

The Economics of Land Use



Report

North Tahoe-Truckee Regional Housing Implementation Plan

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Mountain Housing Council

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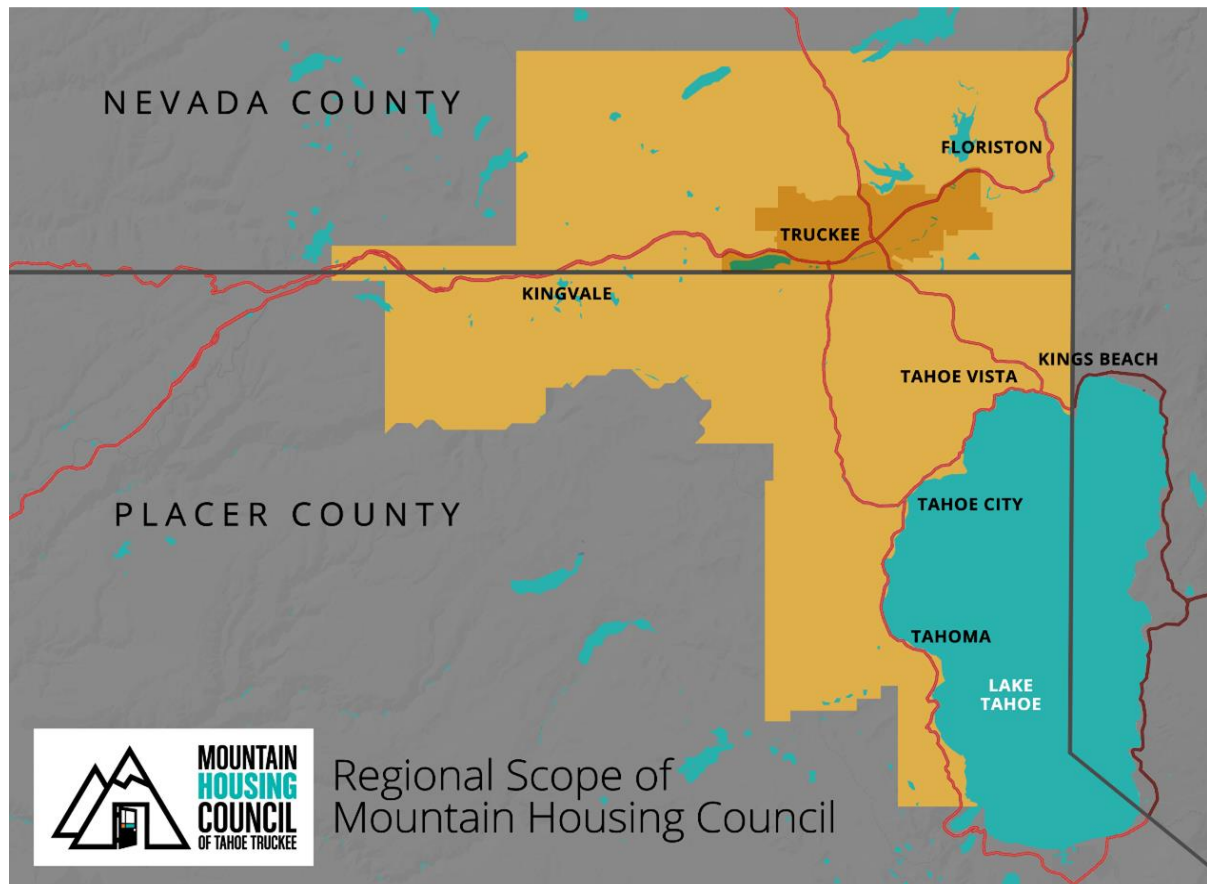
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1. BACKGROUND CONTEXT

Background

An international tourism destination, the North Tahoe-Truckee region¹ has long experienced the housing and labor market asymmetries typical of resort communities. Roughly two-thirds of the housing inventory is given over to seasonal use, with the short-term rental market limiting residents' access to much needed long-term rental housing. The region's employers rely on seasonal employees who face a shortage of affordable rental options and are often forced to live far from work or in overcrowded situations. The housing market's orientation toward visitors rather than full-time residents and workers has only accelerated since the COVID-19 pandemic. The transition to remote work, which pushed up demand for housing in the region, enabled a wave of home sales and an associated wave of displacement of low- and middle-income renters.

Figure 1 Regional Context



¹ The North Tahoe-Truckee region, as defined by the Mountain Housing Council, is approximately 550 square miles and is characterized by the same boundaries as the Tahoe Truckee Unified School District and the Truckee Tahoe Airport District.

Mountain Housing Council

Although efforts to meet the housing needs of the local workforce are not new, the Mountain Housing Council (MHC), an initiative of the Tahoe Truckee Community Foundation, brings together a diverse set of regional partners to accelerate solutions to producing “achievable” local housing. The MHC is comprised of 28 partners, including local governments, special districts, corporate partners, nonprofits, and networks.

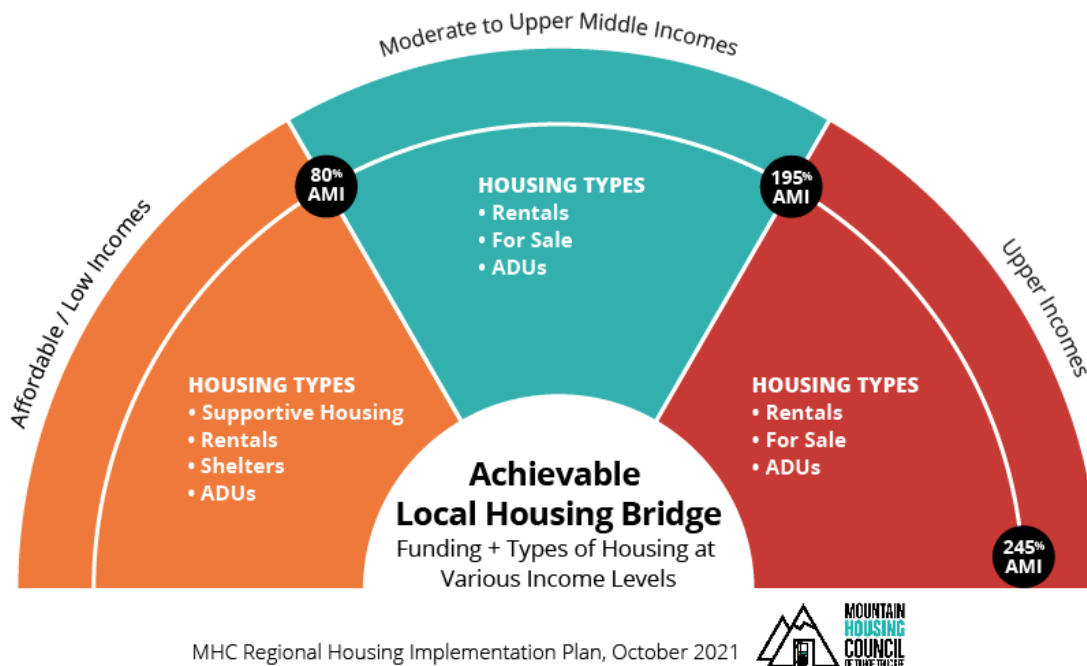
“Achievable” housing, a term crafted by MHC, is distinct from affordable housing in that it encompasses both the lower end of the income range (up to 80 percent of Area Median Income), typically served by public subsidies, as well as the middle-income end of the income range, earners not well served by the existing affordable housing production system.

In 2017, when the term was coined, the definition of “achievable” included households earning up to 195 percent of AMI. As the real estate market shifts, the household income needed to participate in the housing market has pushed the definition of achievable up to 245 percent of AMI.

Since 2017, TTCF has led the MHC by:

1. *Hosting events such as an annual public event, quarterly Council meetings, and research teams*
2. *Running communications and public outreach*
3. *Fundraising and relationship-building*
4. *Ensuring every voice is at the table*
5. *Holding our leaders accountable*

Figure 2 Achievable Local Housing Bridge



Since its establishment in 2017 the MHC has identified the barriers to housing production and highlighted the unique housing dynamics of the region within the “achievable” housing framework. Now a known quantity in the region, MHC is preparing for its next phase of work, “MHC 2.0,” in which the initiative will take a more hands-on role in delivering local workforce housing for the region’s residents. The MHC has studied the potential for a “Next Entity” to fill the region’s need for an advocate for housing or a third party to provide technical assistance during project pre-development and development.

MHC’s Regional Housing Implementation Plan includes the menu of potential policy options traditionally included in a Housing Action Plan. However, as an *Implementation Plan*, this work teases out the most pertinent housing production policies, demonstrating how they might facilitate housing delivery on real local sites that are ready for residential development. The heart of the Plan’s work is the demonstration of a housing development process, called the “Achievable Housing for All” (AHA) Process. The result of the Plan’s work is a blueprint for a “Housing Hub,” an entity that would house and facilitate the AHA process going forward. The Housing Hub is described in detail in **Chapter 4**.

As a starting point, this Regional Housing Implementation Plan updates the housing needs assessment originally conducted in 2016 as well as surveys of employees and employers in the region. These updated data are then used to inform the targeted resident population and depth of affordability sought for housing prototyped under the AHA process.

2. HOUSING NEEDS ASSESSMENT UPDATE

In order to provide baseline data for the Regional Housing Implementation Plan, MHC sought a refresh of the workforce housing demand estimates section of the 2016 Truckee and North Tahoe Regional Workforce Housing Needs Assessment prepared by Bay Area Economics (BAE). The updated needs assessment identifies four 'cohorts' of demand, each of which represents a unique source of housing need in the region. The four cohorts include:

1. **Resident Workforce.** Working households, already residing in the study area but in inadequate housing
2. **In-Commuting Workforce.** Workers who are employed in the study area but live elsewhere
3. **Seasonal Workforce.** Workers who work in the Study Area on a seasonal basis
4. **Homeless Population.** People living and potentially working in the Study Area, without a safe, secure, consistent place to live.

For purposes of this study, unmet housing need (also referred to as 'inadequately housed households') is defined as households that are overburdened from a cost perspective (i.e., paying too much for their housing), occupy housing units that are overcrowded, or occupy units that do not have adequate plumbing or kitchen facilities ('underhoused'). Further detail on these qualifying characteristics can be found in the Methodology section below.

In addition to updating the 2016 Workforce Housing Needs Assessment, the 2021 needs assessment includes housing needs estimates for income categories up to 245 percent of the median income in the area, known as Area Median Income (AMI). This introduces a new income category above the 195 percent AMI maximum used in 2016 to more fully reflect the housing needs of the region's workforce.² The new estimates also provide data for sub-geographies, namely the Town of Truckee and Eastern Placer County.³ Other newly estimated 'subcohorts' of the Resident Workforce include veterans and seniors, as well as renters and owners. Subcohort estimates can be found in **Appendix A**.

Data Interpretation

There are important considerations to keep in mind when interpreting the result of this needs assessment. One of its key purposes of this update is to establish trend data since the 2016 workforce housing needs assessment was completed, and, therefore, this update relies heavily on BAE's original methodology with some exceptions. The 2016 assessment notes that its results represent "only a reasonable estimation of the existing unmet housing demand within the region and should be interpreted with caution. The estimates reflect demand originating from existing

² This income cohort contributes demand for approximately 442 units that were not specifically estimated in 2016.

³ The balance represents the portion of Nevada County, not including the Town of Truckee, in the Study Area.

resident, non-resident, and seasonal worker households and, as such, illustrate the magnitude of the mismatch between the available housing stock within the region and the types of housing units that may best suit the needs of the region's workforce." Such caution should be applied to this 2021 update as well.

Deviations from BAE's 2016 methodology were introduced primarily to facilitate the replication of this housing needs assessment going forward on a more regular basis. The updated methodology relies on government data sources and locally issued surveys, but requires less data manipulation (although some is still required). While the order of magnitude in terms of regional housing needs is comparable between the 2016 and 2021 assessments, there is a notable discrepancy between the two assessments' estimates for the In-Commuter cohort. This is addressed by a re-estimation of unmet demand for In-Commuters in 2016 in order to conduct a trend analysis, and is discussed in greater detail later in this chapter.

A final consideration is that the numbers of units reported in this assessment represent the extent to which there is a mismatch between working households and the units they occupy, it does not represent the number of additional units that need to be delivered in order to solve a regional housing crisis. Construction of additional units is certainly one aspect of the solution, but only as part of a broader policy toolkit. While this assessment gives a general idea of demand for certain product types and price points, development of new units intended to address the marginal need for housing in the community should also be informed by more granular data, such as the employee survey and stakeholder interviews.

