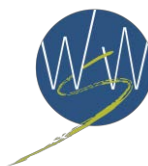


# Washoe Tahoe Local Employee Housing Needs and Opportunities

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## Report Summary, Recommendations, and Next Steps

This study, in essence, updates similar work conducted in 2009, at which time it was found that “the lack of affordable and available housing in Incline Village and Crystal Bay has significant impacts on the community, including economic impacts on businesses, the erosion of local services, the loss of a year-round community, and traffic congestion and other environmental impacts.”<sup>1</sup> Analysis of the current demographic, employment, and housing trends show that this erosion has continued. Recent impacts precipitated by COVID-19 has only accelerated these trends.

### The Exclusive Washoe Tahoe Community

Washoe Tahoe (the portion of unincorporated Washoe County within the Lake Tahoe basin, which includes Incline Village and Crystal Bay) is becoming more exclusive and homogenous. Little to no growth in population, housing units, or jobs has occurred over the past decade, but shifts in resident characteristics show that the community is pushing out young local families and core employees in exchange for older, more affluent families and seniors. What this means for the community:

- Loss of core employees. (e.g., teachers, public service employees, community and visitor service workers). The area is losing resident renters and younger households in exchange for older, more affluent homeowners. The core workforce is being pushed out; others are moving out of the area to purchase homes and find more stable housing options. When this occurs, employees are much more likely to leave their jobs. Work is plentiful in Reno and Carson City and working closer to home can avoid \$500 or more per month in commuting costs (in essence taking a “pay cut”), hours in the car, stress of bad weather and delays, child care from a distant work location, and finding parking when arriving at their job. (see Section 1 – Population and Household Demographics; Section 2 – Jobs, Seasonality, and Commuting; Section 5 – Housing Problems)
- Drop in high school students seeking summer jobs. Businesses have noticed a drop in high school student applications for many summer jobs, including IVGID for their beach and recreation needs, as local working families have been displaced. While, the public high school is the only public school that has been increasing in enrollment the past several years and in 2020/21, students of the new, more affluent resident families who are moving in are less likely to take local service jobs in the summer. The private school (Lake Tahoe School) is now at record enrollment, with a long waitlist – a testament to the influx of more affluent residents. (see Section 1 – Population and Household Demographics)

Public elementary school enrollment would have been up last year if local families had not been displaced.

<sup>1</sup> See 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay, pp. 11-12

- Attracting quality employees. The loss of local families and inability for new hires to procure housing hurts their ability to attract the top quality employees desired – a problem that is shared by all employers in the area. All employers interviewed have had candidates decline positions once they research home prices, availability, and the potential need to commute from Reno. New hires that are willing to live in Reno or Carson City are also struggling to find homes – prices have increased drastically and supply is low. This release valve is shrinking. (see Section 2 – Jobs, Seasonality, and Commuting)
- The retirement “crisis.” Pending retirement from an aging workforce will exaggerate this problem. The older workforce means that a large percentage of long-term, seasoned employees are going to be retiring over the next five years. Most retirees own their homes, which they purchased in the community decades ago or during the Great Recession. New hires, even at senior level positions, will not have the same option. Employers are concerned about their ability to replace the outgoing staff and compete for the skilled, quality workers needed to fill positions; some have called this a pending “crisis.” (see Section 2 – Jobs, Seasonality, and Commuting, Section 4 – Housing Market)
- Reduced services. Businesses have had to reduce service hours, days of operation, and the range of services provided due to a shortage of staff. Others have extremely high turnover in positions, meaning that they are constantly training new employees. Some businesses have had to shut their doors altogether. While these problems have increased since COVID, they were prevalent before COVID, when unemployment rates hit below 3% (see Section 2 – Jobs, Seasonality, and Commuting). Unfilled jobs increase the work load on existing employees, reducing the level of service they can provide to customers. Service reductions hurt the visitor experience – the primary economy of the area – and also decrease the quality of life of residents. (see Section 2 – Jobs, Seasonality, and Commuting)

## Reducing Exclusivity, Increasing Opportunity – Local Employee Housing Needs

It is estimated that Washoe Tahoe needs about 1,200 housing units over the next five years to both catch-up with existing housing deficiencies for local employees in the community and keep-up with future needs over the next five years. The predominate needs are housing to help fill currently vacant jobs and reduce commuting and homes to help fill pending vacant jobs due to employees retiring. (see Section 6 – Housing Gaps)

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

\*In the case of Washoe Tahoe, “below-market” pricing of homes means ownership between \$350,000 up to \$800,000 and rentals primarily between \$850 to \$1,500, with some 2- and 3-bedrooms needed up to \$2,800. (see Section 6 – Housing Gaps for more detail)

While building more homes needs to be part of the equation, it is not practical nor possible to build 1,200 units in Washoe Tahoe given the growth limitations, especially not in five years. A combination of programs needs to be put into place encompassing a range of options, including building new homes, redeveloping existing properties, preserving existing homes, and opening up existing housing stock for employee occupancy. While the task is daunting, with dedication, broad community involvement and focused direction, progress can be made.

## Recommendations

Washoe Tahoe needs to decide if they want to continue to be “a town of predominately high-end homes for vacationers and retirees, with very little middle income and enclaves of substandard housing for service employees,”<sup>2</sup> or if they are ready to provide the diversity of housing necessary to support a thriving community. This means housing to support local businesses, community vibrancy, full- and part-time residents, and visitors alike.

### Recognition in the Community – The Housing Message

It is apparent that many in the community are ready to take significant steps to address local resident and employee housing needs, but it was also very apparent through conducting this research that many are not. There is a significant difference in the awareness of the problem between those who are directly affected by the housing issue (e.g., employers, employees, and service agencies), and those who are one-step removed from the direct impacts (e.g., part-time residents and residents not making their living locally). (see Section 5 – Housing Problems). While complete consensus around this issue will never be achieved, informing the community on how

<sup>2</sup> See 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay, p. 11

the lack of housing for local employees impacts their quality of life can make addressing the problem significantly easier. *This ground work is necessary in Washoe Tahoe – the community housing problem needs to become an open discussion.*

Community Messaging. Active and passive information programs should be explored to expand the housing message in the community.

- Employer messaging – The town of Vail, Colorado, much like Washoe Tahoe, is an example of a community that was built as a resort first. Vail began turning the corner as a community when employers spread the message that the reason part-time residents were seeing reduced services is because they could not compete with down-valley businesses where the housing for their employees was located. Businesses shutting doors also relayed the message. Employers can play an important role in educating and eventually facilitating change by unifying the message to the community about the staffing and service challenges resulting from the lack of housing for employees.
- Community recognition – Recognizing the effect of housing on the shared quality of life in the community can happen directly through a coordinated outreach program. It can also be facilitated through community discussions regarding what residents value about and envision for their community. “Seat at the Table” is a way to facilitate these discussions in a more comfortable and less directed environment than traditional planning processes and can be organized by local organizations and community members.<sup>3</sup>

### *Implementing Projects and Programs – Core Housing Strategy Components*

Shared direction. If you don’t know where you are going, how can you get there? The information in this report, along with input through shared discussions with community stakeholders, can help Washoe Tahoe form a shared goal and vision for local employee housing in the community. Many organizations and resources exist in the community – focusing on a targeted housing goal and vision for the community can pull these resources in the same direction and help progress happen.

