additionally, he shared that the assistant chief recently retired, and an interim battalion chief is currently serving in that role.

Roxanna Dunn asked whether additional prescribed burns are planned this spring. Ryan Sommers responded that no additional burns are currently planned and noted uncertainty about even the upcoming burn due to unusually dry conditions for this time of year, which may limit operations.

7. TAHOE LIVING ENVIRONMENTAL IMPACT STATEMENT

Roxanna Dunn introduced the meeting's main topic: local housing assistance, highlighting strong community interest and emphasizing the need for collaboration to address the housing shortage, which she described as a "musical chairs" situation driven by limited supply. She clarified that the Reno Housing Authority is an independent entity, not part of the county, but noted its decades of experience in housing. Dunn then introduced the evening's panel of housing and community service experts, representing organizations such as Tahoe Family Solutions, Sierra Community House, and Placemate, explaining their roles and experience. She outlined the format for the discussion, asking each speaker to keep remarks brief while contributing insights on potential housing solutions.

Jody Wright, Executive Director of Tahoe Family Solutions, outlined the organization's services and the growing housing challenges facing the community. She said they provide mental health care, navigation through social services, and emergency financial assistance primarily for rent and utilities and youth programs. Wright emphasized a severe mismatch between wages and housing costs, noting average rents around \$3,500 per month compared to average wages near \$20/hour. She reported a 261% increase in requests for rent assistance and described common issues such as sudden loss of housing, conversion of long-term rentals to short-term vacation units, rising rents, and lack of transportation. These pressures are forcing people to leave the area, creating workforce shortages and overcrowded living conditions, with multiple people sharing small units. To respond, Tahoe Family Solutions focuses on tracking available housing, building relationships with landlords, providing short-term financial support to stabilize residents, helping tenants communicate with property owners, matching roommates, and, in some cases, assisting families in relocating out of the area when housing is no longer sustainable.

Teresa Crimmens of Sierra Community House explained that the organization, formed from the merger of four nonprofits, has served the region for about 40 years and provides services including

crisis intervention, family support, hunger relief, and legal assistance. She highlighted key housing challenges in Incline Village and Crystal Bay, including the lack of deed-restricted affordable housing, limited alternatives like mobile home parks, and widespread overcrowding. Crimmens emphasized that their primary approach is housing retention, helping people stay in their homes through rent and utility assistance, eviction prevention, tenant education, and mediation with landlords. She noted that once people lose housing, it is much harder to regain, so stabilizing residents is critical. However, like others, she acknowledged that some individuals ultimately must relocate to more affordable areas when local housing is no longer attainable.

Dick Jackson explained that the Sally Fund, created by St. Patrick's Episcopal Church, was established in honor of a community member who donated her condo to support local needs. A portion of that gift was used as seed funding to address housing and homelessness. After assessing community needs, the fund focused on helping people stay in or access housing by providing flexible financial support. The Sally Fund partners with Tahoe Family Solutions and Sierra Community House, giving them resources with minimal restrictions so they can assist residents effectively. Jackson noted the fund has already distributed \$55,000 and is continuing to raise money to expand support over time, with the goal of sustaining assistance until housing needs are reduced.

Chase Chandrin of Placemate explained the "Lease to Locals" program, which incentivizes property owners to convert short-term or unused housing into long-term rentals for local workers by offering a one-time cash payment. The program, funded by Washoe County through federal relief dollars, aims to quickly increase workforce housing without building new units. He noted that the region's housing challenge is less about total units and more about how homes are used, with a large share dedicated to seasonal or short-term occupancy rather than long-term residents. Program participation in Incline Village was limited by a short enrollment window and lower incentive amounts tied to smaller unit sizes, though interest from property owners was high. Despite modest participation, 15 properties are housing 28 local workers. Chandrin emphasized the program's cost-effectiveness compared to building new affordable housing, highlighting it as a scalable, high-return strategy to address workforce housing needs.

Heidi McKendree of the Reno Housing Authority explained that the agency serves all of Washoe County and is the region's largest affordable housing provider, primarily supporting seniors, people with disabilities, and low-income households through rental assistance programs and housing units. She outlined three main program areas: housing vouchers, public housing, and other affordable housing units, most of which are located in Reno and Sparks. McKendree emphasized ongoing challenges, including flat federal funding despite rising rents, aging public housing stock, and limited resources, which are pushing the agency to rely more on voucher-based assistance. In Incline Village and Crystal Bay, she noted particularly low participation in housing programs, high rental costs that exceed voucher limits, and a lack of landlords willing to accept vouchers making it difficult for residents to use available assistance. She encouraged more local participation and landlord engagement to improve access. McKendree also clarified terminology, explaining that "affordable housing" generally serves households at 80% of area median income (AMI) or below, while "workforce housing" typically applies to those between 80% and 120% AMI, noting that many local workers fall into the lower-income category.