Key Housing Needs Analysis Findings

- 1. Total unmet demand for housing in the region is estimated to be more than 9,500 units.** The Resident Workforce contributes the most to this unmet demand, with an estimated 4,700 inadequately-housed households. In-Commuters represent the second largest need, with unmet demand of 3,500 units. Seasonal workers represent 1,200 units of unmet need, while there are 44 unhoused people in the study area.
- 2. Unmet housing need is up across all cohorts in the past five years.** Total unmet need for housing in the region increased between 2016 and 2021 by more than 1,000 units, predominately due to an increase of 593 units needed by Resident Workers. It should be noted that, in addition to using an alternative method of estimating the In-Commuting cohort, BAE's 2016 Workforce Housing Needs Assessment did not estimate unmet need among households earning above 195 percent of AMI. Even if this higher income category is excluded from the 2021 update, there remains an unmet need of more than 600 units.
- 3. Among income categories, households making between 30 and 60 percent of AMI and those making 80 and 120 percent of AMI generate the most unmet need.** While the regional AMI for all households is reported by ESRI to be approximately \$81,000 per year, AMI varies substantially by household size. For example, AMI for a one-person household is reported as \$64,700, but for a four-person household it is reported as \$92,400. Households falling in lower income categories are more likely to experiencing inadequate housing, as their housing costs typically represent a higher proportion of their income.
- 4. Despite the region's large unmet need for housing, approximately 21,000 housing units located in the study area are not occupied on a full-time basis.** While the true

number may be lower today due to the pandemic, the Tahoe region's position as a premier vacation destination results in a substantial number of second homes and vacation rentals that limit the availability of year-round housing for the local workforce.

Methodology

The 2021 Housing Needs Assessment used a substantially similar methodology relative to BAE's approach in 2016, especially for the Resident Workforce. This involved accessing a variety of publicly available government data, as well as leveraging the results of the employer and employee surveys, where possible. It should be noted that, while the assessment uses the most recently published public data, there is a lag of at least one year, and up to four years, depending on the source. Estimation methods for each cohort are outlined below, with the exception of the Homeless Population, for which estimates were provided directly by those overseeing the local HUD Point-in-Time Homeless Count.

Resident Workforce

EPS began by retrieving data from ESRI's ArcGIS Business Analyst, which provides 2018 U.S. American Community Survey (ACS) data for a user-defined geographic area. This was done for the Study Area as a whole, as well as for the sub-geographies of Truckee and Eastern Placer County. The ESRI data provides figures for the working population within the designated area, and the number of working households, which can be used to generate the number of workers per household. ESRI also provides estimates on the number of households by household size, the regional median household income, households by tenure, as well as the population of sub-cohorts such as veterans and seniors.

Having obtained the number of working households and household size distribution within the Study Area and sub-geographies, EPS then used 2019 U.S. Census Bureau Public Use Microdata Sample (PUMS) data from the relevant PUMS Area¹ to determine the distribution of household sizes by income category. As PUMS Areas must have at least 100,000 residents, it cannot be used to obtain absolute numbers for the much smaller Study Area. However, the PUMS dataset provides granularized data, such as the distribution described above, that cannot be acquired from sources such as ESRI. EPS then applied the PUMS-derived distribution ratio to the Study Area's workforce household population, which generates a crosstabulation of total workforce houses by both household size and income category in the Study Area. Household size was then translated to housing unit size based on HCD-defined standards regarding persons per room in order to arrive at the total Resident Workforce housing demand in each geography.

The portion of resident worker households living in inadequate housing were subsequently estimated based on total workforce housing demand, multiplied by the proportion of households within each income category that experienced one of the four HUD-defined housing problems between 2013 and 2017, as reported in the HUD Comprehensive Housing Affordability Strategy (CHAS) dataset. The HUD-defined problems coincide with this study's definition of housing need:

- Overburdened (spending more than 30 percent of household income on housing)
- Overcrowded (more than one person per room—not just bedrooms, all rooms in the unit)
- Underhoused (presence of incomplete plumbing or kitchen facilities)

In-Commuters

The number In-Commuters is based on the 2018 U.S. Census Longitudinal Employment and Household Dynamics (LEHD) Survey. Similar to ESRI, the LEHD portal allows one to specifically define a desired geography via a drawing tool. This was done for the Study Area, for which an 'Inflow-Outflow' analysis was performed in order to obtain the total number of In-Commuters to the Study Area. EPS then applied the workers per household ratio obtained from ESRI described in the section above to determine the total number of In-Commuter households. The unmet demand from In-Commuter households was then calculated by applying the percentage of in-commuting survey respondents (i.e., only those who also indicate that they live outside of the Study Area) who stated that they would relocate within the Study Area if adequate housing were to become available. Income distribution among In-Commuter households was assumed to mirror that of the Resident Workforce.

Seasonal Workers

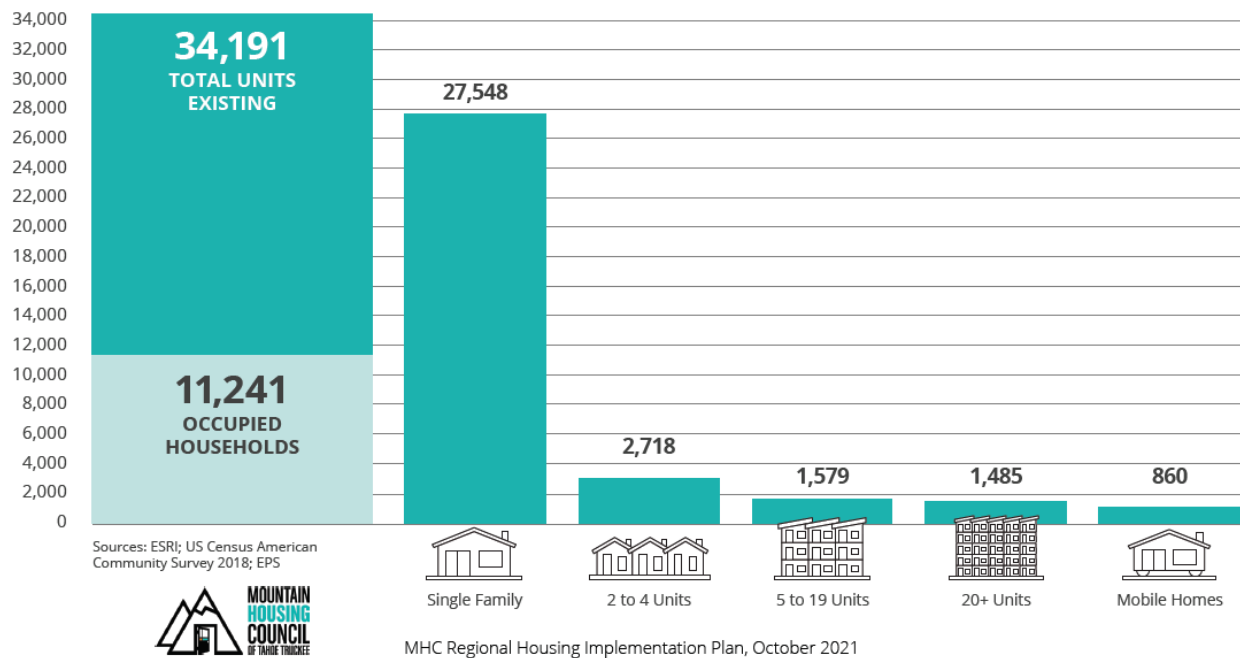
EPS estimated total number of seasonal workers based on the proportion of survey respondents who indicated they are seasonal workers over respondents who indicated that they were year-round workers, which was then multiplied by the total number of year-round employees in the Study Area. This method was then calibrated using the Bureau of Labor Statistics' 2020 Quarterly Census of Employment and Wages Data (QCEW) dataset, which shows total employment by each quarter. This estimate of total seasonal workers then apportions into household income groups according to the household size and income reported on the 2021 MHC Employee Survey. To estimate unmet need among Seasonal Workforce households, the HUD CHAS dataset was used in a manner similar to the estimation method for Resident Workers.

Existing Housing Inventory

According to ESRI Business Analyst data, there are 34,191 housing units in the study area. However, only about 11,200 of these are occupied by workforce households year-round, and only about 13,100 units are primary residences in total. This suggests that over 21,000 units in the Study Area are used as second homes or vacation rentals. While unsurprising given the Tahoe Region's draw as a vacation destination, the prevalence of unoccupied units in an area where so many are inadequately housed is a noteworthy juxtaposition.

For all units, primary residences or otherwise, the leading product type is overwhelmingly single-family homes, which account for nearly 80 percent of housing stock, shown in **Figure 3**. Lower-density multifamily, consisting of less than 19 units per development, accounts for just under 13 percent of the housing stock, while developments of 20 units or greater represents just over 4 percent. The remaining units consist of mobile homes. A diversity of product type is important to meet the needs of households at various life stages.

Figure 3 Housing Inventory by Product Type



Home values have skyrocketed in the region since the beginning of 2020. According to RedFin, the Town of Truckee has a median sales price is over \$920,000 as of June 2021, or about \$590 per square foot. This is nearly a 30 percent increase from June 2020 (though a slight drop from April 2021). Other communities in the Study Area have experienced similar trends. In Eastern Placer County, the Sunnyside-Tahoe City area is seeing median home sales over \$1 million and a value per square foot of \$670, a 50 percent increase from June 2020. The median home sale in King’s Beach is reported to be a slightly lower at \$820,000. However, this is equal to about \$790 per square foot due to smaller unit sizes.

Overview of Findings and Trends

As shown in **Figure 4**, 4,693 Resident Worker households are inadequately housed, accounting for approximately half of the total unmet need in the Study Area. In-Commuters represent the second largest need, with unmet demand of 3,517 units. Seasonal workers represent 1,217 units of unmet need, and, as mentioned, there are 44 unhoused people in the study area, with an assumption that each person requires his or her own unit as there are no family units among the homeless population.

Figure 4 Total Unmet Need by Cohort (in Units)

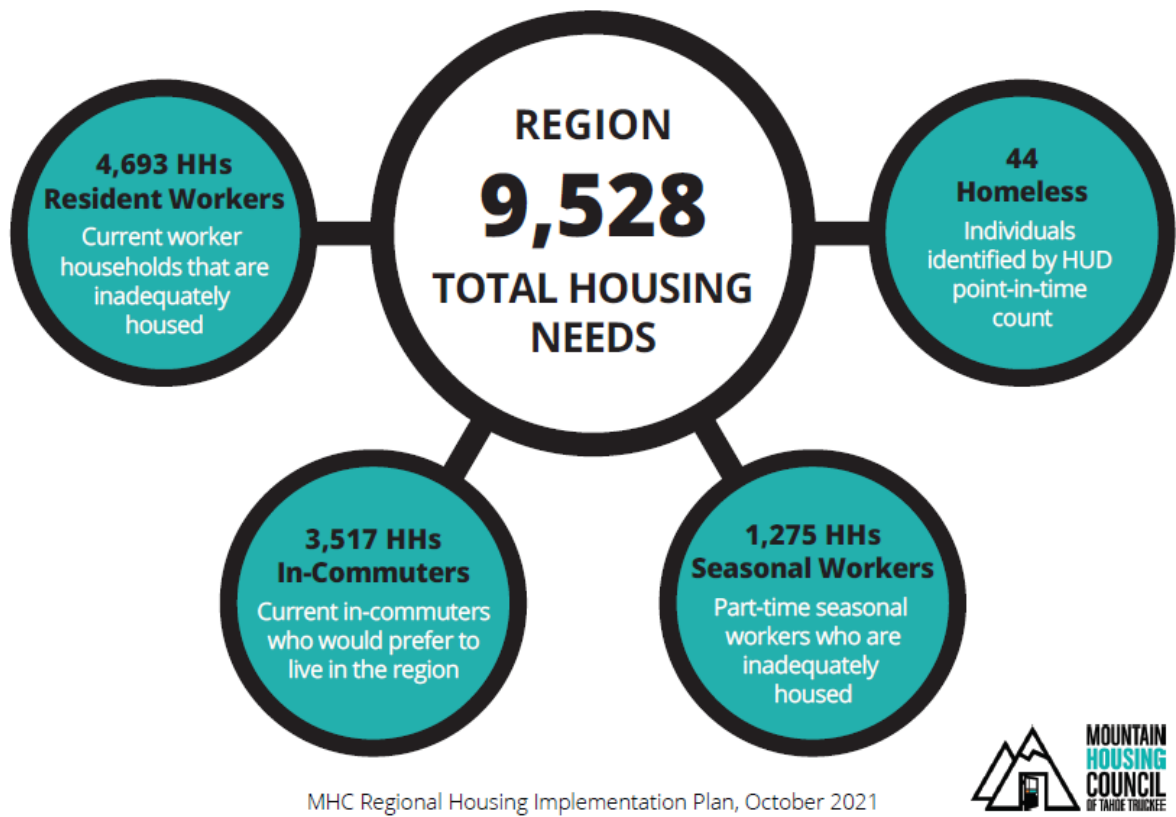


Figure 5 compares adequately housed workforce households versus inadequately housed workforce households by income category.