Leadership. Strong political support from elected officials to tackle local housing problems is typically a core component that helps drive solutions; however, this is not the only path. Unincorporated communities, such as Washoe Tahoe, typically need to find leadership for change from within. Big Sky, Montana, is an unincorporated community that spans two counties. This community began expanding local employee housing options within the past five years, driven first by affected local residents and primary employers. The small town advantage, with

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<sup>3</sup> A Seat at the Table is a proven civic engagement initiative that activates community members to engage in local decision making. Inspired by the On the Table program initiated in 2013 by The Chicago Community Trust to promote civic engagement, the Knight Foundation invested over three million dollars over three years to expand the idea in ten communities across the country. For example, Gallatin County, Montana, is using this process to develop regional knowledge and strategies around local resident housing issues; see e.g., <https://vimeo.com/596297772/eafe543169>, <https://vimeo.com/596304739/7da2ac37db>, [www.atthetable.org](http://www.atthetable.org)

community members wearing multiple “hats” based on their involvement in local boards and committees, expanded their reach to effect change in the community. The Washoe Tahoe community voice paired with County Commissioner and TRPA support will be most effective.

Funding. Adding to the local employee housing inventory and building programs requires significant financing (*see Section 7 – Opportunities and Challenges*). This includes competitive federal and state sources (e.g., LIHTC, HOME, etc.) and local financing options (e.g., transient occupancy tax, excise and sales taxes, real estate transfer tax, local general fund, development mitigation fees, private donations/philanthropy, etc.). In Washoe Tahoe, local public subsidy of land and/or financing will be required to achieve local employee housing development, even if a project is awarded low income housing tax credits (LIHTC) or other public funding source, for example. Determining consistent sources of financing for Washoe County’s Affordable Housing Trust Fund,<sup>4</sup> with contributions from Washoe Tahoe to be allocated back to the community, will be an important step.

Capacity.

- Pooling the resources in the community can help address some of the capacity needed to make pursuing local employee housing successful: community engagement, employer collaboration and partnerships, non-profit and philanthropic support.
- Capacity (i.e., paid staff) at the government level to assist with the housing development process, help developers and the public navigate the system, and point employees to potential housing programs as options increase, will be important.
- Developers already noted that a lack of local contact for the development process complicated the entitlement process. Bring back Washoe County and TRPA support dedicated to Washoe Tahoe, preferably in a local office. Having a development navigator to help developers through the complex entitlement process can help facilitate desirable projects. Consider adding capacity at IVGID to focus on the local employee housing problem and solutions. Paid staff dedicated to the housing issue will be important to facilitate forward momentum.

Management. The work is not done when housing is built or programs are put into place. The experience with the TRPA deed restrictions illustrates this point (*see Section 3 – Housing Inventory*). Housing created for local resident occupancy and long term affordability need to be consistently monitored or they will be lost. This is especially important to protect the public investment when public subsidies are used to create homes or fund local or affordable housing programs. Likewise, make sure that any product produced will fulfill its purpose by developing program guidelines and deed restrictions that ensure local employee housing goals will be achieved. Building and financing partnerships with existing housing organizations in the region can provide this support (e.g., St. Joseph Community Land Trust, Washoe County Housing

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<sup>4</sup> See Section 7 – Opportunities and Challenges, Local and Regional Resources for more information.



Authority, etc.), increasing Washoe County housing staff/capacity, and/or funding and forming a new Washoe Tahoe housing organization are all options.

### *Strategies to Consider*

A supportive voice. Assist developers and others working in the interest of local employee housing by bringing a friendly voice to proposed housing projects. A local resident and employee advocacy group can help mobilize supporters and lend support at public meetings where strong voices against projects are most prevalent.

Build rental housing. Explore opportunities to provide stable rental housing in the community. This means apartments and not more owner-leased condominiums or townhomes. At least 40% of renters were forced to move in recent years because their rental was sold, converted to a short term rental, or the owner moved in (*see Section 5 – Housing Problems*). Apartments are not subject to these instability factors. An immediate opportunity may be available on the old elementary school site, among other options that can be explored.

Short term rental limitations. While short term rentals are not solely to blame for the shortage of housing for employees in Washoe Tahoe, they are part of the problem. It is also clear from survey respondents that the quality of life of owners and renters are impacted by short term rentals within residential neighborhoods (*see Section 5 – Housing Problems*).

Washoe County requires licenses for short term rentals, but should explore additional limitations. For example, many other communities around the lake have imposed caps on the number of short term rentals permitted. Other examples include limiting the number of short term rentals per neighborhood or block to prevent the erosion of full-time occupancy neighborhoods or allowing short term rentals only in specified zones.

### Zoning that supports needed housing.

- Common barriers around the lake in providing more affordable housing options for employees center around height, density, and coverage limitations. Continue to review options to increase flexibility and decrease cost for proposed local resident and employee housing projects, including height, density, and coverage bonus provisions.
- Other factors are high per unit fees charged by jurisdictions and other organizations. Per unit fees favor the construction of larger units over smaller units because every home regardless of its size pays the same fee. Per square foot fees mean that larger units pay more and smaller units pay less, building in an incentive for smaller units. Explore charging fees on a per square foot rather than per unit basis and/or reducing fees for local resident and employee housing.
- Additional measures, such as “apartment zoning” and “affordable housing overlays” take the next step to ensure multi-family rentals built will not be **condominiumized** in the future (creating a less stable rental inventory) or short-term rented. Effective policies should also ensure by-right (not discretionary) density bonuses, free coverage, and other

concessions for below-market, local resident and employee housing development. While recent Area Plan changes have reduced the complexity of construction and opened up more density, coverage, and height flexibility in town centers, this alone will not make below-market housing happen. Additional steps, such as those mentioned above, can be taken to bring certainty into the process for developers and the community.

Large home fees. Over 75% of homes built since 2010 are valued over \$1 million by the Washoe County Assessor. About 70% of these homes are high value residences averaging 5,000 square feet in size. Consider adopting inclusionary zoning or impact fee policies that help address the impact that large homes have on both the demand for employees to construct and maintain the homes and provide resident services, as well as the reduced availability of land and housing for local residents and employees. Monies collected can go into a fund dedicated for local resident and employee housing in Washoe Tahoe.

Housing programs. Several options exist and would be of interest to local residents and employees that want to retain and acquire housing (*see Section 5 – Housing Problems*). This includes:

- Down payment assistance to help renters purchase and compete for homes;
- Rent, deposit, and utility assistance to help renters get into and retain rentals as costs rise; and
- Low interest home rehabilitation loans and grants to help current owners repair older homes or modify homes to meet growing family needs.

Special assessments are also a problem for many owners in older condominium and townhome developments that need repairs. Assessments can exceed \$20,000 per unit. Loan or grant programs can help keep local residents in their homes when high assessments are charged. Some communities provide grants in exchange for the owner applying a permanent deed restriction on the home to ensure future affordability for local residents and employees.<sup>5</sup>

Support and provide transit options. Even with more options for employees to live locally, commuters will always be part of the equation. Limited parking in Washoe Tahoe, cost of commuting, inclement weather and stress, lake and environmental impacts, are all examples of challenges and adverse impacts associated with commuting. Public transit options between Washoe Tahoe, neighboring communities, and communities “down the hill” (e.g., Reno/Sparks and Carson City) should be explored. Paying employees more to commute may help to address the financial barrier, but it does not alleviate all of the other impacts of commuting, which affect the commuters and the entire community.

