

TAHOE-TRUCKEE REGIONAL HOUSING IMPLEMENTATION PLAN

Executive Summary
October 2021



Economic & Planning Systems, Inc.
The Economics of Land Use



DESIGNWORKSHOP

1330 Broadway, Suite 450 • Oakland, CA 94612
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TEAM ACKNOWLEDGEMENTS

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Special thanks to Keith Design Group
Mark Smith, Sandy Cooper, and Scott Keith

STUDY OBJECTIVES AND KEY RHIP COMPONENTS

- With this Regional Housing Implementation Plan (RHIP), **we are building housing readiness** –
 - Regulatory readiness
 - Developer readiness
 - Community readiness
- RHIP components
 - Workforce Housing Needs Assessment Update
 - Employer and Employee Surveys
 - Inventory of Housing Policies and Programs (Tools Matrix)
 - Site Analysis and AHA Process Pitch Sheets
 - Stakeholder Engagement and Community Outreach
 - TAC Meetings
 - Stakeholder Group Meetings
 - Interviews
 - Community Meetings

REGIONAL WORKFORCE HOUSING NEEDS ASSESSMENT

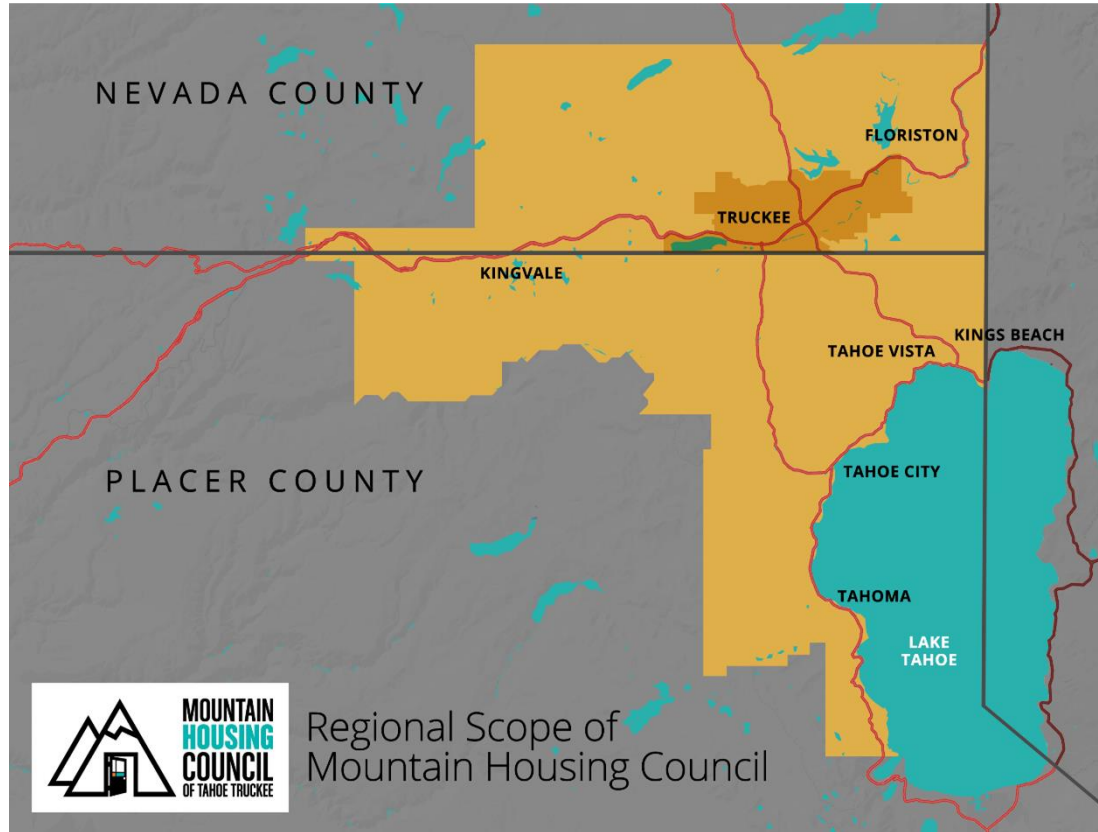
2021 UPDATE



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The Economics of Land Use

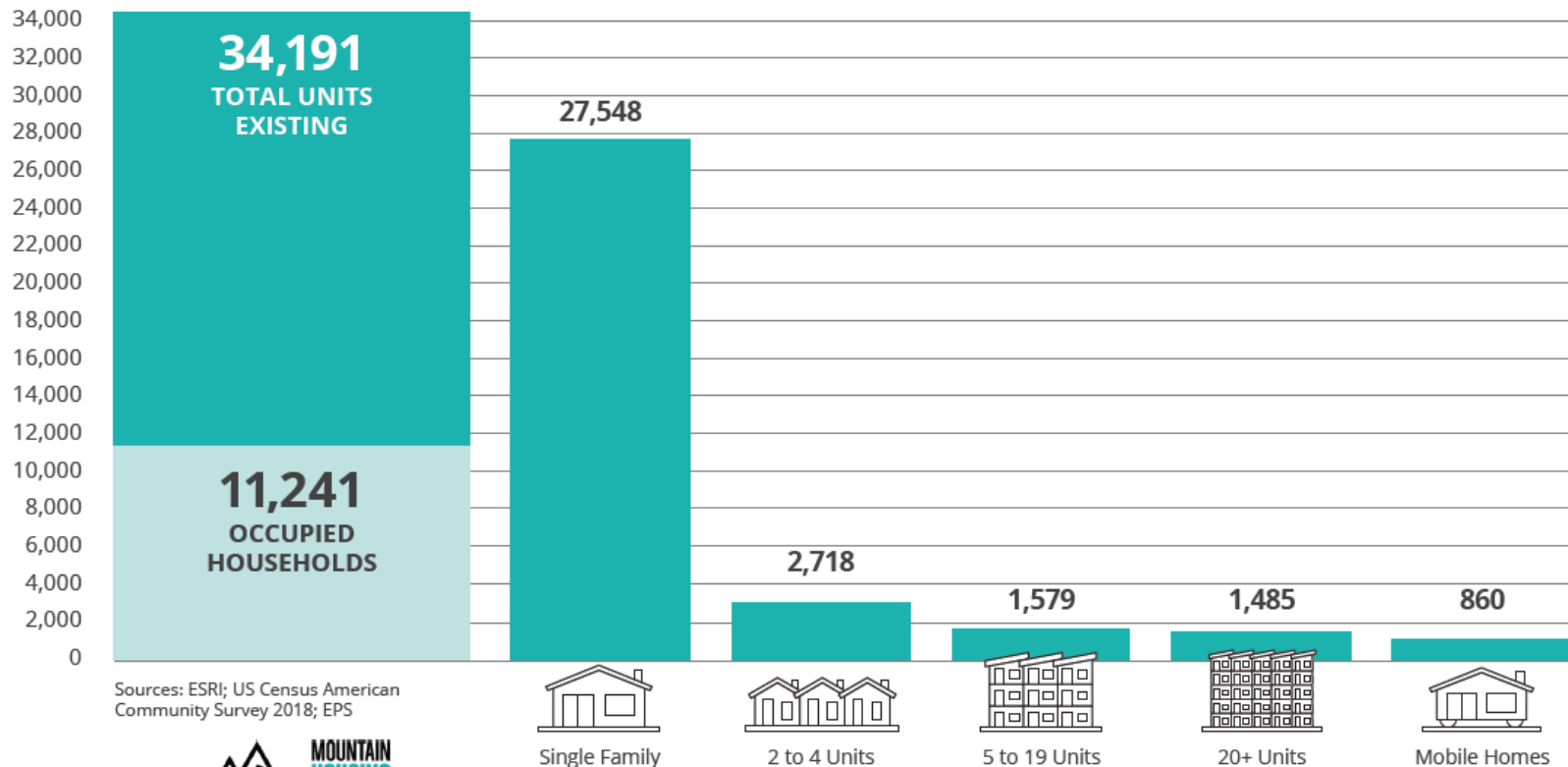
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REGIONAL CONTEXT



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.

OVERVIEW OF EXISTING HOUSING INVENTORY



MHC Regional Housing Implementation Plan, October 2021

REGIONAL WORKFORCE HOUSING NEEDS ASSESSMENT

UNMET HOUSING NEEDS IN OUR REGION

BOTTOM LINE: REGIONAL UNMET HOUSING NEED



MHC Regional Housing Implementation Plan, October 2021



Totals For Sub-Geographies:

Resident Workforce Households

Truckee: 2,469

East Placer: 1,847

East Nevada (non-Truckee): 377

In-Commuter Households

Truckee: 1,618

East Placer: 1,229

East Nevada (non-Truckee): 670

Seasonal Workers Households

Truckee: 627

East Placer: 469

East Nevada (non-Truckee): 179

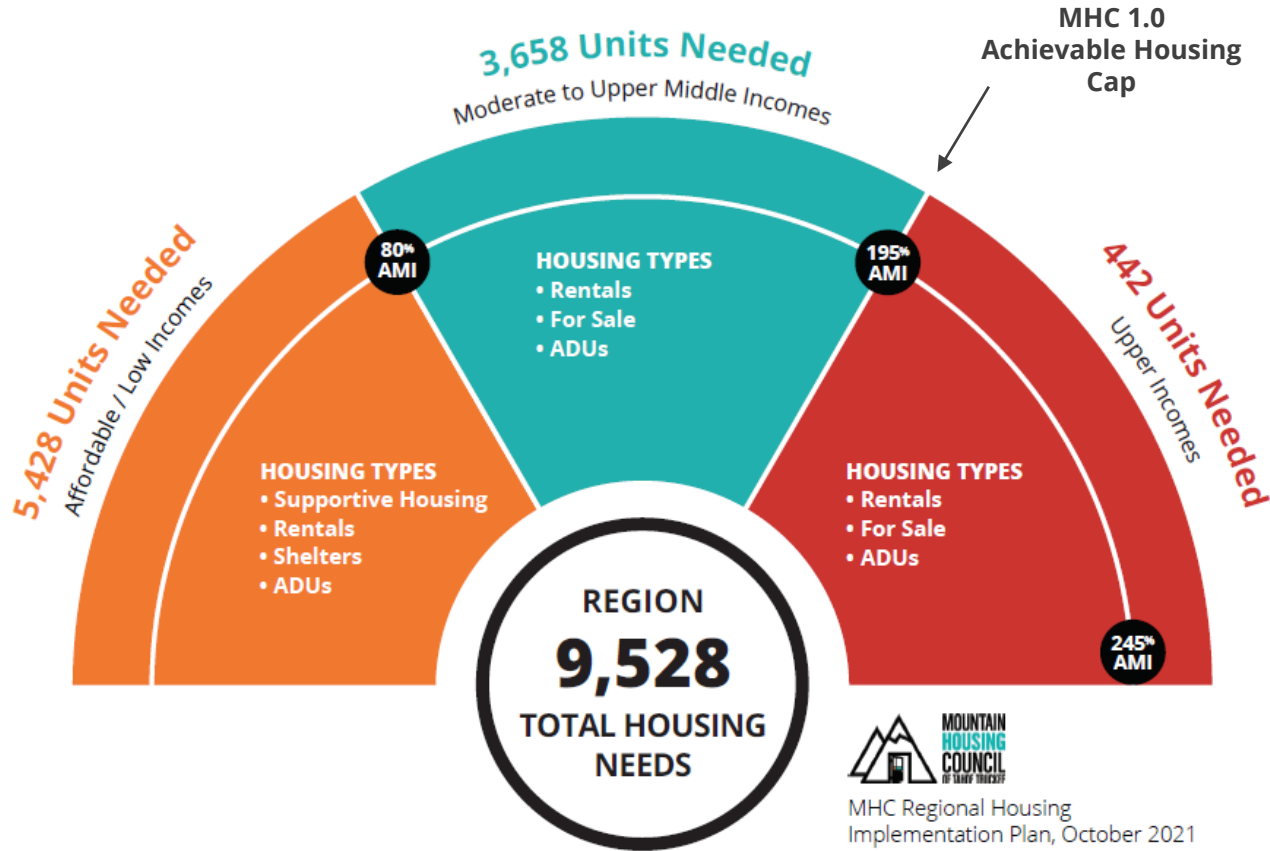
Homeless

Truckee: 28

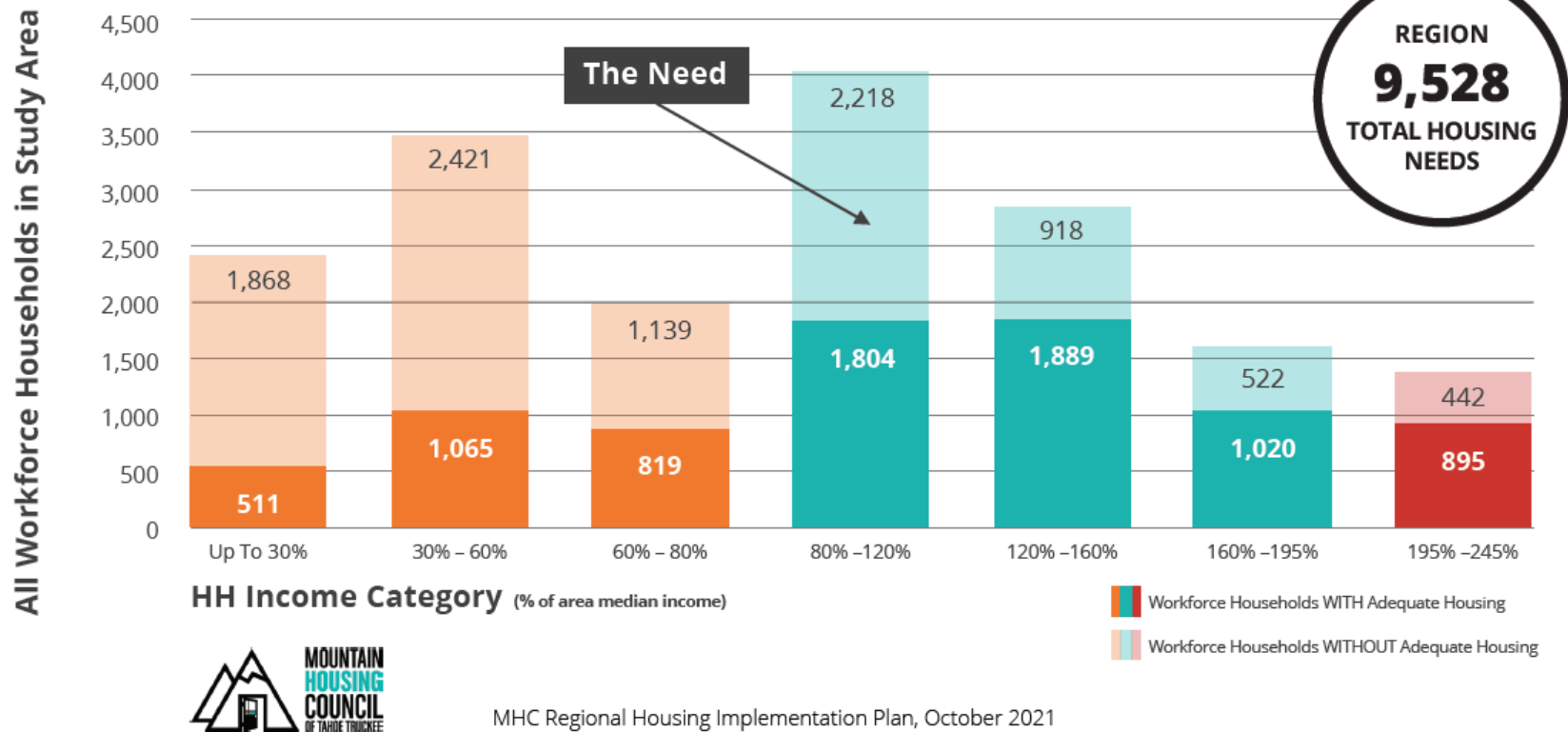
East Placer: 16

East Nevada (non-Truckee): 0