Figure 5 Inadequately Housed Workforce HHs vs. Adequately Housed HHs (in units)

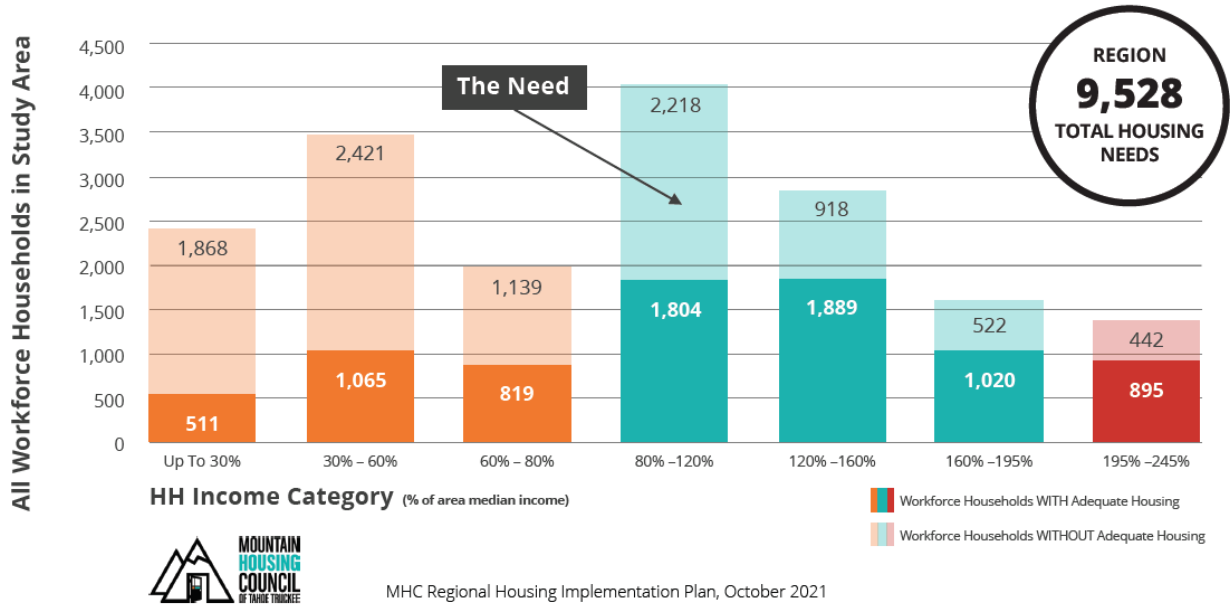
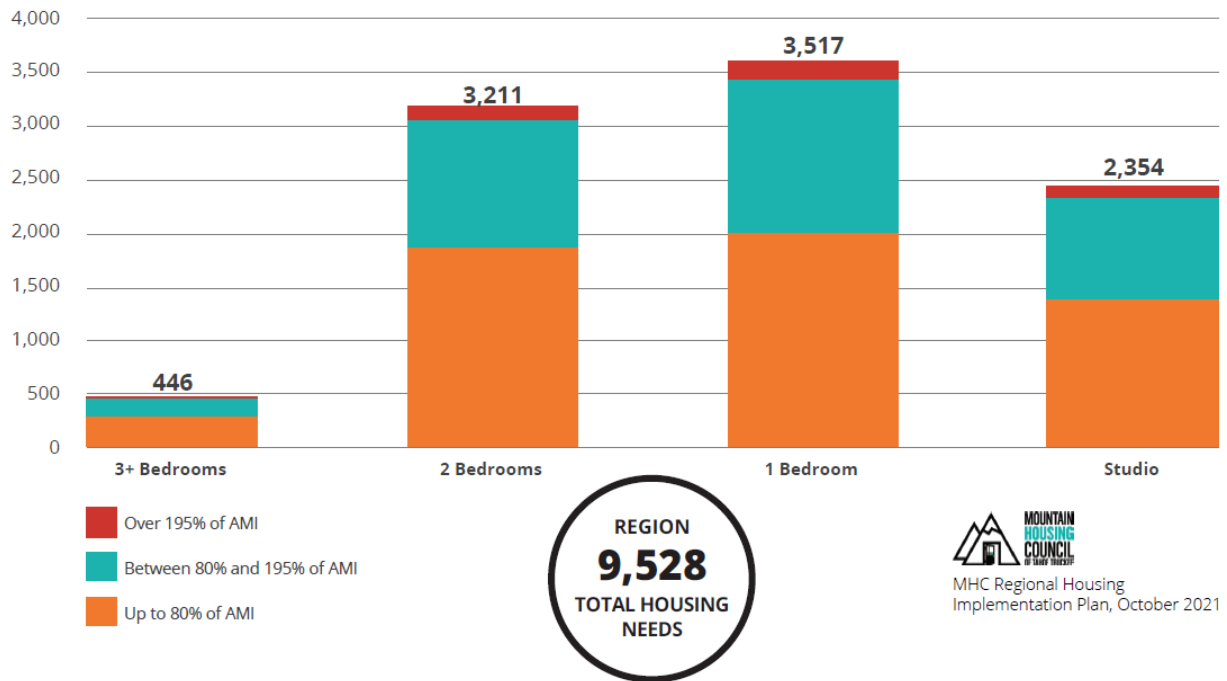


Figure 6 shows that one-bedrooms (3,517 units) and two-bedroom (3,211 units) are the most common among inadequately housed households. Studios are the third most commonly required, with 2,354 units needed. An estimated 446 units of 3 bedrooms or larger are also needed. It should be noted that unit sizes are reflective of existing household sizes in the Area, and assume that a given household will occupy the smallest possible unit without overcrowding.

Figure 6 Unit Size Required by Income Category



Relative to the 2016 workforce housing needs assessment, housing need is up across all cohorts in the past five years. Total unmet need for housing in the region increased between 2016 and 2021 by 1,059 units, predominately due to an increase of 593 units needed by Resident Workers. In-Commuters saw the second largest increase with an additional 344 units needed, while Seasonal Workers saw an increase of 79 units.

It should be noted that the 2016 assessment estimated an unmet need of 6,864 for in-commuting households. The 2021 update uses a different methodology, relying on data directly from LEHD's commute pattern estimates. This was done to facilitate the replication of the needs assessment in the future, in addition to EPS's view that the LEHD data is reasonably accurate and does not require further manipulation. The 2021 methodology was replicated using 2016 data to establish two points in time.

Resident Workforce Households

Table 1 shows the distribution of unmet demand by income category and unit size for Resident Workforce households in the Study Area. With regard to income categories, the greatest need is among households earning from 30 percent to 60 percent of AMI and 80 percent to 120 percent of AMI. Households in these categories comprise approximately one-half of unmet demand within this cohort. Significant levels of unmet demand also exist for those making up to 30 percent of

AMI (see **Table 4**). In terms of unmet need for unit types, 1-bedroom units are in the highest demand, followed by 2-bedroom units, with these accounting for about two-thirds of unmet need. Demand for these units represents an unmet need among households comprised of two to four people.

Table 1 Resident Workforce Households Unmet Demand by Income and Unit Size (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	244	379	299	31	953
Between 30% and 60%	351	544	429	45	1,368
Between 60% and 80%	150	233	184	19	587
Between 80% and 120%	307	476	376	39	1,198
Between 120% and 160%	72	112	88	9	281
Between 160% and 195%	43	67	53	5	168
Between 195% and 245%	35	55	43	4	138
Total	1,204	1,865	1,471	153	4,693

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; Economic and Planning Systems, Inc.

EPS also estimated demand among subgroups within the broader Resident Workforce Cohort. These include working veterans and working seniors, who generate unmet demand of 305 units and 561 units, respectively. Other subgroups for whom unmet demand is estimated include renters (1,515 units needed) and owners (3,177 units needed). Regarding tenure, the split between unmet demand from renters and owners is reflective of existing occupancy patterns in the Region (i.e., current renters who are inadequately housed and current homeowners who are inadequately housed). It does not necessarily reflect the preferences for rental vs. for-sale housing among those with unmet housing needs.

Tables 2 and 3 show unmet demand for Resident Workers for the Town of Truckee and for Eastern Placer County. Truckee has an unmet need of just under 2,500 units, more than half that of the entire Study Area. Eastern Placer County, meanwhile, has an unmet need of about 1,800 units. The distribution among income categories and unit sizes was assumed to mirror that of the Study Area as a whole. The delta between the sum of these two sub-geographies and total Resident Workforce unmet demand for the Study Area represents non-Truckee Nevada County, and a very thin portion of El Dorado County.

Table 2 Resident Workforce Unmet Demand in the Town of Truckee (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	129	199	157	16	501
Between 30% and 60%	185	286	226	23	720
Between 60% and 80%	79	123	97	10	309
Between 80% and 120%	162	251	198	21	630
Between 120% and 160%	38	59	46	5	148
Between 160% and 195%	23	35	28	3	89
Between 195% and 245%	19	29	23	2	72
Total	633	981	774	80	2,469

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; Economic and Planning Systems, Inc.

Table 3 Resident Workforce Unmet Demand in Eastern Placer County (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	96	149	118	12	375
Between 30% and 60%	138	214	169	18	538
Between 60% and 80%	59	92	72	8	231
Between 80% and 120%	121	187	148	15	472
Between 120% and 160%	28	44	35	4	111
Between 160% and 195%	17	26	21	2	66
Between 195% and 245%	14	22	17	2	54
Total	474	734	579	60	1,847

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; Economic and Planning Systems, Inc.

Table 4 shows projected unmet demand by Resident Workforce Households for the year 2025. This is based on the California Economic Development Department occupational employment projections, which show an anticipated 4.3 percent increase in total jobs for Nevada and Placer Counties. These projections make the assumption that all new jobs will be absorbed by the Resident Workforce. Projections for the sub-geographies can be found in **Appendix A**.

Table 4 Projected 2025 Resident Workforce Household Unmet Demand (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	255	395	312	32	994
Between 30% and 60%	366	567	447	46	1,427
Between 60% and 80%	157	243	192	20	612
Between 80% and 120%	321	497	392	41	1,250
Between 120% and 160%	75	117	92	10	293
Between 160% and 195%	45	70	55	6	176
Between 195% and 245%	37	57	45	5	144
Total	1,256	1,946	1,535	159	4,897

Sources: ESRI; California Economic Development Department Occupational Growth Projections 2018; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; Economic and Planning Systems, Inc.

In-Commuter Households

Table 5 shows unmet demand estimates for In-Commuting households. According to LEHD data, approximately 9,000 individuals work inside the Study Area but live elsewhere. Assuming the same number of workers per household found within the Study Area, this translates to approximately 6,900 In-Commuting households. On the employee survey, about 63 percent of in-commuting respondents indicated that they would be 'Very Likely' to reside in the Study Area should adequate housing become available. This suggests an unmet need of over 3,500 units for In-Commuters. However, an additional 21 percent of in-commuting respondents indicated that they were 'Somewhat Likely' to relocate to the Study Area should adequate housing become available. If this more aggressive estimation method of including 'Somewhat Likely'-respondents is used, that would equate to an unmet need for approximately 4,600 units. In estimating total unmet demand for the Study Area, this assessment only includes 'Very Likely'-respondents.

Table 5 In-Commuting Households Unmet Demand by Income and Unit Size (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	108	167	132	14	420
Between 30% and 60%	180	278	220	23	700
Between 60% and 80%	100	155	122	13	389
Between 80% and 120%	223	346	273	28	871
Between 120% and 160%	140	216	171	18	544
Between 160% and 195%	84	130	102	11	326
Between 195% and 245%	68	106	84	9	267
Total	902	1,398	1,103	115	3,517

Sources: US Census Longitudinal Employment-Household Dynamics Survey 2018; Mountain Housing Council Employee Survey 2021; US Census Public Use Microsample Survey 2019; Economic and Planning Systems, Inc.