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<sup>5</sup> For example, Vail InDeed in the town of Vail, CO (<https://www.vailindeed.com>); Housing Helps in Breckenridge, CO (<https://www.townofbreckhousing.com/housing-helps>); the town of Truckee, CA, is working on a similar Below Market Rate Housing Program (<https://www.townoftruckee.com/government/housing/below-market-rate-housing-program>).

## Next Steps

Housing strategy work shop attendees discussed the above recommendations and identified how Washoe Tahoe can begin to put the information in this report into action (*see Acknowledgements for the list of participants*). The initial steps below will help Washoe Tahoe start building the base of a housing strategy, which can then support prioritizing and implementing more of the above recommendations and other community-identified strategies.

Coordination. Coordinate conversations with engaged partners to continue to learn from one another and begin developing the messaging, partnerships, and financing needed to develop a housing strategy. Part of this task will require funds to pay an existing entity, organization, or independent third party/consultant to facilitate and focus discussions.

Explore existing resources and partnerships. Engaging with those involved in housing locally and regionally can expose Washoe Tahoe to more housing strategy opportunities. This includes:

- Mountain Housing Council – identify a core participant, such as a county or IVGID representative, to join the Mountain Housing Council to discuss solutions to expanding local employee housing options with over 28 diverse regional partners in the North Tahoe area. The education and partnerships available will be invaluable to Washoe Tahoe to learn more about options and support available to move forward.
- St. Joseph Community Land Trust and Washoe County Housing Authority – learn more about the options available through these organizations for housing programs, assistance, and stewardship.
- Tahoe Truckee Workforce Housing Agency – learn how public service employers have come together in the North Shore to expand their ability to pool resources to help address employee housing needs.

Community messaging campaign. Develop a coordinated messaging campaign that demonstrates how the lack of housing for local residents and employees impacts the community, businesses, and quality of life in Washoe Tahoe. A community based messaging campaign is needed to provide support for employers undertaking efforts to address housing for their employees, help procure the financing needed to fund local resident and employee housing initiatives, and help gain support to prioritize and implement specific housing strategies. When doing so:

- Engage a broad range of community stakeholders. It is important to hear from all in the community and understand what messages resonate with various groups.
- Recognize that Washoe Tahoe stakeholders include local employees and business owners that are not now living in the community, in addition to current residents.
- Ground messaging in community values supported with information. Conversely, be wary of “analysis paralysis,” or not moving ahead due to a constant search for more data. This study provides a strong base of qualitative and quantitative information to move forward.

- Consider a community motto to help disseminate the message. For example, IVGID utilizes “one district, one team”; the town of Breckenridge utilizes “real town, real skiing.” Build on this concept.

Washoe County, Incline Village General Improvement District (IVGID), and Incline Village/Crystal Bay Business Association (IVCBA) are well positioned to engage the community. Involvement includes generating respective County Commission and board support to pursue housing initiatives, starting with presenting the housing needs identified through this study. Identifying staff and financing to pursue developing a campaign follows. With identified financing, local or regional communication organizations or specialists can also help facilitate the process, focus the message, and generate campaign materials.

Employer partnerships and support. Many employers have been using their resources and developing partnerships to help address some employee housing challenges. Steps identified to help employers included:

- Convene businesses on a regular basis to enable them to learn from one another and identify how they may pool resources to further employer assisted housing solutions.
- Creating meaningful messaging for the community to understand the hardship employers are facing and potential impacts to patrons. This includes helping employers disseminate their message to the community. Simple options, such as posting how housing is impacting their inability to keep or find staff next to their “help wanted” or “reduced hours of operation” signs could be a first step.
- Transit opportunities need to be part of the housing solution. IVCBA can help coordinate discussions between employers and TART Connect<sup>6</sup> as a starting point to explore options.
- Pooled property management assistance for employers can help employers provide housing options for their employees. Explore local and regional resource options, such as St. Joseph Community Land Trust, Landing Locals (Truckee), area property managers, etc.

Financing. Significant financing will be needed to start and maintain a local resident and employee housing strategy in Washoe Tahoe. The availability of public financing and potential interest from philanthropy is at historic levels. Steps in this direction include:

- Identifying and prioritizing local public and philanthropic funding options. Washoe County can help identify local public options. Explore ways to connect housing to current philanthropic priorities such as fire, public safety, and education. Community messaging (above) can help generate support.
- Understanding and accessing state and federal financing. Resources such as the Washoe County Housing and Grants Specialist and Washoe County Housing Authority can help understand what is available and how to access and manage fund.

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<sup>6</sup> TART Connect, is a new, free, on-demand shuttle service that operates in three zones, on the North Shore of Lake Tahoe. See <https://tahoetruckeetransit.com/tart-connect/> for more information.

## Introduction

### Purpose

This report presents the results of a housing needs assessment for local residents and employees in Washoe Tahoe (the portion of unincorporated Washoe County within the Lake Tahoe basin, including Incline Village and Crystal Bay), updating a similar study conducted in 2009.<sup>7</sup> This report answers the specific question of how much, what type and at which price points housing is needed to support the Washoe Tahoe community, local employers, and employees. This includes identifying needed homes for rental and ownership at price points ranging from lower-wage earners and entry-level workers through upper-management positions – the spectrum of housing necessary to support a healthy and vibrant community.

Based on observed needs and community impacts, recommendations for next steps and actions are also provided. Recommendations are intended to help guide the Washoe Tahoe community in moving forward to diversify local housing options in support of businesses, the economy, local employees, and, therefore, the quality of life and services that support the retirees, part-time homeowners, full-time residents, and visitors in the community.