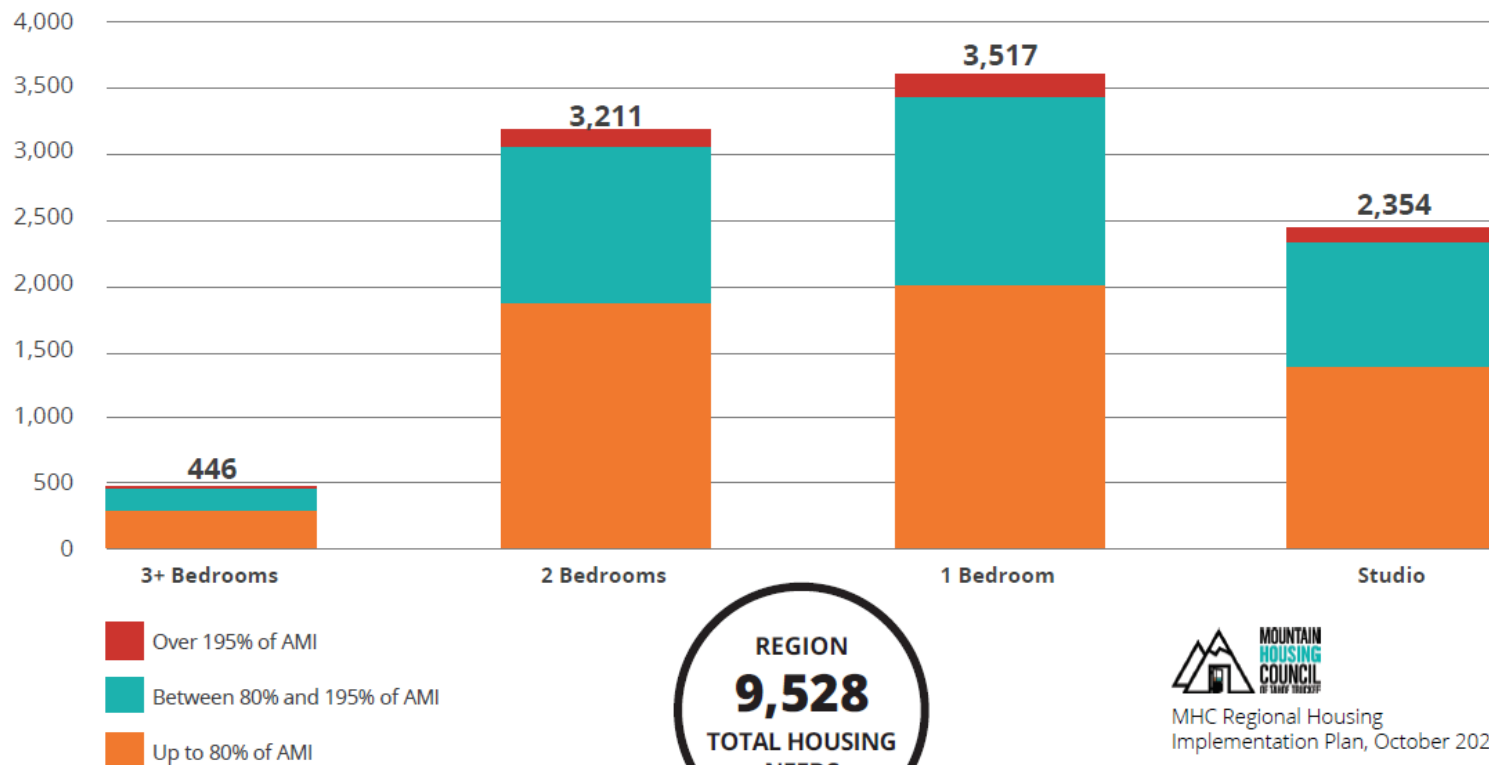
REGIONAL UNMET NEED BY INCOME



REGIONAL HOUSEHOLD NEED BY INCOME CATEGORY



HOUSING NEEDS ESTIMATES – UNIT SIZES REQUIRED

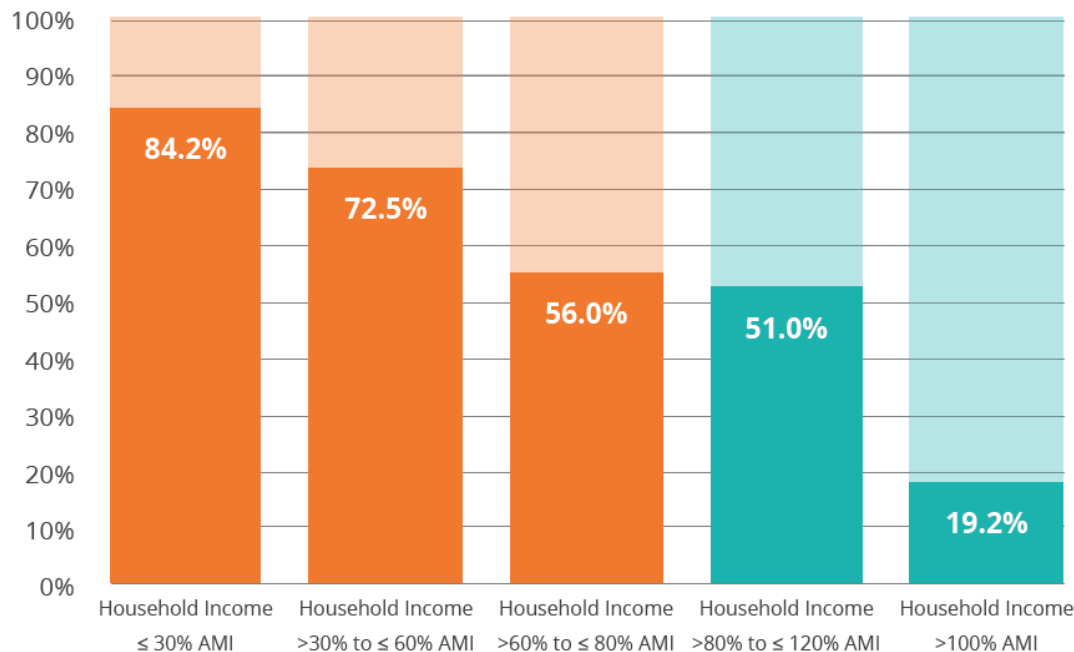




RESIDENT HOUSEHOLDS COHORT

CURRENT RESIDENT WORKFORCE HOUSEHOLDS THAT ARE INADEQUATELY HOUSED

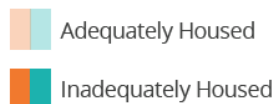
INADEQUATELY-HOUSED RESIDENT WORKERS



- **4,693 inadequately-housed resident households in the region**
- **Inadequately housed refers to households that are:**
 - Overburdened (>30% of income spent on housing)
 - Overcrowded (>1 person per room)
 - Underhoused (lack of plumbing or kitchen facilities)



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Source: U.S Department of Housing and Urban Development
Comprehensive Housing Affordability Strategy Survey 2013-2017