Seasonal Worker Households

This assessment estimates that there is an unmet need for 1,275 units among Seasonal Workers, with the majority coming from households making less than area median income. However, given the nature of Seasonal Workers living arrangements, this cohort's need is perhaps better thought of in terms of beds, for which there is a need for approximately 2,000. This cohort's unmet need represents a good opportunity for partnership with local employers in order to increase the availability of adequate housing.

Table 6 Seasonal Workforce Households Unmet Demand by Income and Unit Size (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	72	90	225	63	451
Between 30% and 60%	56	71	176	49	353
Between 60% and 80%	26	33	82	23	163
Between 80% and 120%	24	30	75	21	149
Between 120% and 160%	15	19	47	13	93
Between 160% and 195%	4	6	14	4	28
Between 195% and 245%	6	7	19	5	37
Total	327	507	400	42	1,275

Sources: Mountain Housing Council Employee Survey 2021; Bureau of Labor Statistics Quarterly Census of Employment and Wages 2021; California Department of Housing and Community Development Income Limits 2021; Economic and Planning Systems, Inc.

Homeless

The unhoused population in the Study Area in 2020 was 44 individuals, according the HUD Point-in-Time Homeless Count. Of these individuals, 28 live in or near Truckee and 16 live in Eastern Placer County. The Count did not identify any families that are currently homeless in the Study Area. The total number of 44 represents an increase of one person over the 43 reported in previous year, and an increase of seven individuals over 2018. The 2016 housing needs assessment did not estimate this cohort individually.

3. OUTREACH AND COMMUNITY ENGAGEMENT

Community engagement and a public process were integral parts of the update of the Regional Workforce Housing Needs Assessment and Regional Housing Implementation Plan (RHIP) development effort. A community outreach plan was developed and implemented by the project team to ensure robust public involvement. Integral to the community outreach strategy was engagement of members of the Mountain Housing Council to act as outreach partners.

Key features of the outreach efforts included conducting a community survey, convening a Technical Advisory Committee (TAC), convening a Community Stakeholder Group (CSG), holding periodic virtual meetings of those groups, conducting a series of individual interviews with developers of achievable housing projects within the region or with knowledge from similar regions, regular updates and discussion at Mountain Housing Council meetings, and providing updates via Mountain Housing Council communications.

In addition, numerous interactions between project team staff and staff at Placer County, the Town of Truckee, Nevada County and the Tahoe Regional Planning Agency occurred in one-on-one discussions or small group meetings, allowing for in-depth discussions on joint development and creation of the Regional Housing Implementation Plan.

Community Stakeholder Groups

A CSG was formed in May of 2021 to participate in review of the update of data in the Regional Workforce Housing Needs Assessment and to assist in the development of the Regional Housing Implementation Plan.

The CSG was comprised of stakeholders from across the three jurisdictions within the project study area. The CSG members were selected to be representative of a broad range of community interests including public sector members with responsibility for reviewing or approving projects, public agencies with housing needs, community-based organizations representing clients likely to need housing, local businesses and business organizations, real estate and property development professionals, homeowners' associations, community capital or investment organizations, and knowledgeable community members.

The role of the CSG members was to review and ground truth housing data as it was developed, provide input on housing strategies, assist the project team with prioritizing housing strategies, advise the project team on ensuring strategies adopted were consistent with community values and needs and could garner broad based community support, and act as ambassadors for direct community outreach.

The CSG met three times between May of 2021 and August of 2021. Due to Covid-19 restrictions the group met virtually. Numerous touch points were created with members of the group between regular meetings to respond to questions or develop ideas for presentation to the full group. CSG meetings regularly included discussion of potential Regional Housing Implementation plan tools and strategies, as well as a development of a deeper understanding regarding how these tools might be used most effectively.

Technical Advisory Committee

A TAC was formed in April of 2021 to participate in the review of the Regional Housing Needs Assessment and the development of the Regional Housing Implementation Plan.

The TAC was primarily composed of planning professionals at the respective jurisdictions who have day-to-day experience with reviewing and processing individual development applications, or who have a substantial role in the development of housing policy at the local level. TAC members were selected primarily for their housing planning expertise and deep knowledge of the technical considerations involved in developing and approving housing projects in the region. Special care was taken to ensure that the process would have the benefit of a realistic appraisal of the value of the tools and strategies being recommended by those most likely to be working with them.

The convening of the TAC was preceded by regular communication with many members of the TAC on the breadth and focus of the studies to be conducted, the planning process, composition of the Community Stakeholder Group, data analysis needs, and the suite of tools and processes needed.

The role of the TAC was to respond to draft data and analysis, review trends and research collected by the project team, respond to draft policy ideas and implementation considerations, and participate in the development of the tools included as part of the recommendations. The TAC also played an important role reviewing and honing information in advance of presentations to the Community Stakeholder Group.

The TAC met three times formally between April and August of 2021, usually in advance of CSG meetings or community Meetings.

Throughout the process there were regular one-on-one conversations with several members of the TAC about local housing policies and needs that informed the overall products to be delivered.

Social Interviews

Community outreach was augmented and informed by a series of 18 social interviews with businesses, community organizations and developers about local housing needs, processes and barriers to implementation of housing projects. These interviews were roughly split between community organizations, businesses, and members of the development community who have or are planning to develop in the region.

Within the business and community organization cohort interviewed, there were several recurring themes. Businesses and community organizations almost uniformly agreed that lack of access to achievable housing is a significant barrier to local business development and economic diversification goals. Most employers identified lack of access to housing as the most significant business development challenge they face.

Many employers cited loss of housing or inability to secure housing by employees as cause of curtailing hours of operations or their expectations for expanding business operations. The

businesses and community organizations interviewed identified lack of rental housing for middle to lower wage employees as the most significant barrier, but a significant number of the larger employers identified lack of middle-income housing as a significant barrier to employee recruitment. Many of these interviewees identified recent stress from increasing population as an accelerant of this problem, but also acknowledged that the problem was severe before that stress occurred.

This cohort of interviewees tended to respond that the types of housing needed to address employee needs is heavily weighted toward for-rent multifamily residential one bedroom and two-bedroom units. There was considerable concern, however, that too much focus in this area could lead to fewer opportunities for home ownership and that attention must be paid to creating housing policies that lead to ownership and equity.

The business and community organization interviewees tended to state that the key barriers to development of achievable housing in the region are the high cost of building due to construction costs and land availability, and high costs for regulatory compliance and fees. A significant number identified community social license for building housing as a barrier.

Within this group the most common solutions identified were increasing housing density in appropriate locations, providing community capital to augment developer financing for projects, and expanding public education and outreach around housing needs to build community support for new housing development.

Businesses and community organizations generally agreed that responsibility for addressing these issues is shared between community members, local government and employers collectively.

Within the development community cohort, responses were focused much more narrowly on the specific barriers that developers face.

The building and development community identified regulatory burden, cost of fees and permitting, land availability and desirableness of location, and high construction costs as significant barriers. However, many of the same developers acknowledged that these are barriers in almost any jurisdiction in California, thus not unexpected. This group also identified the complexity of the process, both the entitlement process and the project financing process, and the time cost of money this complexity creates, as the most significant barrier.

The building and development community tended to respond that the types of housing needed to address employee and community needs is roughly split between for rent multifamily residential one-, two- and three-bedroom units, and first-time homebuyer single family detached products. There were several comments that the single family for sale market is strong and does not really need much help.

Within the building and development community, the concept of the Housing Hub was very popular. There was widespread agreement that shortening the timeline between project inception and occupancy permits was worth more to them financially than any other intervention and thus would make more product available at a faster rate. There was also very strong support for expanding access to both public and community sources of capital through state and federal grant or tax credit programs, maximizing development incentives, below market rate deed

restriction programs, direct grants for developing achievable housing, or long-term lease agreements. There was strong support for the two strategy recommendations together.

Community Meetings

Community meetings were hosted by the project team and assisted by Mountain Housing Council staff. There were two community meetings, one conducted on August 25, 2021 and one on September 30, 2021. The community meetings were held virtually due to Covid-19 restrictions.

The community meetings were widely promoted through a combination of social media, e-newsletters, and direct outreach to stakeholders. There were approximately 100 registrants for each, and approximately 50-60 participants attended each of the meetings.

The August 25th community meeting introduced the public to the project team, opened with a series of “stories from the community” illustrating housing need and the impact of the deficit of housing choices, and introduced the first draft of the Achievable Housing for All process. The meeting focused on an introduction to the “readiness for housing” concept illustrated by the Housing Readiness Triangle. The meeting also presented the full results of the updated Regional Housing Needs Assessment and compared 2016 results with 2021 results. The meeting included a number of interactive polls and interactive community exercises to test community preferences around housing types and query the community about the respective roles that community organizations, agencies, jurisdictions and the private sector could play in achieving prospective Regional Housing Implementation Plan goals. As a result of the August 25th meeting, the Regional Housing Implementation Plan was adjusted to incorporate community input.

The September 30th community meeting began with “stories from the development community,” presented by achievable housing developers demonstrating the roles the jurisdictions, community organizations and the Mountain Housing Council have played in providing technical and financial assistance to local projects. The meeting then went into a detailed demonstration of four key components of the Regional Housing Implementation Plan: The Housing Hub, the Focused Inventory of Tools, the Achievable Housing for All process, and the AHA Process Pitch Sheets. The meeting also included a series of polls to test receptivity to the key strategies, as well as an interactive element that facilitated conversation around implementation actions.

Recordings of the community meetings and the results of the community activities and polls are available upon request from MHC.

Additional Community Outreach

In addition to the regularly scheduled community engagement throughout the process, project team members met with housing coordinators at the jurisdictions to discuss a wide variety of housing issues outside of the scope of this project. Project team members also checked in with housing policy experts outside of the region to vet strategies and ideas. Throughout the process the Mountain Housing Council and project team members interacted with members of the media to represent local housing needs and trends.

Community Housing Needs Survey Results

A significant component of the outreach process was the execution of a Community Housing Needs Survey distributed to regional employees, employers, and the general community. The survey was designed to be a follow up from the community survey conducted in 2016. The survey questions largely mirrored items in the 2016 survey in order to track changes that have occurred in the community in the intervening five years. The survey was designed to be used in concert with the Regional Housing Needs Assessment data collection effort to capture the full picture of community housing needs and to better understand changes that had occurred in the community between the date of the most recently available official data and the date of the survey. The survey was also designed to address a specific set of questions that would inform decisions about a range of regional housing needs and strategies that the project team was considering as part of the Regional Housing Implementation Plan.

The survey was designed as an electronic template to be housed under the Mountain Housing Council and Tahoe Truckee Community Foundation and readministered on an annual basis in order to track changes in community perceptions about housing issues.

The survey was distributed electronically through a broad range of digital marketing and social media outreach outlets including most Mountain Housing Council partners, local jurisdictions, and a wide variety of community organizations, including business and social service organizations. The survey was available in both English and Spanish language. Survey outreach also included local media partners, and targeted outreach to Spanish language speaking residents through printed flyers.

The survey was composed of two distinct segments, one set of questions designed for employees and one designed for employers. The survey was distributed for approximately 6 weeks between early April and May of 2021 and was completed by approximately 1300 employees and 160 employers within the survey area.

Before discussing the specific findings of the survey, it is important to note the inherent limitations of survey data. Surveys are by nature a measure of a single point in time, are dependent upon sample size and composition for accuracy, are not a scientific poll sampling of the demographics of the community, and do not exactly represent the views of the community due to the self-selection of the sample. It is also important to note that the survey was conducted in the spring of 2021 at a time when many employers and employees were in transition due to a combination of the impacts of COVID-19 and the seasonal employee cohort's transition between employers. The survey came at a time when anecdotal evidence indicates there was a tremendous amount of change occurring in the local real estate and housing markets due to the impact of COVID-19. Finally, although a strong effort was made to survey the Spanish-speaking community, the sample size for Spanish language speakers was low.

With all of the above caveats, the larger the survey, the more accurate the data collected by surveys tend to be. The large number of respondents (1460) coupled with the demographic questions answered within the survey indicate that a broad cross section of the community participated. It is also important to note that the data collected by the survey largely matches the data collected as part of the Regional Housing Needs Assessment from a wide variety of

sources, including the US Bureau of the Census American Community Survey for our region and the US Department of Housing and Urban Development, and indicates accuracy.

We recommend that the Community Housing Needs Survey be circulated annually in order to maintain a more contemporary understanding of the changes occurring in the community, be conducted earlier in the year preferably in the months of February and March, and that a much stronger effort be made to conduct outreach to Spanish language speakers.