### Study Area

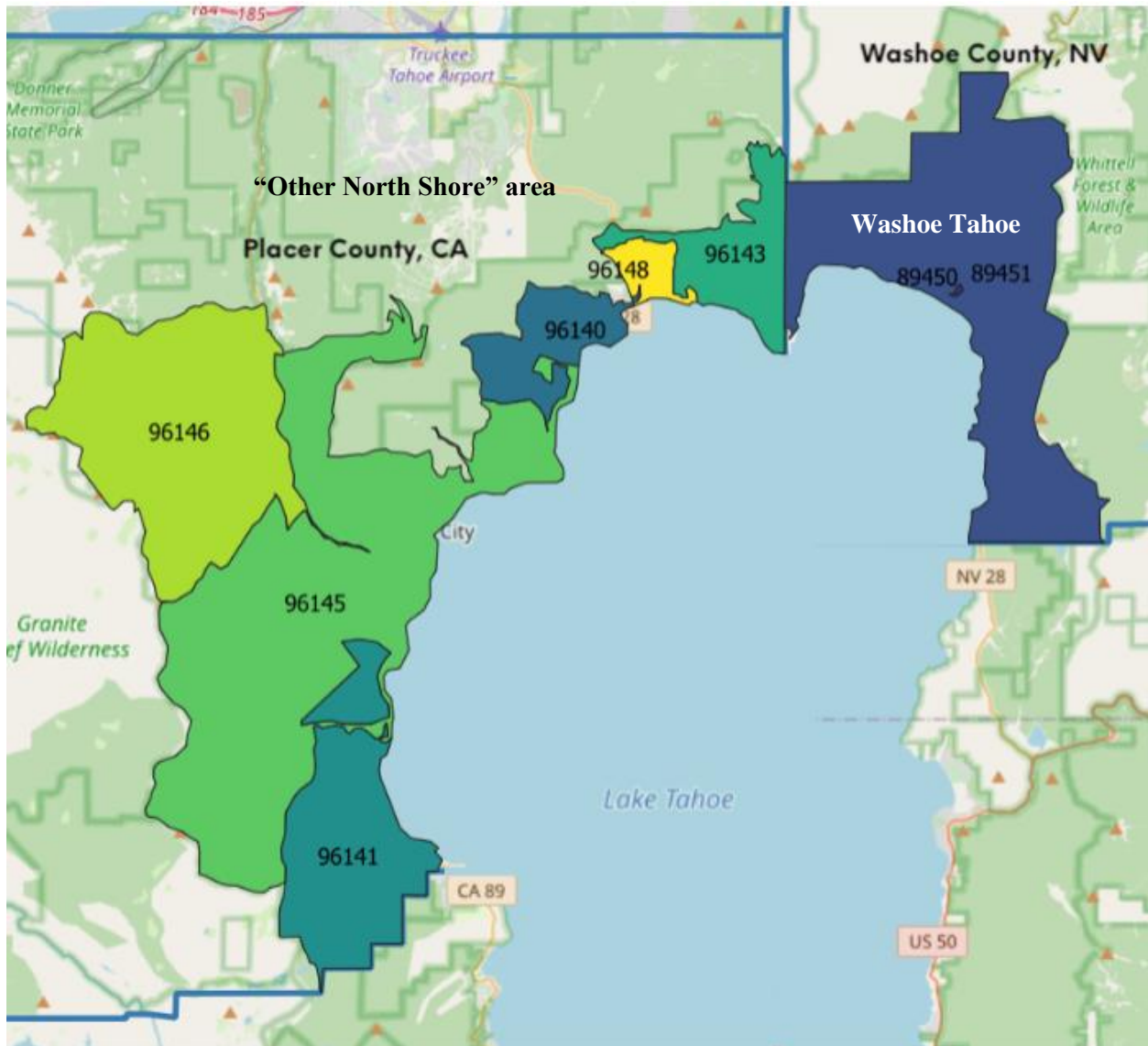
Although it is recognized that housing is a regional issue, this report focuses on the Washoe Tahoe area. Washoe Tahoe encompasses the zip codes that comprise Incline Village and Crystal Bay.

While housing needs and challenges of residents and employees focus on the Washoe Tahoe region only, other sections of the report provide comparisons to Washoe County as a whole, other North Tahoe areas (zip codes 96141, 96145, 96146, 96140, 96148, 96143), and Truckee (zip code 96161). The purpose of the comparisons is to understand the data and changes observed in Washoe Tahoe as it relates to communities in the region.

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<sup>7</sup> See 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay

Referenced Study Areas:  
Washoe Tahoe and Other North Shore



## Methodology

Primary research was conducted to generate information beyond that available from existing public sources and included:

Employee Survey. An online survey was made available to Washoe Tahoe households and employees to collect information on housing preferences of residents and employees, future plans, employment, household characteristics, housing perceptions and conditions, and other issues not otherwise available through secondary sources.

The survey was distributed as an online link through workers’ places of employment with the generous assistance of Washoe Tahoe area employers and the entire Advisory Committee and Housing Partnership pulled together to assist with this study (*see Acknowledgements*). Postcards we also distributed throughout the community, focusing on smaller businesses and employee rentals. The survey link was published on various social media sites and local papers.

The intent was to reach primarily residents that live and work in Washoe Tahoe and commuters (Washoe Tahoe employees living in other communities).

Survey responses represent:

- 485 residents and employees of Washoe Tahoe. This includes 297 employees that live and work in Washoe Tahoe and 105 employees that commute in for work. Each employee holds multiple jobs (1.25 on average), meaning that about 500 jobs in Washoe Tahoe are represented by respondents.
- The margin of error for survey tabulations is within about 5% at the 95% confidence interval, meaning that for any tabulation the percent reported is within plus or minus 5% from what is actually the case.

**Washoe Tahoe Survey Response Summary**

	All respondents	Live in Washoe Tahoe, but employed elsewhere or retired	Live & Work in Washoe Tahoe	Commute into Washoe Tahoe for work
<b>Respondents</b>	485	83	297	105
<b>Local jobs represented</b>	500	-	365	135

Source: 2021 survey responses

Attempts were made by some in the community to log several invalid responses into the surveys when first released. This was discovered early and through additional security measures, advanced screening and identification of invalid responses, and expanded efforts of the Advisory Committee and Housing Partnership robust response was acquired from Washoe Tahoe employees (the primary audience for the survey). The Appendix contains a survey fill-out with results and open-ended comments received, which were very rich and telling. Select survey comments are also quoted in several sections of this report.

Interviews. Over 20 interviews were conducted with employers, real estate professionals, property managers, and organizations in Washoe Tahoe.

- Employers. Interviews included the largest employers in the area (e.g. Hyatt, Incline Village General Improvement District (IVGID), school district, etc.), as well as other services (fire district), and a mix of other businesses (casinos, technology, retail, services,

property management). Interviews probed where employees live, unfilled jobs, retiring workers, positions of high turnover, difficulty finding and recruiting workers, changes in employment over time and employers' level of support for housing assistance.

- Real estate professionals. This included three real estate agents and a title company representative. Information was obtained on the ownership market including current prices, recent trends, occupancy patterns, availability and what households are seeking when looking to purchase or rent a unit. This discussion helped define housing preferences among local employees and second/part-time homeowners searching for homes in Washoe Tahoe.
- Property Managers. Three property managers were interviewed, providing information on the rental market including rents, vacancy rates, recent trends, renter profiles and units most in demand.
- Stakeholder Discussions and Interviews. Additional interviews were conducted with the Incline Village/Crystal Bay Business Association (IVCBA), Parasol Foundation, Incline Education Fund, local developers, Washoe County planner, Tahoe Regional Planning Agency (TRPA), and other stakeholders to collect local data and better understand housing problems, programs and challenges in Washoe Tahoe.

## Secondary and Local Data Sources

A variety of sources of published information were used in the preparation of this report, including but not limited to:

- 2010 US Census data and population projections
- 2015-2019 American Community Survey data (ACS)
- Employment information from the Quarterly Census of Employment and Wages (QCEW), the US Bureau of Economic Analysis (BEA), US Bureau of Labor Statistics, and Nevada Department of Employment, Training, and Rehabilitation (NV DETR).
- U.S. Census Bureau, LEHD Origin-Destination Employment Statistics
- Area Median Income from the Department of Housing and Urban Development and MT Housing.
- Current MLS listings, recent home sales and historic sale trends acquired through the Incline Village REALTORS® Multiple Listing Service and market reports.
- City property ownership and residential records from Washoe County Assessor records and Tahoe Regional Planning Agency (TRPA).
- Existing reports, including the 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay, Incline Village General Improvement District (IVGID) staff and meeting reports, Parasol Community Assessment (2019).



## Housing Partnership Strategy Workshop

A housing strategy workshop was held with the Advisory Group and Housing Partnership participants (*see Acknowledgements section*). The purpose was to present key findings from this housing needs study, provide information on key considerations when developing a local housing strategy plan, examples from other high-amenity, mountain communities, and work with the group to identify core needs and primary participants to move forward. This information was used to refine the recommendations and next steps presented in this report. Information packets provided to participants in these sessions are included in the Appendix.