IN-COMMUTER HOUSEHOLDS COHORT

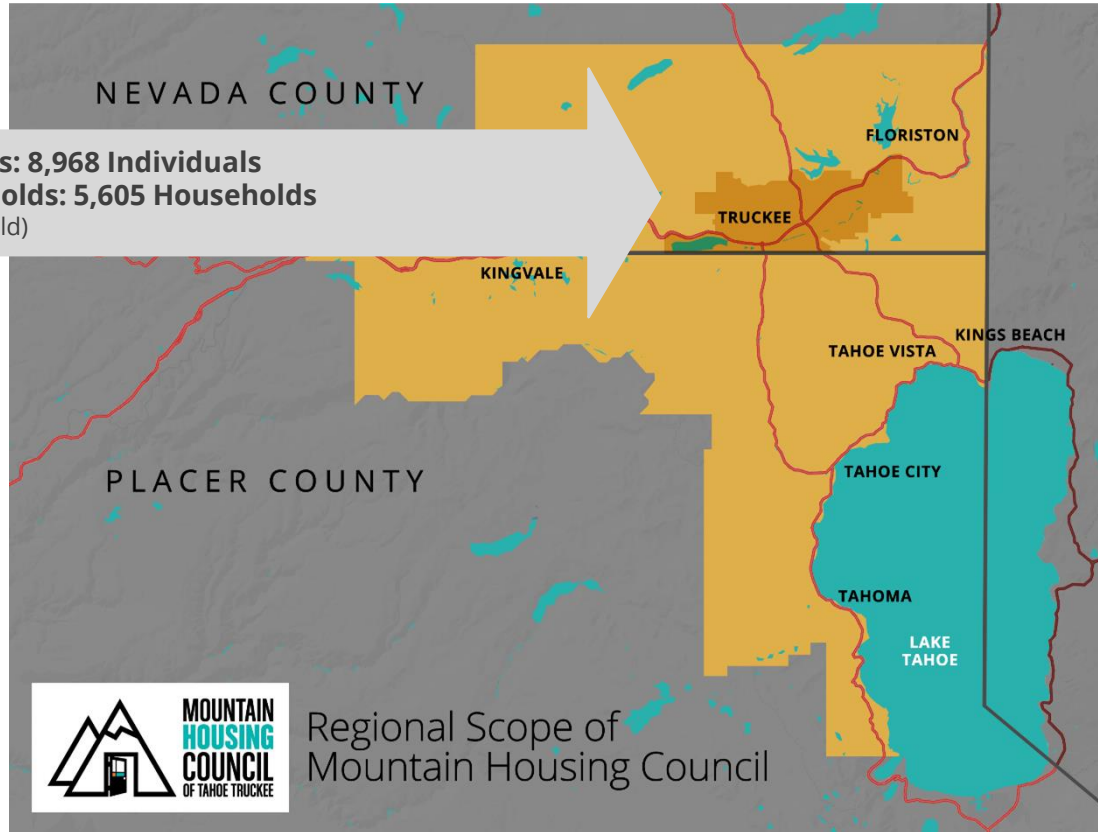
CURRENT COMMUTERS INTO THE REGION WHO WOULD PREFER TO LIVE IN THE REGION

IN-COMMUTER HOUSEHOLDS

In-Commuting Workers: 8,968 Individuals
In-Commuting Households: 5,605 Households
(@ 1.6 workers per household)

“Somewhat Likely” or
“Very Likely” to
Relocate: 84% (4,618
Households)

“Very Likely” to
Relocate: 63% (**3,517**
Households)



U.S Census LEHD 2018
Inflow-Outflow (Total Workers)



SEASONAL WORKERS COHORT

PART-TIME SEASONALWORKS WHO ARE INADEQUATELY HOUSED

SEASONAL WORKERS

Seasonal Workers

- Estimated unmet need for seasonal worker households is **1,275 units** at 1.6 workers per HH, BUT most appropriate to think of in terms of “beds”
 - Unmet need for approximately **2,000** beds / individuals
 - Opportunity for employer-led assistance
- A higher proportion of Seasonal Workers fall into lower income categories, according to 2021 MHC Survey
- Seasonal Workers tend to live in larger households





HOMELESS COHORT

INDIVIDUALS IN OUR COMMUNITY WITHOUT DEPENDABLE SHELTER

HOMELESS

Homeless

- Estimate based on annual Point-in-Time Study released in January 2021
- **44 individuals** (likely understated)
 - 20 chronically homeless



COMMUNITY HOUSING SURVEY

EMPLOYER AND EMPLOYEE RESPONSES

COMMUNITY HOUSING SURVEY - METHODOLOGY

2 Surveys: Employee & Employer

English & Spanish

Questions built off 2016 Survey

Easily replicable in MHC's SurveyMonkey

Conducted April - May 2021



COMMUNITY HOUSING SURVEY



1,586

Total number
of respondents

1,422

Respondents to
Employee Survey

164

Respondents to
Employer Survey

COMMUNITY HOUSING SURVEY - EMPLOYEE



90%

of respondents who are renters had trouble finding housing.



68%

of respondents spend more than 30% on housing costs (including utilities)



42%

of respondents report trouble finding housing available for year-round occupancy

COMMUNITY HOUSING SURVEY - EMPLOYEE



25%

of respondents have been **displaced from housing** in the last two years **due to the sale of housing, the conversion of housing where they were living to a short-term rental (Airbnb, VRBO, etc), and/or their landlords deciding to use the housing for their personal use.**

COMMUNITY HOUSING SURVEY – EMPLOYEE

64%

of employee survey
respondents make less
than \$75,000/year
(less than 80% AMI)

23%

of employee survey
respondents make between
than \$75,000/year and
\$125,000/year

7%

of employee survey
respondents make
more than
\$125,000/year

Placer County 2021 AMI for a 4-person household: \$91,900

Nevada County 2021 AMI for a 4-person household: \$92,400



COMMUNITY HOUSING SURVEY - EMPLOYER



70%

of employers surveyed are anticipating that their peak number of employees will grow in the next 5 years



76%

of employers surveyed say current housing conditions detract from the success of their business

COMMUNITY HOUSING SURVEY - EMPLOYER



42%

of employers surveyed believe housing in the **"Affordable Housing 30% AMI-80% AMI"** range is most needed to alleviate our housing shortage



26%

of employers surveyed believe housing in the **"Achievable 80% AMI-120% AMI"** range is most needed to alleviate our housing shortage

THE AHA Process

THE AHA PROCESS BEGINS WITH...