Employee Survey

Approximately 1300 respondents completed the Employee survey. Of those respondents, 70% live in single-family residences, with 2-3 people per household, 70% live in a 2 or 3-bedroom residence, and 80% are year-round residents who are not seasonal workers. 70% of employees surveyed pay more than 30% of their income for housing, the US Department of Housing and Urban Development benchmark for "affordability", and 35% pay more than 40% of their income. 75% of these workers were not currently working at home in May of 2021.

When asked how satisfied they are with their current housing situation only 20% of employees stated that they were satisfied. Almost 40% of survey respondents stated that they would like to live in housing that is more affordable, almost 40% of respondents would like to purchase a home in the region, 25% would like to live in housing that is larger and better maintained, 15% of respondents would like a living situation with fewer roommates, and 15% would like to live closer to their employment. 17% of respondents described their current housing situation as temporary.

Remarkably, only 6% of employee respondents stated that they did not have a problem finding housing. 50% of employees stated that it was hard to find housing with affordable rent, 25% stated it was difficult to find housing with year-round occupancy, 25% identified difficulty coming up with the security deposit necessary, 25% identified difficulty matching their household size needs with available housing, and more than 15% identified difficulty finding housing near their place of work. Finally, 25% of respondents stated that they had been displaced from housing in the last two years due to sale of housing, conversion of housing to short term rental uses, or their landlord deciding to permanently occupy the housing. It was clear from the responses to the questions that many respondents identified multiple barriers to finding or retaining housing.

When asked if they were on a waiting list of any kind for housing only 50% stated they were not currently looking for housing. Nearly 50% were either on some sort of waiting list (15%) or would like to learn more about waiting lists for either below market rate rental housing (5%), below market rate for sale housing (2%), or a down payment assistance program (2%), or would like to be on a waiting list of some sort and would like more information (20%). 20% of respondents stated that none of the currently available waiting lists apply to their situation.

Employer Survey

Approximately 160 regional employers responded to the Employer survey. Employers responding were mostly representative of the diversity of the local economic base, with a good mix of business sectors from retail, hospitality, recreation-based businesses and professional services. Approximately 50% of business respondents employ less than 10 people, 25% between 10-25 people, and 25% more than 25 people. The mix of business respondents was also mostly

representative of the seasonality of the local economy, with 80% stating that they either do not have “peak” seasons or that those “peaks” have flattened in recent years.

A large majority of the businesses believe their business will grow in the future (75%) but an even larger majority (80%) stated that availability of housing is affecting their business growth. 60% of business respondents also stated that short term rental impacts on local housing availability are affecting their ability to recruit and retain employees.

Approximately 70% of the employers surveyed do not provide any kind of assistance to help employees find housing. Less than 5% provide any kind of financial assistance, and 25% provide some kind of information sharing or networking assistance to locate housing. It is important to note that 10% of employers provide some kind of housing to their employees.

Approximately 50% of business respondents stated that the most needed type of housing is in the 80% Area Median Income and below level, 45% stated above 80%-195% Area Median Income, and only 5% stated the need is for market rate housing. Finally, when asked what housing type is most needed when choosing between single family residential, multifamily residential, accessory dwelling units, dormitories, or some form of for-sale multi family, a large proportion of the respondents (consistently above 50%) said all of it is severely needed.

The overall survey results from both employees and employers are consistent with the data collection conducted as part of the needs assessment. The data matches the needs assessment findings that the highest levels of need are roughly split between below 80% AMI and between 80% and 245% AMI levels, with a high level of need for 1–2-bedroom rental housing products, and modest entry level single family residential housing.

4. MHC HOUSING HUB

The Mountain Housing Council (MHC) brings together a diverse set of 28 regional partners to accelerate solutions to producing “achievable” local housing. In this context, “achievable” housing, a term crafted by MHC, is distinct from affordable housing in that it encompasses both the lower end of the income range (up to 80 percent of Area Median Income), typically served by public subsidies, as well as the middle-income end of the income range, earners not well served by the existing affordable housing production system. In 2017, when the term was coined, the definition of “achievable” included households earning up to 195 percent of AMI. As the real estate market shifts, the household income needed to participate in the housing market has pushed the definition of achievable up to 245 percent of AMI.

MHC 1.0 was focused on bringing partners to the table to work towards improving opportunities for new housing development. Jurisdictions and other partners are engaged in regular discussions about policy, opportunities, and funding. Now, with partners identified and growing knowledge, sophistication, and capacity, MHC 2.0 is underway and focused on long-term regional *implementation* strategies, short-term emergency measures, increased community education, and engagement.

Regionally, there are four major needs in the housing delivery system (1) proactive, informed advocacy and support for new housing, (2) a more transparent, streamlined entitlement process for developers, (3) flexible, nimble financial capital that can address gap financing for projects and support programming that assists with stable housing,⁴ and



(4) increased awareness among the broader community about the need for and the public approval process for new housing. MHC does not have the structure or capacity to address the first need, advocacy for new housing, but MHC can work with and through its partners to incubate the Housing Hub to address the other three needs.

The Achievable Housing for All (AHA) process is an attempt to both clear obstacles for developers and to involve the community in the process earlier on, during the design phase.

Triangle of Housing Readiness

If the three key stakeholders to real estate development are the developer, the jurisdiction, and the existing community, all three stakeholders must be “ready” for new housing delivery to be successful. While readiness looks different and draws on distinct processes for each stakeholder (and each potential project), we use the concept of “readiness” as a threshold for all three stakeholders and a triangle as an organizing framework to conceptualize the three parallel efforts. When all three points on the triangle are “ready,” new housing development is more likely to occur. When even just one of the points is not ready, it can add years to the entitlement and/or development process.

⁴ TTCF has created the Housing Solutions Fund to fill this need.

- **Developer**—Represents development interests ranging from small landowners to experienced, sophisticated development firms.
- **Jurisdiction**—Represents public sector agencies with approval authority that may or may not own the land, and that may have regulatory and/or financial incentives to offer; one or more jurisdictions may work together.
- **Community**—Represents the existing residents including homeowners, renters, employers, and employees.

There is not always alignment or good communication among the three entities, but when there is, the vision for achievable housing for all comes into focus and becomes possible.

Figure 7 Triangle of Housing Readiness



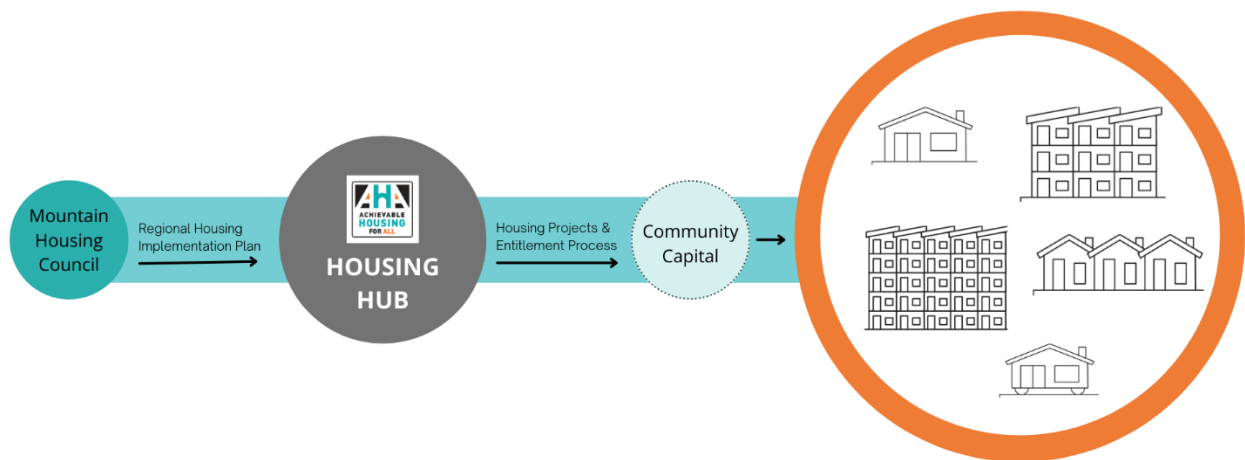
MHC Regional Housing Implementation Plan, October 2021

The Housing Hub

With the objective of illuminating and demonstrating a process that results in achievable community housing, it will be critical to ensure that the process is easily repeated, lessons

learned translated into guidance for future use, and the professional capacity built is structurally integrated or permanent. In short, a repository for the process is needed. The MHC “Housing Hub” will act as such a repository. Incubated by MHC, the Housing Hub will act as an ally to development, providing technical assistance and problem solving for land owners interested in building workforce housing and facilitating community outreach to bring neighborhood input into the design process earlier and ensure that the needs of the developer, the jurisdiction, and the community are met.

Figure 8 Role and Position of Housing Hub



The Housing Hub will be staffing intensive, its primary resource being knowledge of the various agencies involved, eligibility for a range of federal, state, and local funding programs, the site-specific history of local development efforts, interpersonal relationships with the relevant jurisdictions as well as regular contact with the development community. The Housing Hub would be in a position to produce materials like checklists and toolkits to help stakeholders understand, organize, and expedite various aspects of the development process. But the real value of the Hub will be its experienced, well-connected staff who can act as an advocate for development and liaise with both the public sector and the community in order to help developers overcome regulatory barriers, fill funding gaps, and address the concerns of neighbors.

While the readiness triangle is oriented toward housing production, another equally critical role of the Housing Hub is that of preserving and expanding access to the existing supply of housing in the region. This work might entail encouraging programs that facilitate the conversion of short-term rentals to long term rentals, monitoring the conversion of permanent housing to transient housing, establishing a fund for acquisitions, establishing a regional rent relief fund, and other anti-displacement measures.

The Housing Hub may pursue these efforts through developer technical assistance and access to capital, through the management of defined programs, through community communication

support, and, in general, as an intermediary that may hold land, property, and/or dollars for deployment on projects or programs.

Figure 9 Responsibilities of Housing Hub



Provide Technical Assistance

Through technical assistance, the Housing Hub will work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements. It is envisioned that ultimately the Housing Hub will maintain a portfolio of pitch sheets for sites across the region that jurisdictions have identified as housing-ready.

The role of the Housing Hub will vary dramatically by site as each site will present a unique set of challenges depending on ownership, environmental requirements, infrastructure needs etc.

Technical Assistance

Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.

Manage Programs

The Housing Hub will be positioned to manage a strategic suite of programs, including ADU, DPAP, Deed Restriction, Rental Assistance, Anti-displacement, etc.

Manage Programs

Strategic suite of contracted program management could include ADU, DPAP, Deed Restriction, Rental Assistance, Anti Displacement, etc.

Access Capital

The Housing Hub will work directly with developers on securing sources of public and private capital. Examples may include local capital from jurisdictions, from the Truckee Tahoe Workforce Housing Agency, the Martis Fund, and state and federal sources.

Access Capital

Work directly with developers on securing sources of public and private capital

Figure 10 Community Capital in the Region



Serve as Intermediary

As an intermediary, the Housing Hub will hold land, property, or dollars for deployment on projects or programs.



Building the Housing Hub

The practical realities of establishing a Housing Hub include making several operational and financial determinations, which may include the following:

- Incorporation of MHC Partner feedback and buy-in on the structure of the Housing Hub
- Determination of whether the Housing Hub will take on policy and/or project advocacy at a local level
- Determination of whether the Hub should be housed within an existing entity or established as an independent entity. If it is to be housed within an existing entity, identify a parent entity or fiscal sponsor, likely among MHC's partners
- Depending on the form of advocacy (policy or project level) the Housing Hub will take on, consideration of appropriate funding sources and mechanisms (avoiding conflicts of interest)
- Consideration of ongoing and one-time grant funding available to support the Housing Hub
- Consideration of how much staffing and what kind of staff expertise to seek in recruitment and hiring
- Specification of the Housing Hub workplan. The workplan will be informed by the AHA Process but will vary from project to project as each site, each developer, and each jurisdiction will present a different combination of challenges and opportunities. Substantive elements of the workplan could include the following:
 - Expand the portfolio of pitch sheets for opportunity sites inventoried in the region's three housing elements
 - Continue to update and prioritize the most needed tools from the Focused Inventory of Tools (provided separately as an Excel workbook to MHC) and pursue implementation

5. FOCUSED INVENTORY OF TOOLS

Housing Action Plans are frequently used in long term regional planning and typically include a matrix of the relevant policy actions or tools available to jurisdictions. In the case of this Housing Implementation Plan, which is being prepared for MHC, the inventory of tools is a collection of the programs and policies that each of the partner jurisdictions has adopted as part of their 2019-27 Housing Elements, as well as MHC input and best practices from across the state.