Chris Wood asked how local organizations coordinate efforts to avoid duplicating financial assistance when helping residents stay housed. In response, Jody Wright explained that

coordination is currently informal but active organizations communicate directly before issuing assistance, often calling each other to confirm whether someone has already received help. In rare cases of extreme need, they may coordinate to provide support across multiple months. She noted that while this system generally works, there is interest in creating a more formal, structured collaboration process, such as regular case coordination meetings, to improve communication and efficiency.

Roxanna Dunn asked about the effectiveness of housing programs that rely on the open markets such as vouchers and expressed concern about whether they can work in a high-cost market like Incline Village. She also questioned whether a potential privately developed housing project, like the old elementary school site, would reliably enforce restrictions. Heidi McKendree clarified that vouchers operate in the open market and are often difficult to use in high-cost areas due to rent limits. She explained that modern affordable housing developments are typically not traditional public housing but instead use layered funding sources (like tax credits) with built-in income and rent restrictions. These projects come with strong oversight from funding agencies and investors, ensuring compliance with affordability requirements rather than relying solely on local enforcement.

Kevin Lyons asked whether the split between year-round and second homes (previously around 45/55) has changed, sought clarification on whether the housing placement program is still active, and asked what could have been done differently to improve the program. He also inquired whether similar programs exist elsewhere, referencing efforts in Truckee. Chase Chandrin said the most recent data shows that about 65% of homes are not year-round residences, based on a recent basin-wide housing study. He explained the placement program is no longer onboarding new properties and is now focused on compliance, ensuring tenants and property owners meet requirements for final payments, with some turnover requiring requalification of tenants. He noted the biggest challenge was limited timing, which forced difficult decisions around aligning the program with peak seasonal demand; typical programs run longer and perform better. He added that there are no separate comparable programs currently, clarifying that the referenced Truckee effort is part of the same "Lease to Locals" program, which can include shorter seasonal leases with lower incentives. Kevin Lyons asked how tax credits work, how much they actually cover, and whether they are enough to offset the high cost of building housing locally. The response explained that there are 9% and 4% tax credits, but they are highly competitive and are only one piece of a much larger, layered financing structure that requires multiple funding sources to make a project viable. Kevin then asked whether those percentages relate directly to project costs and questioned whether the math truly works given zoning and other barriers. He was told the percentages are tied more to investor returns than direct cost coverage, and that experienced developers determine feasibility by assembling all the necessary funding pieces to make a project "pencil." He followed up by asking how this has changed over time and why projects seem harder to build. The response noted that while tax credits alone may have once been enough, projects today often also require donated land and significant local funding, making development more complex and competitive. Kevin then asked whether federal funding triggers Davis-Bacon requirements and contributes to rising costs, and was told that it can, depending on the funding mix. He also questioned why per-unit costs are so high and whether regulations are driving that. The response explained that in order to compete for funding, projects often must include additional community benefits like amenities and services which increase costs. Finally, Kevin asked how affordable housing is being built elsewhere and whether methods like prefab reduce costs. The response said construction approaches vary depending on

the project, prefab has not proven to be significantly cheaper in this context, and land costs remain a major driver. He closed by asking how Davis-Bacon applies across different funding sources, and it was clarified that it depends on the layered financing if federal dollars are included, those requirements are triggered; if not, they may be avoided.

Roxanna Dunn asked why Incline Village was among the last areas to implement the Placemate program and what factors delayed its rollout. Chase Chandrin explained that the timing wasn't due to lack of priority, but rather the need for three key elements: community support, political will, and funding to align. While support and political backing were already in place, funding was the missing piece until leftover ARPA funds became available, which ultimately allowed the program to move forward. He added that the delay was largely due to funding challenges, particularly because Nevada cannot use transient occupancy tax (TOT) revenue commonly used in other regions to support such programs making it harder to launch earlier and resulting in a compressed timeline once funding was secured.

Denise Davis asked whether landlords who accept housing vouchers receive any tax breaks or financial incentives, or if they are simply participating voluntarily. Heidi McKendree explained that there are no specific tax incentives; instead, the program is marketed on guaranteed, reliable rent payments and added oversight, such as regular unit inspections. She noted that landlords are also encouraged by the community benefit aspect, as many are effectively choosing to participate despite voucher rates sometimes being below market. She added that whether a landlord can receive full rent depends on how the voucher payment standards set by HUD based on broader county data align with local rents in areas like Incline Village.

Mark Sasway commented that managing rental properties requires significant staff and effort, noting from his own experience that short-term rental management was overwhelming and not significantly more profitable than long-term renting or selling and investing. He also asked about a cluster of small, brightly painted homes in Reno, learning they are a privately owned "tiny home" village and not part of the program being discussed.