### “Affordable” Defined

This report centers on an understanding of “what is affordable” for households in Washoe Tahoe. The term “affordable” is often associated with low-income housing, despite the fact that the general definition of the term applies to households at all income levels.

For purposes of this report, “affordable” is defined as housing payments (rent or mortgage plus utilities, property taxes, and insurance) that do not exceed 30% of a household’s gross income. The 30% standard is commonly applied by federal and state housing programs, local housing initiatives, mortgage lenders and rental leasing agents.

Federal and state housing programs typically categorize housing “affordable” for various income levels as a percentage of the Area Median Income (AMI). AMI is published annually by the U.S. Department of Housing and Urban Development (HUD) for each county and varies by household size. The 2021 AMI for Washoe County is shown below.

Washoe County AMI by Household Size: 2021

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

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

The average household size in the Washoe Tahoe area is about 2.3-persons. The below table shows the affordable rents and home purchase prices at various household incomes and the respective AMI level for a 3-person household.

### Maximum Affordable Housing Costs

AMI Equivalent*	Household Income	Max Rent	Max Purchase Price**
30%	\$22,550	\$560	\$93,500
50%	\$37,600	\$940	\$156,000
80%	\$60,150	\$1,500	\$250,000
100%	\$75,200	\$1,880	\$312,500
120%	\$90,240	\$2,260	\$375,000
150%	\$112,800	\$2,820	\$468,500
250%	\$188,000	\$4,700	\$781,000

Source: Consultant team

\*AMI for the average sized 3-person household earning the respective income.

\*\*Assumes 30-year mortgage at 4.5% interest with 5% down and 20% of the monthly payment covering taxes, insurance and HOA fees.

Interest rates affect the borrowing power of buyers, impacting the price of home they can afford. Affordable purchase prices in the above table assume an average mortgage interest rate of 4.5%, which is slightly above current rates. For every 1% rise in interest rate, the purchasing power of a household decreases by about 10%. This should be considered when evaluating the affordability of housing and establishing prices for community housing.

Interest rates significantly affect the purchasing power of buyers.

### Continuum of Housing

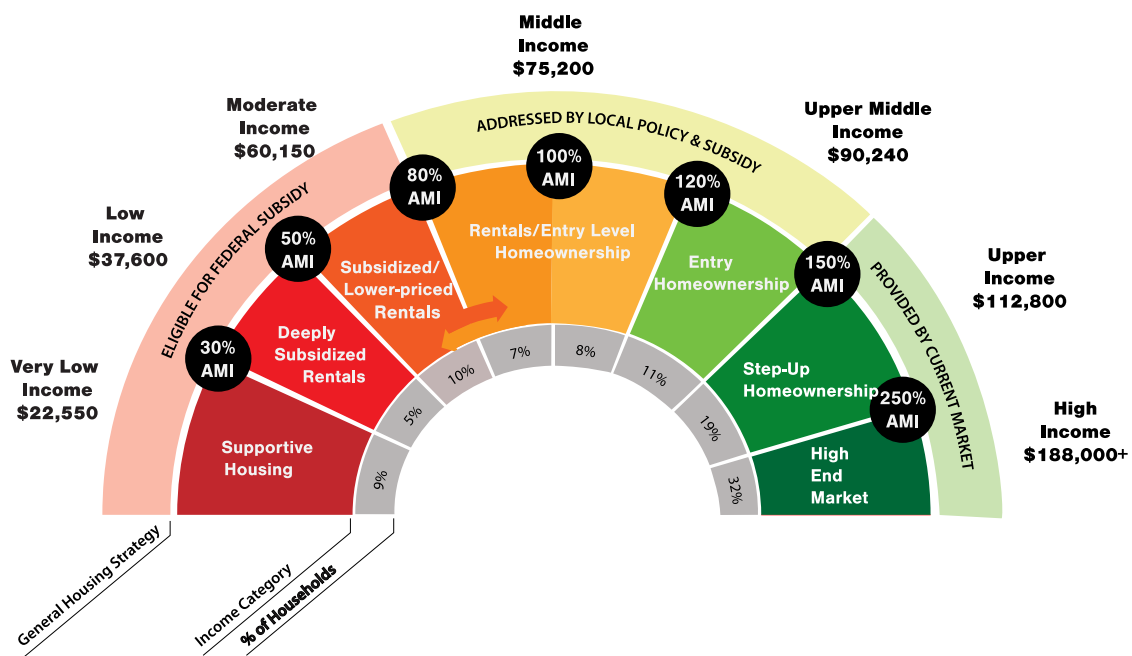
Housing for the residents and workforce should accommodate a wide range of incomes. This includes households on fixed incomes, entry-level service employees making \$14 to \$18 per hour, up to business managers making \$100,000 or more per year. It must also provide options for households at various life stages to buy or rent – from new school graduates, to young families, to empty-nesters. Providing a range of ownership and rental housing allows households to grow and change within a community, thus supporting a diverse and vibrant community and economy. More specifically:

- At the lowest income levels (under \$30,000 per year; below 50% AMI), homelessness and the threat of homelessness are important issues. Special populations who are unable to work (e.g., seniors and the disabled) may require assistance at the lower income levels. Affordability problems, especially for renters, may also be present among the lowest wage workers.
- As incomes increase to between \$60,000 to \$90,000 per year (about 80% to 120% AMI), households are often looking to buy their first home. Policies at this level are typically designed to help bring homeownership within reach, including down payment assistance and first-time homebuyer loans.

- Finally, at the higher income levels (over \$110,000 per year; 150% AMI), upper income groups fuel the market for step-up and higher-end housing. Housing for this group may be addressed by the free market; although in Washoe Tahoe, smaller and older condominiums are about the only choice until households earn 250% AMI or more.

The Housing Bridge, illustrated below, portrays a spectrum of housing that is affordable and most likely to be sought out by households in different income groups. It indicates the number and percentage of households earning different area median incomes and the type of housing likely to be needed at the different income levels. The Housing Bridge depicts what may be ideal for most communities – the availability of housing that is affordable to households at all income levels and provides options for changing life circumstances.

### Washoe-Tahoe Spectrum of Housing Needs (August 2021)



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

## Definitions

The following terms are used in this report:

Affordable Housing	As used in this report, housing is affordable if the monthly rent or mortgage payment, including utilities, is equal to or less than 30% of gross household income (before taxes).
Area Median Income (AMI)	A term that generally refers to the median incomes published annually for counties by the US Department of Housing and Urban Development (HUD). AMI is used to set income and rent limits for affordable housing programs statutorily linked to HUD income limits (e.g. low-income housing tax credit rentals). Common affordability categories used are as follows: <ul style="list-style-type: none"> <li>• Extremely Low Income – At or below 30% AMI</li> <li>• Very Low Income – From 31% to 50% AMI</li> <li>• Low Income – From 51% to 80% AMI</li> <li>• Moderate Income – From 81% to 100% AMI</li> </ul>
American Community Survey (ACS)	The ACS is part of the Decennial Census Program of the U.S. Census. The survey was fully implemented in 2005, replacing the decennial census long form. Because it is based on a sample of responses, its use in smaller areas (under 65,000 persons) is best suited for monitoring general changes over time rather than for precise estimates due to margins of error.
Catch-up Needs	The number of housing units needed to catch up to meet the current shortfall in housing available for residents.
Cost Burdened	When housing costs exceed 30% of a household's gross (pretax) income. Housing costs include rent or mortgage and may or may not include utilities, homeowner association fees, transportation or other necessary costs depending upon its application.
Employee (or Workforce) Housing	Housing intended for and affordable to employees and households earning local wages.
Commuter	Refers to an employee that works in Washoe Tahoe, but that lives outside the community (e.g. in Reno, Carson City, Truckee, etc.) and must travel into Washoe Tahoe for work.
Keep-up Needs	Keep-up refers to the number of housing units needed to keep up with job growth and retiring employees through 2026.
Occupied housing unit	Housing units that are occupied by persons that consider Washoe Tahoe as their usual place of residence or that have no usual place of residence elsewhere. (US Census definition). Occupied units are also referred to as resident households in this report.