The inventory is a separate Excel workbook that will be “owned” by MHC, until the Housing Hub is able to assume responsibility for maintaining and updating it. While the detail is in the Excel workbook, this chapter provides a summary overview.

The inventory is a distilled menu of policy options and associated tools for expanding zoning capacity, readying the community for more housing, and improving development economics. At the essence of MHC’s work is the acknowledgement that in spite of three jurisdictions and more than a dozen special districts, the region is one ecosystem. The collective inventory will serve as a working repository of proven and promising tools that the entire region may benefit from, seeking to measure the effectiveness of current tools, by using the Technical Advisory Committee to identify structural, regulatory, or political barriers that have prevented greater impact to date and to consider which policies would have the greatest impact going forward. With the objective of drawing out gaps among existing set of tools, this inventory may also be used to help the Housing Hub prioritize future work efforts.

Structurally, the inventory is organized by high-level objectives (A, B, and C below) and then more specific strategies (A1 – A7, B1 – B4, and C1 – C6) and then detailed programs and policies (available for review in the Excel workbook). The partner jurisdictions are displayed across the top row so that at a glance, it is apparent which jurisdictions are pursuing which strategies and where there might be opportunities for The MHC or the Hub to fill gaps.

A. Increase Overall Supply of Housing and Increase Supply of Achievable Local Housing

1. Development Readiness
2. Project Review and Approval Streamlining
3. Reducing Development Costs and Risks
4. Community Engagement
5. Public Land Offering
6. Leverage Regional Coordination
7. Financial and Regulatory Incentives

B. Preserve and Expand Access to Existing Housing Supply

1. Rehabilitation Loans/Grants
2. Increase Inventory of Long-term Rentals
3. Acquisitions
4. Anti-Displacement

C. Identifying Funding, Financing, and Administrative Efficiency

1. Obligations on New Development or Reuse
2. Private Activity Bonds
3. Taxes
4. Tax Increment Financing Tools
5. Community Funding
6. Fair Housing

Each of the detailed programs and policies are tied back to the housing readiness triangle described previously to further reinforce the need for each point of the triangle to be fully engaged and effectively working towards housing solutions. It is envisioned that the Housing Hub will be the keeper of this inventory and responsible for refreshing it as new programs and tools are identified. The Housing Hub will be well positioned to identify the tools most needed by jurisdictions, advise on their structure, and coordinate implementation.

The live Excel Workbook is part of the final deliverable to MHC.

6. REGIONAL ACHIEVABLE HOUSING FOR ALL PROCESS

The AHA Process

WHAT

The Achievable Housing for All (AHA) Process is a process to build housing “readiness” across the three stakeholder groups—community, developer, and jurisdiction. Using three demonstration sites this project outlines the steps necessary to take a site from a housing opportunity to housing delivery. For the purposes of the enclosed work, the AHA process demonstrates how an outside third party, such as the Housing Hub, could act as an ally to development by leveraging its understanding of (1) the local players stakeholders opposed to and invested in new development, (2) the development process map for each public agency, (3) state and local public funding resources, (4) local land use regulations that create both opportunities and roadblocks to development, and (5) local private gap financing.

WHY

The objective of the AHA process is to build and establish social license to develop workforce housing from the public agencies, neighbors, and the community at large.

WHO

There are two primary audiences for the AHA process: (1) experienced developers who understand the process, but who need support applying existing community tools to streamline the process and (2) inexperienced private landowners who wish to partner with development interests to advance housing projects.

WHEN

The AHA process begins once a site has been offered by a landowner and/or selected by a developer for housing. There are many possible permutations of the AHA Process as each site is likely to require a unique approach and to begin at a distinct point in the process. An inventory of possible steps to take as part of the AHA process is detailed below.

Figure 11 AHA Process



Figure 12 AHA Process Steps and Detail



AHA Process Pitch Sheets

Three demonstration sites were selected in order to test and refine the AHA process, engaging the readiness triangle in a way that can be replicated to serve the region for the next decade of housing production work. The process and potential for each site is demonstrated in the form of a pitch sheet, a one-page (front and back) summary of the site capturing the most salient details that would be communicated to potential developers and investors in marketing the development opportunity. Details include the relevant regulatory context and incentives, fundraising and financing opportunities, and base case and optimal case site yield analyses. Specific information presented on the sheets includes:

- Site locator
- Site yield under base case and optimized case zoning
- Zoning/regulatory context
- Available concessions and incentives
- Partners – organizations
- Capital and financing resources

Eventually, so that the amount of information is more readily accessible and not constrained by the dimensions of an 11 x 17 sheet of paper, the pitch sheets will be available in digital format and hosted by the Housing Hub. These pitch sheets are templates that can be replicated for a multitude of housing-appropriate sites, so that, eventually, the Housing Hub maintains a portfolio of pitch sheets that can be shared with the development community.

The intent of the AHA Process pitch sheets is to achieve the following:

- Act as a potential project “portfolio” to attract developers to sites and to demonstrate a process for getting to “housing readiness” and Achievable Housing for All
- Act as an introduction to developers to answer key questions
- Link housing needed by cohort to a site to a developer to a project
- Demonstrate potential creative uses of concessions, incentives, and financing
- Demonstrate community and jurisdictional readiness to advance housing readiness

Pitch Sheet Demonstration Sites

For purposes of the template pitch sheets, the sites were selected based on the following criteria:

- **Jurisdictional buy-in** – the sites were identified as opportunity sites in the jurisdiction’s Housing Element and the jurisdiction has taken steps to ready the site for housing
- **Developer interest** – the sites have been identified as valuable opportunities by developers (i.e., either developers are currently interested or they have been in the past)
- **Infrastructure availability** – the sites are located in infill locations that already have backbone connections to utilities, access to transit, and vehicular ingress/egress
- **Environmental considerations** – the sites do not face extraordinary environmental hurdles (e.g., wildfire defense zones, shore line proximity, creek/stream delineation, etc.)

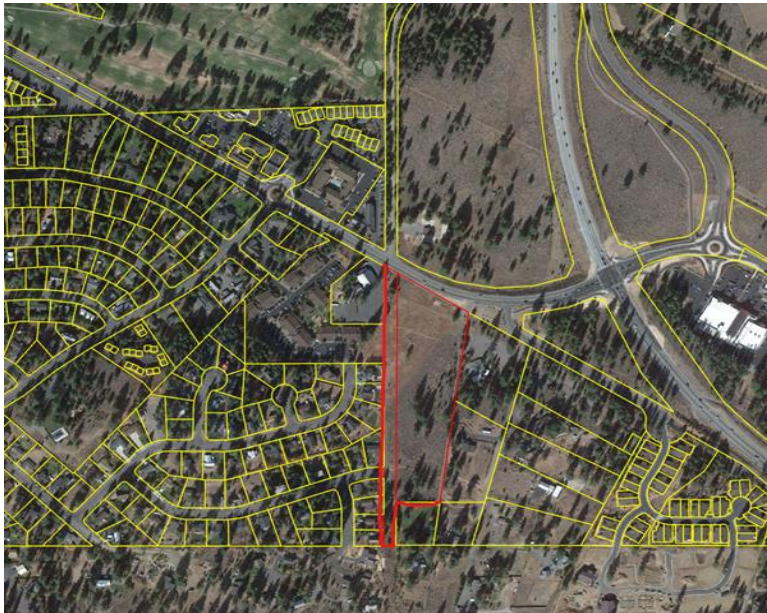
In order to ensure a diversity of sites that would be reasonably representative of the range of sites in the region, one site was selected from each jurisdiction – the Town of Truckee, Nevada County, and Placer County. Furthermore, the sites selected represent a mix of ownership (some public and some privately owned sites) and a mix of development challenges (infill, land assembly, incorporation, environmental approvals, etc.). The selection of these sites and the preparation of the pitch sheets does not guarantee that the sites will be developed.

The three sites are the Brockway Site in Truckee, the Tahoe Inn site in Placer County, and the Donner Pass Road site in Nevada County. The final pitch sheets are provided separately to MHC.

Town of Truckee, Brockway Site

Address: 11478 and 11496 Brockway Road

APNs: 019-470-009 and 019-620-005



Development Advantages

- Jurisdiction has identified and articulated market need for two-bedroom, two-bathroom for sale units that do not exceed \$500,000
- The Town's density definitions allow for greater unit yield
- Landowner is interested in development
- Adjacent parcel behind church is vacant, potential for parcel assembly that would nearly double the site acreage

Development Challenges

- Have not secured an interested developer
- Substantial portion of site is wetlands and so not developable
- Adjacent single-family neighborhood with through road that would likely be a secondary access road to site so potential traffic impact on existing residents

Role of Housing Hub

- Housing Hub could perform preliminary reconnaissance on owner interest in parcel assembly
- Once land is assembled, the Housing Hub could market site to development community

The pitch sheet is shown below and also in **Appendix B**. Full-scale versions of the pitch sheets are available through MHC upon request.

Figure 13 Brockway Site Pitch Sheet (Front and Back)

BROCKWAY PARCEL



BROCKWAY PARCEL

DWELLING UNITS			
Residential Zoning District		RM-10 (Residential Multi-Family, 10 units per acre)	
Dwelling Unit Equivalents for RM, DRH and DRH Districts			
Number of Bedrooms in Unit		Equivalent Number of Dwelling Units	
Studio		0.5 Units	
1 bedroom		0.67 units	
2 bedrooms		0.80 units	
3 bedrooms or more		1.00 unit	
PARKING REQUIREMENTS			
Land Use Type: Residential Uses		Vehicle Spaces Required	
Multi-family dwelling, including condominiums, townhouses, townhomes and other attached dwellings.		Studio and 1 bedroom units - 1.5 spaces per unit w/ 1 per unit in garage 2 bedrooms or more - 2 spaces per unit w/ 1 per unit in garage	
SITE PLAN PROGRAM – BASE CASE			
Unit Type	Equivalent	Percentage	
90 – 3 Bedroom (1)	90	100%	
90	90	100%	
Parking Requirements			
3 Bedroom (90 x 2)	180	(90 x 1.5) = 135	
25% Guest	45	33	
Total	225	168	
Covered Spaces	155		
Surface Parking	70		
Total	225		
SITE PLAN PROGRAM – OPTIMIZED ALTERNATIVE			
Unit Type	Equivalent	Percentage	
30 - Studios (0.5)	15	23%	
45 - 1 Bedroom (0.67)	30	35%	
35 - 2 Bedroom (0.8)	28	27%	
20 - 3 Bedroom (1)	20	15%	
130	93	100%	
Parking Requirements			
Studio (30 x 1.5)	45	(30 x 0.75) = 22.5	
1 Bedroom (45 x 1.5)	67.5	(45 x 0.75) = 33.5	
2 Bedroom (35 x 2)	70	(35 x 1) = 35	
3 Bedroom (20 x 2)	40	(20 x 1.5) = 30	
25% Guest	55	30	
Total	277	151	
Covered Spaces	70		
Surface Parking	81		
Total	151		



DISCLAIMER: The AHA Process Pitch Sheets reflect the best available information to date to guide optimal site planning discussions. The Pitch Sheets do not constitute a commitment on behalf of local jurisdictions.

Placer County, Tahoe Inn Site

Address: 9937 N Lake Blvd, Kings Beach, CA 96143

APNs: 090-304-001, 012, 013, 014



Development Advantages

- The developer is a sophisticated entity
- Plan includes mix of unit sizes, including studio units for seasonal employees so as to meet jurisdiction's workforce housing need
- Plan conforms to existing zoning

Development Challenges

- Immediate neighbor is a vocal opponent of new residential development

Role of Housing Hub

- Facilitate community readiness process
- Act as clearinghouse of all potential funding sources, including private sources
- Identify funding/financing opportunities available to site to support development feasibility
 - Proximate to transit and plan includes employee housing, so eligible for Infill Infrastructure Grant program through HCD
 - If developer incorporates amenities like bike parking and Electric Vehicle charging stations, could be eligible for Affordable Housing and Sustainable Communities funding
 - Plan includes employee housing, so eligible for Placer County TOT revenue allocated to help underwrite affordable/workforce housing

The pitch sheet is shown below and also in **Appendix B**. Full-scale versions of the pitch sheets are available through MHC upon request.