Kevin Lyons posed a hypothetical about second homeowners who may be reluctant to rent due to concerns about tenant reliability, property damage, and overall risk, asking what could be done to reduce that hesitation and make renting more appealing. In response, it was explained that guaranteed rent payments are a key incentive, along with clear education around landlord and tenant rights to reduce uncertainty. Landlords still retain full rights to enforce leases, including eviction if necessary, and programs help manage expectations on both sides. It was also noted that many owners are motivated more by protecting their property than maximizing profit, and that incentives can act like an added security buffer. Overall, the response emphasized that perceived risks are often greater than reality, and that additional tools like insurance could further ease concerns and encourage participation.

Aaron Vanderpool shared his lifelong experience in the community, emphasizing that the biggest issue is growing wealth inequality. He expressed concern that public funds are being used to support second homeowners while longtime residents struggle to afford housing, noting that many people he knows have been forced to leave the area. He highlighted frustration with a system that allows wealthy individuals to generate passive income and hold property, while working-class residents can barely remain. Vanderpool argued that the tax structure contributes to this imbalance and said

more focus should be placed on addressing inequality, as he is not optimistic about the current trajectory despite ongoing efforts.

Jack Dalton shared his perspective as a longtime resident, supporting broader concerns about housing and tax structure but arguing that a simple, immediate solution would be to eliminate short-term rentals (STRs). He said STRs dominate the local market and are driving up housing costs, pushing out working families and contributing to declining school enrollment. Drawing on examples like New York City, he suggested that restricting STRs could help restore housing availability and stabilize the community, emphasizing the need to address the imbalance between affordable and achievable housing.

Sherry Masters acknowledged concerns about short-term rentals (STRs) but argued they play an important role in the local economy. She noted that visitors staying in STRs spend significant money at local businesses and eliminating them could hurt restaurants and retail. She also suggested that many STR properties would likely remain vacant rather than convert to long-term rentals and recommended focusing efforts on bringing empty homes into use instead of restricting STRs.

Sandra Richards shared her long history in Incline Village, noting that workforce housing existed in the past but has been replaced over time by much higher-end development, contributing to today's challenges. Drawing on both personal experience and broader observations, she argued that the current housing model is not working and that new, more comprehensive approaches will be needed. She suggested that future solutions may require collaboration across local and federal governments, as well as potential involvement from private wealth, reflecting growing concerns about economic inequality and the need for systemic change.

Tim Garvey asked whether public lands such as university, forest, city, or state-owned property could be used to support workforce housing and what local entities might be willing to contribute. Roxanna Dunn responded that opportunities are very limited. Forest Service land is largely restricted for its own use and protected for environmental reasons, while school district land could be a potential future option if facilities like the middle school were to close. She noted that Washoe County owns only a few small parcels that are not currently available for housing, and overall, there is very little public land suitable for development, citing a county workforce housing study where additional details are available. Kevin Lyons added that the issue isn't a lack of land, but the difficulty of building on it is due to constraints and regulations. He also noted that short-term rentals compete with traditional lodging, and when hotel capacity declines, it increases pressure on the housing market.

Claire Novak thanked participants and encouraged community involvement through the IVCBA Housing Committee, which works to educate, convene stakeholders, and advance housing solutions. She highlighted ongoing efforts, including work groups focused on key sites and landlord engagement, and emphasized the importance of demonstrating community interest and participation to help move solutions forward.

Roxanna Dunn closed by noting that many homeowners have benefited from government support through tools like the mortgage interest tax deduction, reminding the audience that housing

subsidies are not limited to low-income programs and encouraging broader perspective and empathy when discussing support for others.

8. NEIGHBORHOOD DEVELOPMENT HUB & OTHER ENGAGEMENT OPPORTUNITIES -

Alexandra Wilson provided updates on upcoming Neighborhood Development Hub events, particularly related to the countywide equine business code update, and explained how to access Citizen Advisory Board agendas through the Washoe County website. She highlighted a new system that improves digital accessibility of agendas to meet upcoming federal requirements, and walked through where meeting materials, minutes, and videos can be found online.

9. APPROVAL OF THE MINUTES

Roxanna Dunn motioned to approve the minutes of the February 23, 2026, Incline Village/ Crystal Bay CAB meeting. Chris Wood seconded the motion, and the minutes were approved unanimously.

10. GENERAL PUBLIC COMMENT

Natasha Lukasiewich introduced herself as the new Director of Operations at Incline Village Community Hospital, following the retirement of her predecessor. She emphasized her commitment to serving and engaging with the community, highlighting upcoming opportunities for public input through a health system listening tour. She also shared updates on hospital services, including expanded care offerings, walk-in clinics, behavioral health support, and encouraged collaboration and open communication with the community.

Tereasa Crimmens shared information about an upcoming open house on April 2 at North Tahoe High School for the Dollar Creek Crossing affordable housing development, led by Related. She noted that the project is relevant to the region and offers an opportunity for the community to engage directly with developers and learn how complex funding for such projects is structured.

ADJOURNMENT- The meeting adjourned at 7:37 p.m.