## Acknowledgements

We would like to thank all of those who have helped us and have given us their time and assistance. Information in this report relied on significant participation from many in the Washoe Tahoe community. This included the Tahoe Prosperity Center for pulling this project together, and members of both the Advisory Group and Housing Partnership.

Information presented in this report is as much based on data and numbers as it is on the experiences and observations of those living in the community, which would not have been possible without local participation. We appreciate the opportunity to work with communities that have a desire to understand and address the housing needs of local residents and the workforce.

### Advisory Group Participants

<b>Name – Advisory Group</b>	<b>Affiliation</b>
Claudia Andersen*	Parasol Tahoe Community Foundation
Andy Chapman	IV/CB Visitors Bureau
Mary Danahey*	Incline Education Fund
Karen Fink*	TRPA
Ruth Glass	Rotary Club of Tahoe Incline
Robert Graves	Lake Tahoe School
Alexis Hill*	Washoe County Commissioner
JD Klippenstein*	Washoe County
Belen Fernandez	Hyatt/large employer
Melissa Rouse*	Hyatt/large employer
Kendra Murray	CEO of Realtor Board
Linda Offerdahl*	IVCBA - acting Executive Director
Erin Feore*	IVGID
Eric Young*	Washoe County
Jean Diaz*	Saint Joseph Community Land Trust

\*Indicates participants in the Housing Strategy Work Shop

**Housing Partnership Participants**

<b>Name – Housing Partnership</b>	<b>Affiliation</b>
Tyler Gaffaney*	Tahoe Biltmore-General Manager
Paul Bancroft	Sierra Community House
Larry Wodarski	Incline Property Management
Robin Glasgow	Tahoe Family Solutions
Jeff Sheldon	President of morning Rotary (effective June)
Kathie Julien*	attended January 2020 meeting
Tia Rancort*	North Lake Tahoe Fire Protection Dist.
Chief Ryan Sommers	North Lake Tahoe Fire Protection Dist.
Dale Smith	Local resident/business/architect
John Crockett*	Incline Village Library
Bruce Simonian	Local resident
Heather Bacon*	Biltmore/Large Employer
Jason Green	Local resident/Hardie
Peter Morris	Local resident
Kevin Schiesz*	Sierra Nevada College
Diana Schmelzer*	Crystal Bay Casino
Tracy Cohn	Compass Realty (member of IVR)

\*Indicates participants in the Housing Strategy Work Shop

## Section 1 – Population and Household Demographics

This section of the report provides population estimates and describes the demographic characteristics of households, including the mix of owner and renter households, family type, age and household income. This information is necessary to understand the mix, size and type of housing that is needed by the resident population and the dynamics of the community over time.

Overall, this information shows that Washoe Tahoe is becoming more exclusive and homogenous. Little to no growth has occurred over the past decade, but shifts in resident characteristics show that the community is exchanging young families and core employees for older, more wealthy families and seniors.

### Population

The population in Washoe Tahoe has been relatively flat over the past decade, adding only about 100 residents during that time (1.1% growth). The growth in Washoe County has been much faster, increasing almost 13% during the same period. In contrast, North Shore as a whole lost population at about the same rate at which Washoe County grew (13% decline).

**Population: 2010 to 2021 (est.)**

	2010	2019	2021 (est.)	% growth: 2010 - 2019
<b>Washoe County</b>	417,379	469,801	482,146	12.6%
<b>Washoe Tahoe</b>	9,000	9,102	9,568	1.1%
<b>North Shore</b>	20,863	18,084	18,934	-13.3%
<b>Truckee</b>	16,180	16,054	16,213	-0.8%

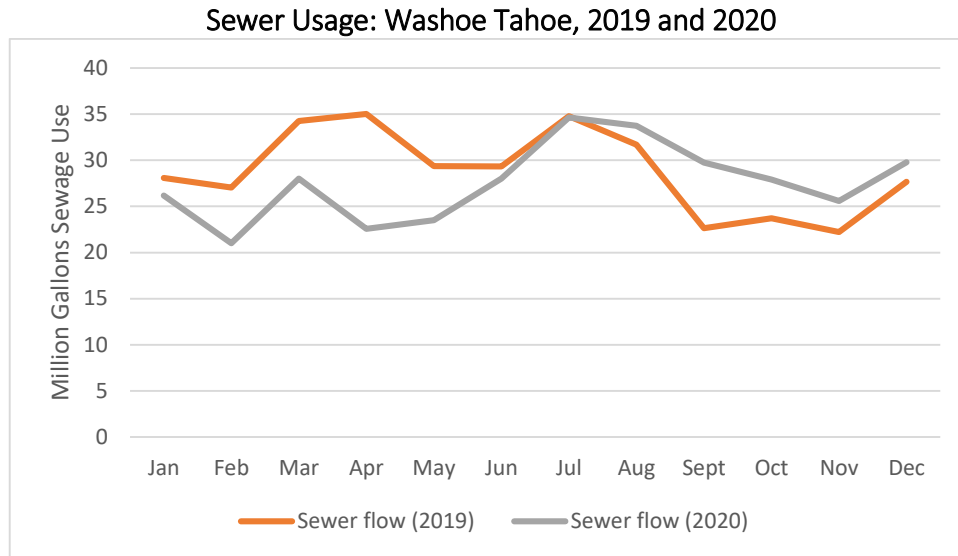
Source: 2010 Census, ACS, CA DOF, NV Dept. of Taxation, Consultant team

Given the shifts seen in 2020, it is estimated that the population increased at a faster rate in Washoe Tahoe since 2019 than in prior years. The year 2020 resulted in significant change in most high-amenity, mountain communities throughout the west, driven by the COVID-19 pandemic, with many residents relocating to more rural, high quality-of-life places such as Washoe Tahoe.<sup>8</sup>

Sewer usage and park pass data from the Incline Village General Improvement District (IVGID) support increased population this past year.

<sup>8</sup> See, e.g., “The Mountain Migration Report 2021: Are COVID Impacts on Housing & Services Here to Stay?” Commissioned by Northwest Colorado Council of Governments and Colorado Association of Ski Towns with consultants WSW Consulting, Inc., and Rees Consulting, Inc. Available at: [https://coskitowns.com/wp-content/uploads/2021/06/Mtn\\_Migration\\_Report\\_v2FINAL.pdf](https://coskitowns.com/wp-content/uploads/2021/06/Mtn_Migration_Report_v2FINAL.pdf) (last visited August 10, 2021).