Figure 14 Kings Beach Site Pitch Sheet (Front and Back)

KINGS BEACH PARCEL

GENERAL SITE INFORMATION	
Parcel APNs	090-304-[012-014] & 090-304-001
Parcel Address	9937 & 9981 N. Lake Blvd, 9954 Cove Ave & 380 Islet Way
Acreage	approx. 2.78 acres (120,922 SF)
Zoning	Mixed-Use Tourist (MU-TOR), North Slateline Special Planning Area (NS-SPA)
General Plan	Tahoe Basin Area Plan (Placer County)
Fire District	North Tahoe Fire Protection District
Water District	North Tahoe Public Utility District
Public Utility (Gas)	Southwest Gas
Public Utility (Electric)	Liberty Utilities
Park District	North Tahoe Public Utility District
Regulatory Agencies	Placer County, Tahoe Regional Planning Agency (TRPA)
SPECIFIC SITE INFORMATION	
Minimum Setback Requirements	
Highway Frontage	20 feet from planned edge of pavement
Side Yard	10 feet landscape setback
Rear Yard	10 feet from edge of ultimate pavement frontage



INCENTIVES AND FINANCING	
Incentives	Financing
Limit studies to state requirements	Deed Restriction Purchase Programs
Density bonus	Down payment assistance programs
Inclusionary housing standards	Publicly financed land donations
Dwelling unit equivalency calculation	Publicly financed off site improvements
Parking standards	Low interest public financing
Set back standards	Low interest private financing (community capital)
Road width standards	
Increase Floor Area Ratio (or coverage in the Basin)	
Fee waivers	
Process streamlining	



Tahoe Truckee Regional Workforce Housing Implementation Plan | 1

KINGS BEACH PARCEL

MULTI FAMILY DWELLING UNITS DENSITY	
25 units per acre	Area Plan Town Centers
15 units per acre	Plan Area Statement
Total Units Allowed 69 (2.78 acres x 25 per acre)	
Additional Density Units	42
Total Units 111	
Additional Density (Bonus Units)	
<ul style="list-style-type: none"> Bonus units can be requested from TRPA for affordable/moderate/achievable housing. If more than 10 bonus units are requested, approval by the TRPA Governing Board is required. There is not a maximum amount of bonus units for a particular project, but there is a finite amount in TRPA's residential bonus unit pool. (Obtain a current bonus unit inventory) 	
PARKING REQUIREMENTS	
1 Space for Studio and One Bedroom	
2 Spaces for Two and Three Bedrooms	
SITE PLAN PROGRAM	
Unit Type	Parking Requirements
Studio	60 100%
One Bedroom	23 23
Two Bedroom	22 44
Three Bedroom	6 12
Parking Requirements	139
Parking Reduction (20% for One, Two and Three Bedrooms Only)	(16)
Total Parking Required	123
Total Units 111	
ADDITIONAL CONSIDERATIONS	
<ul style="list-style-type: none"> Maximum Building Height is determined by the slope of the land yet not to exceed 38'-0" Land Coverage up to 70% in the NS-SPA yet land coverage mitigation funds needed to obtain the maximum coverage Land Classifications will need to be considered since they may limit the location of development on site Scenic requirements will need to be considered since the property is located along a designated scenic corridor 	



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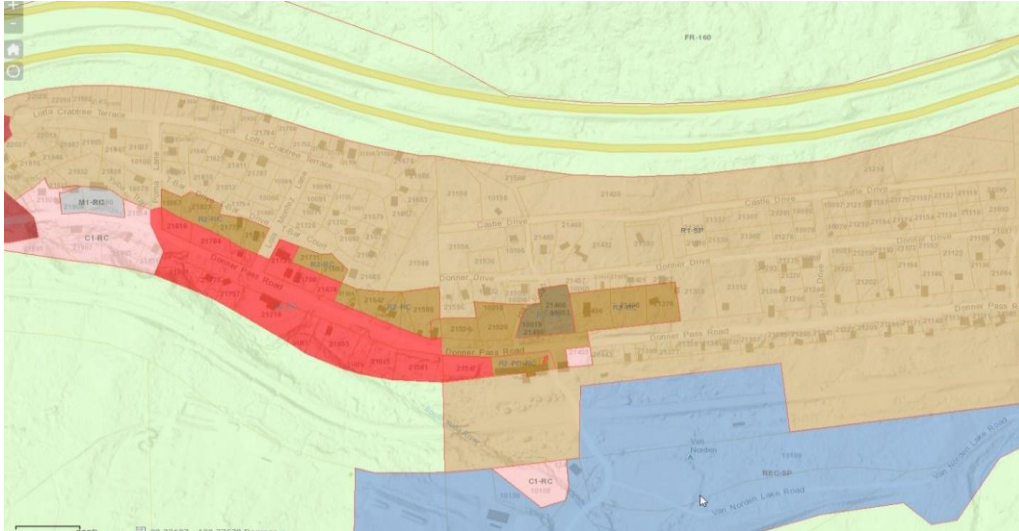


Tahoe Truckee Regional Workforce Housing Implementation Plan | 2

Nevada County, Donner Pass Road Site (Town Center)

Address: multiple

APNs: multiple



Development Advantages

- Downtown infill context so likely to see lower parking requirements
- Downtown infill context so good candidate for mixed-use development with ground floor commercial

Development Challenges

- Land assembly across disparate ownership will be required
- Development constraints on multiple parcels, including existing development and wetlands encroachment, likely prevent full parcel assembly
- Conforming sites are not adjacent
- County support needed on infrastructure: existing road conditions are poor
- Adjacent commercial properties are already developed
- Seasonal nature of resort work means residents drive long distances to off-season employment – potential demand issue

Role of Housing Hub

- Housing Hub could perform preliminary reconnaissance on owner interest in parcel assembly
- Once land is assembled, the Housing Hub could market site to development community
- Advocate/negotiate with County for infrastructure investment

The pitch sheet for this site is under review and still needs more input from Nevada County as of finalization of this Report.

Appendix A

Housing Needs Analysis, Detailed Subcohort Tables

The Economics of Land Use



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Los Angeles*

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Table A-1 Study Area Resident Workforce Unmet Demand - Working Veterans (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	19	9	7	1	36
Between 30% and 60%	25	23	14	1	62
Between 60% and 80%	10	16	10	1	37
Between 80% and 120%	17	36	29	3	85
Between 120% and 160%	10	22	21	2	55
Between 160% and 195%	4	14	15	2	34
Between 195% and 245%	3	13	10	1	27
Total	86	134	105	11	336

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; U.S Housing and Urban Development Department Comprehensive Housing Affordability Dataset 2017; Economic and Planning Systems, Inc.

Table A-2 Study Area Resident Workforce Unmet Demand – Working Seniors (in units)

Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	35	17	13	1	66
Between 30% and 60%	45	42	26	2	115
Between 60% and 80%	18	30	19	2	68
Between 80% and 120%	32	67	53	6	156
Between 120% and 160%	18	41	38	4	101
Between 160% and 195%	7	26	27	3	62
Between 195% and 245%	5	25	18	2	49
Total	159	246	194	20	618

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; U.S Housing and Urban Development Department Comprehensive Housing Affordability Dataset 2017; Economic and Planning Systems, Inc.

Table A-3 Resident Workforce Unmet Demand – Renter Households by Sub-Geography (in units)

Study Area (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	79	122	96	10	308
Between 30% and 60%	113	176	138	14	442
Between 60% and 80%	49	75	59	6	189
Between 80% and 120%	99	154	121	13	387
Between 120% and 160%	23	36	28	3	91
Between 160% and 195%	14	22	17	2	54
Between 195% and 245%	11	18	14	1	44
Total	389	602	475	49	1,515

Truckee (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	42	64	51	5	162
Between 30% and 60%	60	92	73	8	232
Between 60% and 80%	26	40	31	3	100
Between 80% and 120%	52	81	64	7	204
Between 120% and 160%	12	19	15	2	48
Between 160% and 195%	7	11	9	1	29
Between 195% and 245%	6	9	7	1	23
Total					797

East Placer (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	31	48	38	4	121
Between 30% and 60%	45	69	54	6	174
Between 60% and 80%	19	30	23	2	75
Between 80% and 120%	39	61	48	5	152
Between 120% and 160%	9	14	11	1	36
Between 160% and 195%	5	8	7	1	21
Between 195% and 245%	4	7	5	1	17
Total					596

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; U.S Housing and Urban Development Department Comprehensive Housing Affordability Dataset 2017; Economic and Planning Systems, Inc.

Table A-4 Resident Workforce Unmet Demand – Owner Households by Sub-Geography (in units)

Study Area (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	165	256	202	21	645
Between 30% and 60%	237	368	290	30	926
Between 60% and 80%	102	158	124	13	397
Between 80% and 120%	208	322	254	26	811
Between 120% and 160%	49	76	60	6	190
Between 160% and 195%	29	45	36	4	114
Between 195% and 245%	24	37	29	3	93
Total	815	1,262	996	103	3,177

Truckee (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	87	135	106	11	339
Between 30% and 60%	125	194	153	16	487
Between 60% and 80%	54	83	65	7	209
Between 80% and 120%	109	170	134	14	427
Between 120% and 160%	26	40	31	3	100
Between 160% and 195%	15	24	19	2	60
Between 195% and 245%	13	19	15	2	49
Total					1,671

East Placer (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	65	101	80	8	254
Between 30% and 60%	93	145	114	12	364
Between 60% and 80%	40	62	49	5	156
Between 80% and 120%	82	127	100	10	319
Between 120% and 160%	19	30	23	2	75
Between 160% and 195%	12	18	14	1	45
Between 195% and 245%	9	15	11	1	37
Total					1,250

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; U.S. Housing and Urban Development Department Comprehensive Housing Affordability Dataset 2017; Economic and Planning Systems, Inc.

Table A-5 Resident Workforce Unmet Need by – 2025 Projections by Sub-Geography (in units)

Study Area (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	255	395	312	32	994
Between 30% and 60%	366	567	447	46	1,427
Between 60% and 80%	157	243	192	20	612
Between 80% and 120%	321	497	392	41	1,250
Between 120% and 160%	75	117	92	10	293
Between 160% and 195%	45	70	55	6	176
Between 195% and 245%	37	57	45	5	144
Total	1,256	1,946	1,535	159	4,896

Truckee (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	145	70	56	5	276
Between 30% and 60%	188	173	108	10	479
Between 60% and 80%	74	123	80	7	285
Between 80% and 120%	132	277	219	23	652
Between 120% and 160%	74	170	158	17	420
Between 160% and 195%	28	107	113	12	260
Between 195% and 245%	19	102	73	10	205
Total	661	1,024	808	84	2,576

East Placer (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total
Up to 30%	109	52	42	4	206
Between 30% and 60%	141	129	81	7	358
Between 60% and 80%	55	92	60	6	213
Between 80% and 120%	99	208	164	18	488
Between 120% and 160%	55	127	118	13	314
Between 160% and 195%	21	80	85	9	195
Between 195% and 245%	15	77	55	7	153
Total	494	766	604	63	1,927

Sources: ESRI; US Census American Community Survey 2018; US Census Public Use Microsample Data 2019; California Department of Housing and Urban Development Income Limits 2020; U.S Housing and Urban Development Department Comprehensive Housing Affordability Dataset 2017; California Employment Development Department Employment Projections 2020; Economic and Planning Systems, Inc.

Table A-7 In-Commuting Workforce Unmet Demand by Sub-Geography (in units)

Study Area (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	108	167	132	14	420
Between 30% and 60%	180	278	220	23	700
Between 60% and 80%	100	155	122	13	389
Between 80% and 120%	223	346	273	28	871
Between 120% and 160%	140	216	171	18	544
Between 160% and 195%	84	130	102	11	326
Between 195% and 245%	68	106	84	9	267
Total	902	1,398	1,103	115	3,517

Truckee (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	91	44	35	3	173
Between 30% and 60%	118	109	68	6	301
Between 60% and 80%	47	78	50	5	179
Between 80% and 120%	83	174	138	15	410
Between 120% and 160%	46	107	100	11	264
Between 160% and 195%	18	67	71	7	164
Between 195% and 245%	12	64	46	6	129
Total	415	643	507	53	1,618

East Placer (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	69	33	27	2	131
Between 30% and 60%	90	82	51	5	228
Between 60% and 80%	35	59	38	4	136
Between 80% and 120%	63	132	105	11	311
Between 120% and 160%	35	81	76	8	200
Between 160% and 195%	14	51	54	6	124
Between 195% and 245%	9	49	35	5	98
Total	315	488	385	40	1,229

Sources: US Census Longitudinal Employment-Household Dynamics Survey 2018; Mountain Housing Council Employee Survey 2021; US Census Public Use Microsample Survey 2019; Economic and Planning Systems, Inc.