...The Housing Readiness Triangle

- A way to think about “readiness”
- A process to build “readiness”



MHC Regional Housing Implementation Plan, October 2021

THE AHA PROCESS

- Pushing the envelope on implementation, the **AHA Process** leads to **Housing Readiness**



THE AHA PROCESS



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

THE AHA PROCESS



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

THE AHA PROCESS



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

THE AHA PROCESS



Site Design

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

THE AHA PROCESS



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

THE HOUSING HUB

THE HOUSING HUB



THE HOUSING HUB

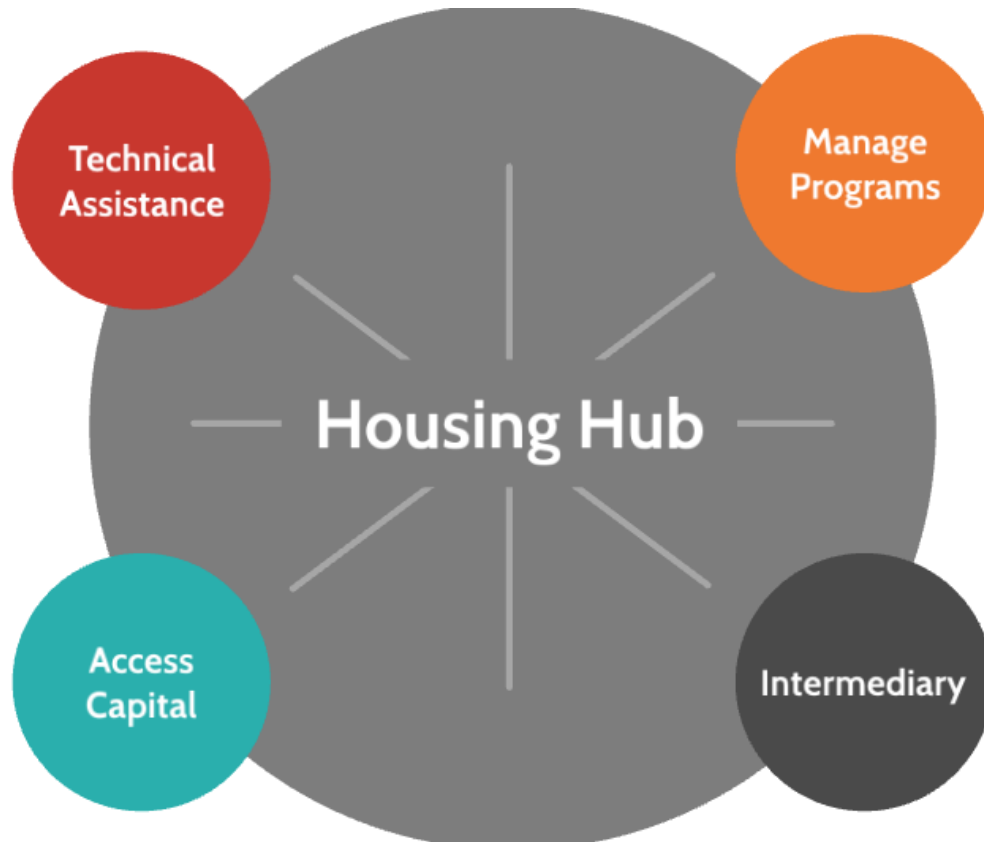
Mountain Housing Council Partners

- Community Collaborative of Tahoe Truckee
- Contractors Association of Truckee Tahoe
- Donner Summit Association
- Landing Locals
- Martis Fund
- Mountain Area Preservation
- Nevada County
- North Lake Tahoe Resort Association
- North Tahoe Public Utility District
- Olympic Valley Public Service District
- Placer County
- Sierra Business Council
- Sierra Community House
- Sugar Bowl Resort
- Palisades Tahoe
- Tahoe City Public Utility District
- Tahoe Donner Association
- Tahoe Prosperity Center
- Tahoe Regional Planning Agency
- Tahoe Sierra Board of Realtors
- Tahoe Truckee Community Foundation
- Town of Truckee
- Truckee Chamber of Commerce
- Truckee Downtown Merchants Association
- Truckee North Tahoe Transportation Management Association
- Truckee Tahoe Airport District
- Truckee Tahoe Workforce Housing Agency
- Vail Resorts | Northstar
- Visit Truckee-Tahoe