- Water usage was higher during the typical slower fall to winter season in Washoe Tahoe.
- Picture pass use at beaches during this time (69% over July 4, 2020, compared to 56% in 2015 to 2019), indicates that more residents were occupying their homes.



Source: IVGID

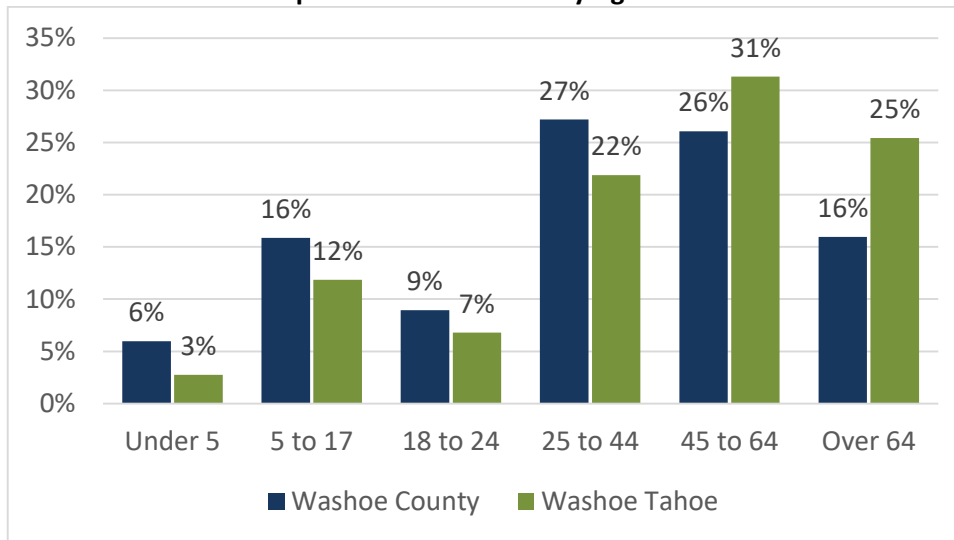
## Age

Compared to Washoe County, Washoe Tahoe has a lower percentage of school-aged children (5-17 years old) and young adults (18-44 years old). A significant proportion of people are over the age of 64 in Washoe Tahoe (25%), compared to a much lower 16% in the county overall.

- Washoe Tahoe is losing young families and the core workforce (age 18 to 44). Young children (under age 5) and young adults (18 to 24) declined by over one-third from 2010 to 2019. Persons between 25 and 44 declined more than in other North Shore areas and Truckee.
- The only age groups showing growth since 2011 in Washoe Tahoe are school-aged children (age 5 to 17) and persons over 44 years of age. Seniors over the age of 64 show the strongest growth (82%).



**Population Distribution by Age: 2019**



Source: 2019 5-year ACS

**Population by Age: % change 2011-2019**

	Washoe County	Washoe Tahoe	North Shore	Truckee
Under 5	-3%	-37%	-53%	-22%
5 to 17	2%	11%	3%	13%
18 to 24	-7%	-38%	-57%	-16%
25 to 44	11%	-13%	-8%	-7%
45 to 64	6%	7%	-7%	-7%
Over 64	47%	82%	71%	127%

Source: 2011 to 2019 5-year ACS

Changes in school enrollment illustrate that the above changes have continued.

- Despite early spikes in summer 2020 in potential school enrollments, the public elementary and middle schools in Washoe Tahoe has lower enrollment in 2020/21 than the prior year. Interviews with the schools highlighted that they had many new families enrolling students, but a consequent loss of existing families that were pushed out. If the current families had been able to stay, their enrollments would have been up.
- The public high school is the only public school that saw a bump in enrollment – many older families moved in. Businesses have noticed a drop in high school student applications for many summer jobs, including IVGID for their beach and recreation needs, as local working families have been displaced. New, wealthier resident families are less likely to take local service jobs in the summer.

*“Please do something to stop the loss of residents. I will lose my teaching job because not enough families are able to live here.”*

2021 Survey comment

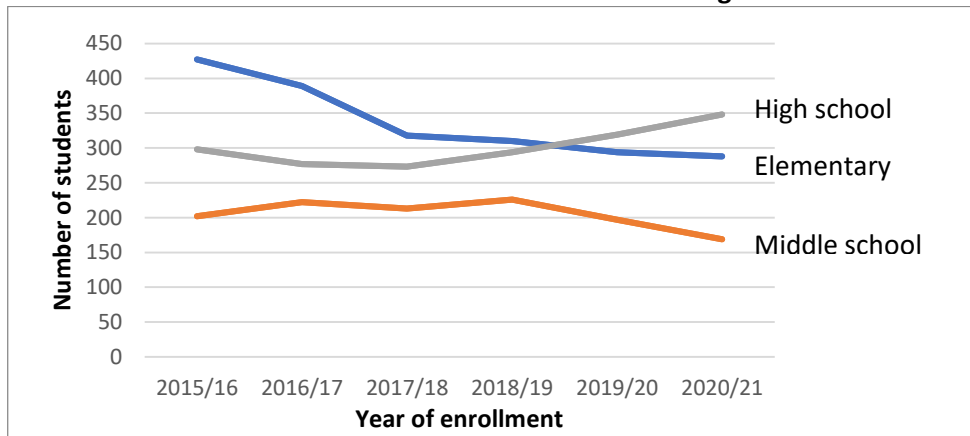
- Finally, the private Lake Tahoe School was enrolled to capacity last year and for the first time has a significant waitlist. This is reflective of the affluence of new families coming into Washoe Tahoe.

**Change in School Enrollment:  
Washoe County Public Schools, 2015/16 – 2020/21**

	Washoe County	Incline Village
Elementary School	-18%	-33%
Middle School	24%	-16%
High School	4%	17%

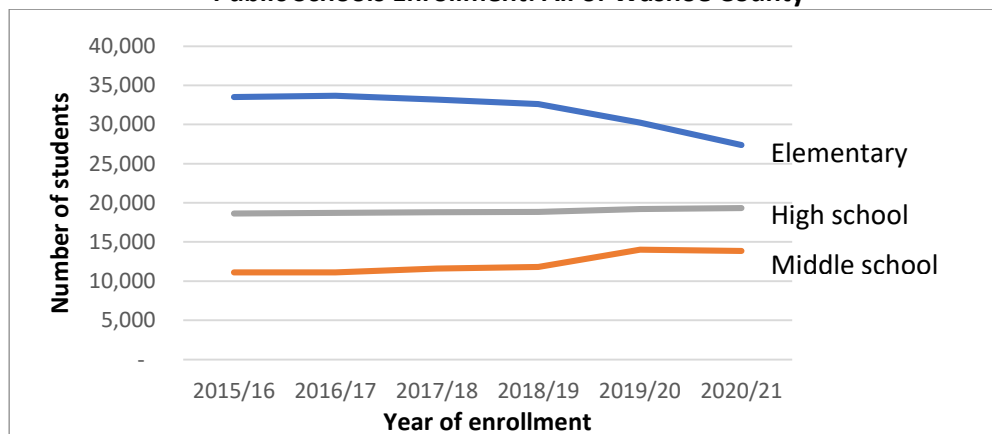
Source: Washoe County School District, washoeschools.net

**Public Schools Enrollment: Incline Village**



Source: Washoe County School District, washoeschools.net

**Public Schools Enrollment: All of Washoe County**



Source: Washoe County School District, washoeschools.net

## Ethnicity

- The ACS indicates a slight drop in the Hispanic/Latino population in Washoe Tahoe over the past decade, although this shift is within the margin of error of the data.
- North Shore as a whole saw a significant decline in this core population.
- In contrast, the Hispanic/Latino population in Washoe County showed strong growth. Many residents displaced from the Tahoe area make their way to Reno and Carson City.