Table A-8 Seasonal Workforce Unmet Demand by Sub-Geography (in units)

Study Area (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	72	90	225	63	451
Between 30% and 60%	56	71	176	49	353
Between 60% and 80%	26	33	82	23	163
Between 80% and 120%	24	30	75	21	149
Between 120% and 160%	15	19	47	13	93
Between 160% and 195%	4	6	14	4	28
Between 195% and 245%	6	7	19	5	37
Total	327	507	400	42	1,275

Truckee (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	22	28	69	19	138
Between 30% and 60%	20	25	63	18	125
Between 60% and 80%	12	15	38	11	75
Between 80% and 120%	12	15	38	11	75
Between 120% and 160%	20	25	63	18	125
Between 160% and 195%	6	8	19	5	38
Between 195% and 245%	8	10	25	7	50
Total	161	249	196	20	627

East Placer (in units)					
Percent of AMI	Studio	1-Bedroom	2-Bedroom	3+ Bedrooms	Total Units
Up to 30%	16	21	52	14	103
Between 30% and 60%	15	19	47	13	94
Between 60% and 80%	9	11	28	8	56
Between 80% and 120%	9	11	28	8	56
Between 120% and 160%	15	19	47	13	94
Between 160% and 195%	4	6	14	4	28
Between 195% and 245%	6	7	19	5	37
Total	120	186	147	15	469

Sources: ESRI; U.S Census ACS 2018; Mountain Housing Council Employee Survey 2021; HUD CHAS 2017; Economic and Planning Systems, Inc.

Appendix B

AHA Process Pitch Sheets

The Economics of Land Use



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BROCKWAY PARCEL

GENERAL SITE INFORMATION

Parcel APN	019-470-009/019-470-000
Parcel Address	111496 Brockway Road
Acresage	8.92 acres (388,555 Sq. Ft.)
Zoning	Town of Truckee – RM-10 (Residential Multi-Family, 10 units per acre)
General Plan	Truckee
Fire District	Truckee
Water District	Truckee Donner Public Utility
Public Utility (Gas)	Southwest Gas
Public Utility (Electric)	Truckee Donner Public Utility
Park District	Truckee Donner
Regulatory Agencies	Town of Truckee

SPECIFIC SITE INFORMATION

Maximum Site Coverage	50% maximum
Open Space Requirement	30% or in compliance with 18.46, whichever is greatest.

Maximum Building Height
35 ft. or 3 1/2 stories, whichever is less

Minimum Setback Requirements

Front	20 ft.
Sides	30 ft.
Street side	30 ft.
Rear	30 ft.

Between structures As required by Town Bldg. Code

ADDITIONAL CONSIDERATIONS

- Site contains approximately 2 acres of wetlands
- Access to site will need off site improvements

Site Selection

- Understand community needs and jurisdiction's needs
- Understand target populations
- Understand history of site/past development efforts
- Identify and market site to developer, match to developer strengths



Due Diligence

- Conduct basic site research (e.g., ownership, adiances, access, zoning and parking standards, environmental constraints)
- Understand base case potential yield
- Understand entitlement process
- Consider land assembly opportunities



Incentives and Financing

- Review potential funding programs, financing sources, and capital partners at (1) federal, (2) state, and (3) local level
- Consider private/philanthropic funding sources
- Assess site eligibility for funding programs



Site Design

- Analyze potential yield under rezoning or bonus/incentive programs
- Integrate incentive and funding requirements into project design
- Consider health and safety design requirements
- Test site coverage and density scenarios
- Revisit capital stack and financing strategy as design evolves

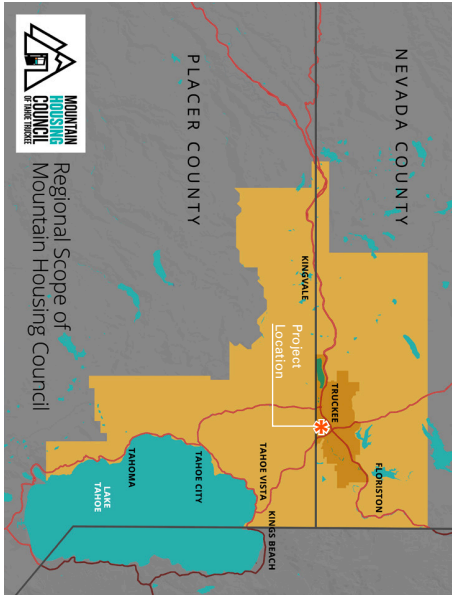


Housing Ready

- Achievable Housing for All
 - Coordinate with jurisdiction staff to refine incentives, fee waivers, etc. to maximize site yield
 - Work with neighbors to incorporate input, consider concessions, and community benefits

Community Outreach

- Start early by meeting neighbors, introduce concept, hear concerns, consider input
- Identify allies and be an ally



INCENTIVES AND FINANCING	
Incentives	Financing
Limit studies to state requirements	Deed Restriction Purchase Programs
Density bonus	Down payment assistance programs
Inclusionary housing standards	Publicly financed land donations
Dwelling unit equivalency calculation	Publicly financed off site improvements
Parking standards	Low interest public financing
Set back standards	Low interest private financing (community capital)
Road width standards	
Increase Floor Area Ratio (or coverage in the Basin)	
Fee waivers	

Process streamlining



BROCKWAY PARCEL

DWELLING UNITS

Residential Zoning District RM-10 (Residential Multi-Family, 10 units per acre)

Dwelling Unit Equivalents for RM, DRM and DRH Districts

Number of Bedrooms in Unit **Equivalent Number of Dwelling Units**

Studio 0.5 Units

1 bedroom 0.67 units

2 bedrooms 0.80 units

3 bedrooms or more 1.00 unit

PARKING REQUIREMENTS

Land Use Type:

Residential Uses

Multi-family dwelling, including condominiums, townhouses, townhomes and other attached dwellings.

Studio and 1 bedroom units - 1.5 spaces per unit w/ 1 per unit in garage

2 bedrooms or more - 2 spaces per unit w/ 1 per unit in garage

Vehicle Spaces Required

SITE PLAN PROGRAM – BASE CASE

Unit Type	Equivalent	Percentage
90 - 3 Bedroom (1)	90	100%
Parking Requirements	180	Adjusted
3 Bedroom (90 x 2)	180	(90 x 1.5) = 135
25% Guest	45	33
Total	225	168
Covered Spaces	155	
Surface Parking	70	
Total	225	

SITE PLAN PROGRAM – OPTIMIZED ALTERNATIVE

Unit Type	Equivalent	Percentage
30 - Studios (0.5)	15	23%
45 - 1 Bedroom (0.67)	30	35%
35 - 2 Bedroom (0.8)	28	27%
20 - 3 Bedroom (1)	20	15%
130	93	100%
Parking Requirements	186	Adjusted
Studio (30 x 1.5)	45	(30 x 0.75) = 22.5
1 Bedroom (45 x 1.5)	67.5	(45 x 0.75) = 33.5
2 Bedroom (35 x 2)	70	(35 x 1) = 35
3 Bedroom (20 x 2)	40	(20 x 1.5) = 30
25% Guest	55	30
Total	277	151
Covered Spaces	70	
Surface Parking	81	
Total	151	

Base Case

90 Units | 34.0% Coverage



Optimized Alternative

130 Units | 38.3% Coverage



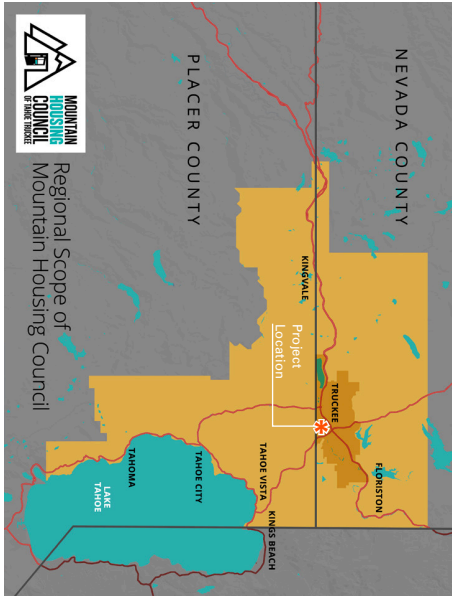
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KINGS BEACH PARCEL

GENERAL SITE INFORMATION

Parcel APNs	090-304-1012-014) & 090-304-001
Parcel Address	9937 & 9981 N. Lake Blvd, 9954 Cove Ave & 380 Islet Way
Acreage	approx. 2.78 acres (120,922 SF)
Zoning	Mixed-Use Tourist (MU-TOR), North Stateline Special Planning Area (NS-SPA)
General Plan	Tahoe Basin Area Plan (Placer County)
Fire District	North Tahoe Fire Protection District
Water District	North Tahoe Public Utility District
Public Utility (Gas)	Southwest Gas
Public Utility (Electric)	Liberty Utilities
Park District	North Tahoe Public Utility District
Regulatory Agencies	Placer County, Tahoe Regional Planning Agency (TRPA)
SPECIFIC SITE INFORMATION	
Minimum Setback Requirements	
Highway Frontage	20 feet from planned edge of pavement
Side Yard	10 feet landscape setback
Rear Yard	10 feet from edge of ultimate pavement frontage



Site Selection

- Understand community needs and jurisdiction's needs
- Understand target populations
- Understand history of site/past development efforts
- Identify and market site to developer; match to developer strengths



Due Diligence

- Conduct basic site research (e.g., ownership, adjacencies, access, zoning and parking standards, environmental constraints)
- Understand base case potential yield
- Understand entitlement process
- Consider land assembly opportunities



Incentives and Financing

- Review potential funding programs, financing sources, and capital partners at (1) federal, (2) state, and (3) local level
- Consider private/philanthropic funding sources
- Assess site eligibility for funding programs



Site Design

- Analyze potential yield under rezoning or bonus/incentive programs
- Integrate incentive and funding requirements into project design
- Consider health and safety design requirements
- Test site coverage and density scenarios
- Revisit capital stack and financing strategy as design evolves



Housing Ready

- Coordinate with jurisdiction staff to refine incentives, fee waivers, etc. to maximize site yield
- Work with neighbors to incorporate input, consider concessions, and community benefits

Community Outreach

- Start early by meeting neighbors, introduce concept, hear concerns, consider input
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INCENTIVES AND FINANCING	
Incentives	Financing
Limit studies to state requirements	Deed Restriction Purchase Programs
Density bonus	Down payment assistance programs
Inclusionary housing standards	Publicly financed land donations
Dwelling unit equivalency calculation	Publicly financed off site improvements
Parking standards	Low interest public financing
Set back standards	Low interest private financing (community capital)
Road width standards	
Increase Floor Area Ratio (or coverage in the Basin)	
Fee waivers	

Process streamlining



KINGS BEACH PARCEL

MULTI FAMILY DWELLING UNITS DENSITY			
	25 units per acre	Area Plan Town Centers	
	15 units per acre	Plan Area Statement	
	Total Units Allowed	69 (2.78 acres x 25 per acre)	
	Additional Density Units	42	
	Total Units	111	
Additional Density (Bonus Units)			
<ul style="list-style-type: none"> Bonus units can be requested from TRPA for affordable/moderate/achievable housing. If more than 10 bonus units are requested, approval by the TRPA Governing Board is required. There is not a maximum amount of bonus units for a particular project, but there is a finite amount in TRPA's residential bonus unit pool. (Obtain a current bonus unit inventory) 			
PARKING REQUIREMENTS			
1 Space for Studio and One Bedroom 2 Spaces for Two and Three Bedrooms			
SITE PLAN PROGRAM			
Unit Type		Parking Requirements	
Studio	60	100%	
One Bedroom	23	23	
Two Bedroom	22	44	
Three Bedroom	6	12	
Parking Requirements		139	
Parking Reduction (20% for One, Two and Three Bedrooms Only)		(16)	
Total Parking Required		123	
Total Units	111		
ADDITIONAL CONSIDERATIONS			
<ul style="list-style-type: none"> Maximum Building Height is determined by the slope of the land yet not to exceed 38'-0" Land Coverage up to 70% in the NS-SPA yet land coverage mitigation funds needed to obtain the maximum coverage Land Classifications will need to be considered since they may limit the location of development on site Scenic requirements will need to be considered since the property is located along a designated scenic corridor 			



DISCLAIMER: The AHA Process Pitch Sheets reflect the best available information to date to guide optimal site planning discussions. The Pitch Sheets do not constitute a commitment on behalf of local jurisdictions.