THE HOUSING HUB



THE HOUSING HUB





Provide 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

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

Access Capital

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

Intermediary

Hold land, property, or dollars for deployment on projects or programs



HOUSING
HUB

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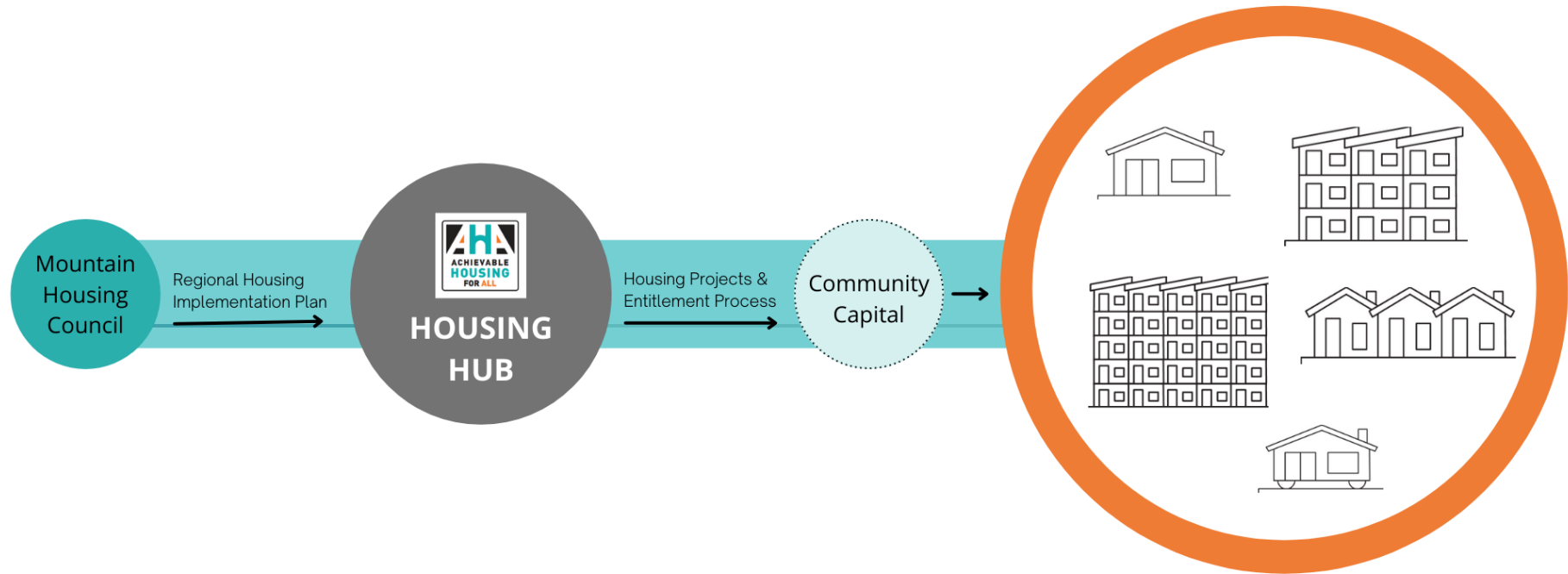
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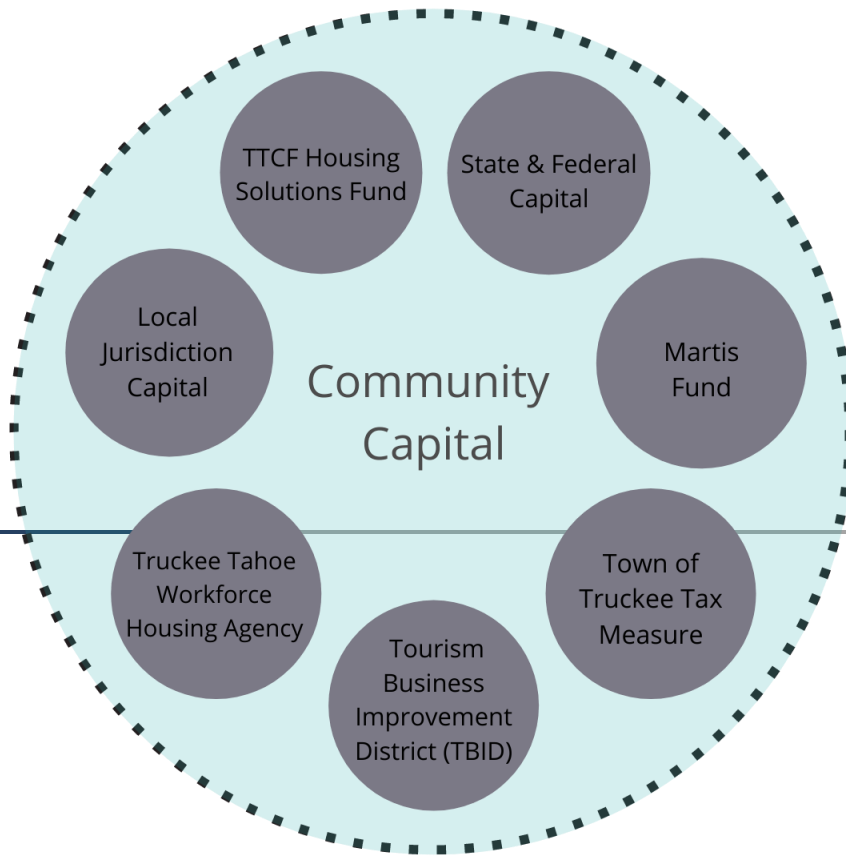
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THE HOUSING HUB



THE HOUSING HUB



The AHA Process Pitch Sheets

Brockway Site

BROCKWAY PARCEL

GENERAL SITE INFORMATION

Parcel APN	019-470-009/019-470-000
Parcel Address	111496 Brockway Road
Acreage	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 19.46, whichever is greatest.

Maximum Building Height 35 ft. or 3 ½ 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



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	



Site Selection

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Due Diligence

- Conduct basic site research (e.g., ownership, adjacencies, access, zoning and parking standards, environmental constraints)
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Incentives and Financing

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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

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		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		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



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.

The AHA Process Pitch Sheets

Kings Beach Site

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 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



INCENTIVES AND FINANCING

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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)

- 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

- 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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THANK YOU