**Hispanic or Latino Population: 2011 to 2019**

	2011	2019	% change in population: 2011-2019
Washoe County	22%	24%	22%
Washoe Tahoe	19%	18%	-3%
North Shore	26%	17%	-39%
Truckee	16%	14%	-12%

Source: 2010 Census, 2019 5-year ACS

## Household Size

On average, there are about 2.3 persons per home in Washoe Tahoe. Since 2011, households have been getting smaller in all areas except Truckee.

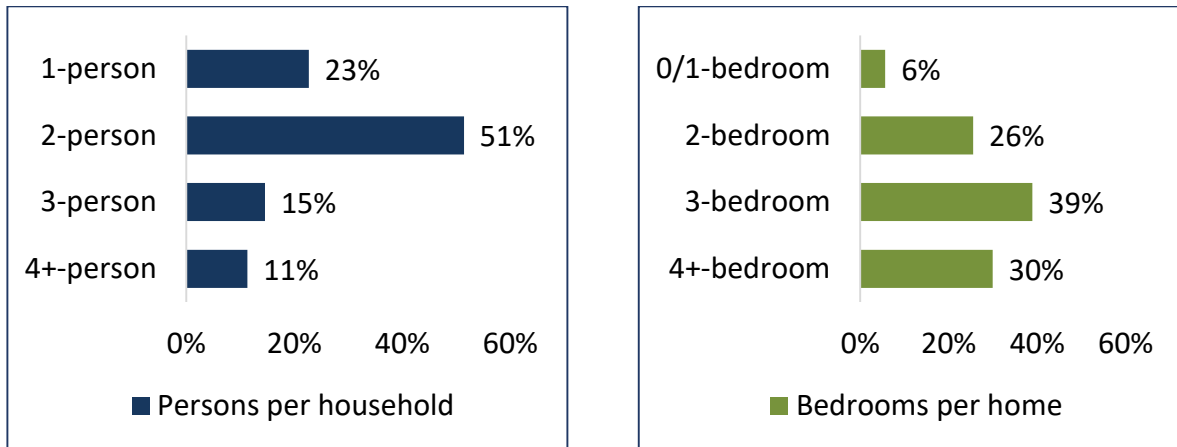
**Average Household Size: 2019**

	2019
Washoe County	2.51
Washoe Tahoe	2.28
North Shore	2.25
Truckee	2.67

Source: 2019 5-Year ACS

Almost three-quarters (74%) of occupied homes in Washoe Tahoe have one or two people living in them, yet only 32% of homes have two bedrooms or fewer. Lots of small households and few small units means single-person households, small families, or those wishing to downsize do not have many choices. Smaller households either pay for more space than they need or must have roommates to afford homes.

**Persons per Household Compared to Bedrooms per Home:  
Washoe Tahoe, 2019**

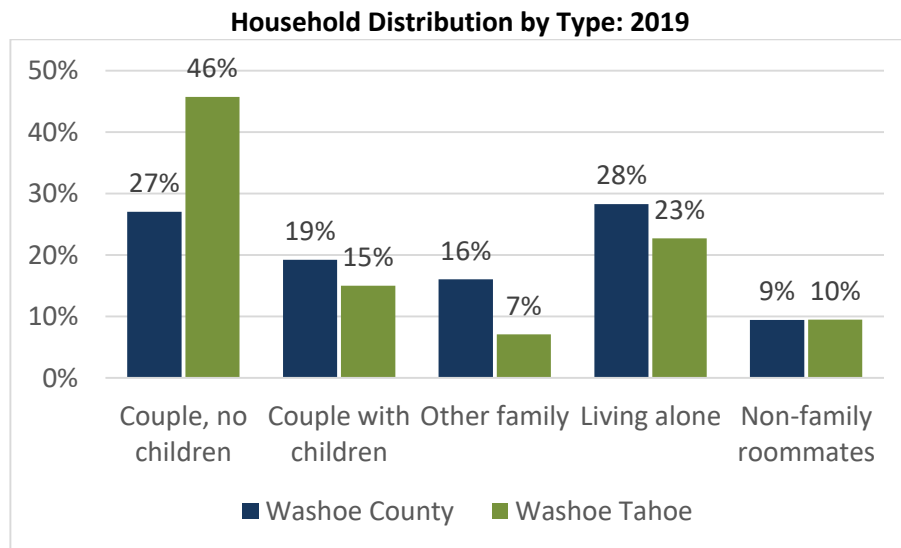


Source: 2019 5-Year ACS

**Household Type**

In many mountain communities with a strong visitor and tourism base, the percentage of households living alone or with roommates often exceeds that of more diverse economies because the service economy in these communities attract younger employees. Many mountain communities also have more couples without children due to a high senior population. This is not the case in Washoe Tahoe.

The high older and retired population results in a higher proportion of couples without children than in Washoe County, but the single and roommate households are less or about equally as prevalent, respectively. This speaks to the inability for local, younger service employees to live locally.



Source: 2017 5-Year ACS

The changes in household demographics in Washoe Tahoe over the past decade - the decline in roommates and younger households as a percentage of households - are indicative of the working class moving out.

**% Change in Household Type: 2011 to 2019**

	Washoe County	Washoe Tahoe	North Shore	Truckee
<b>Couple, no children</b>	20%	25%	14%	35%
<b>Couple with children</b>	1%	16%	-7%	-7%
<b>Other family</b>	11%	-10%	-12%	-24%
<b>Living alone</b>	13%	-1%	-8%	-19%
<b>Non-family roommates</b>	29%	-4%	8%	-4%

Source: 2011 & 2019 5-Year ACS

Worth noting is that commuters to Washoe Tahoe for work that responded to the survey are more likely to have children in their home, less likely to be roommates, and more likely to own homes. Employees seeking more stability by purchasing homes to have families, or escaping roommate situations, move out of the area.

### Tenure (own or rent)

Owner-occupancy of homes has been increasing in Washoe Tahoe. As noted above, however, this is not due to local employees buying, but rather wealthier households moving in. As discussed in other sections of this report, this shift has been displacing renters, which was accelerated over the past year.<sup>9</sup>

Survey responses show that employees that live in Washoe Tahoe are predominately renters (57%). This is in contrast to the resident base (only 28% rent), illustrating that local employees are not buying homes. Finally, commuters are the opposite, where less than half rent (46%). When employees want to purchase homes, they leave the area. Employees that leave the area are more likely to leave their job in the future (*see Section 2 – Jobs, Seasonality, and Commuting*).

**Percent of Resident-Occupied Households by Tenure: 2011 - 2019**

	Ownership		Rental	
<b>Washoe County</b>	60%	58%	40%	42%
<b>Washoe Tahoe</b>	67%	72%	33%	28%
<b>North Shore</b>	62%	68%	38%	32%
<b>Truckee</b>	72%	77%	28%	23%

<sup>9</sup> See Section 4 – Housing Market and Section 5 – Housing Problems and Program Preferences

Source: 2011 &amp; 2019 5-Year ACS

## Income

Because the purpose of this study is to determine the availability and need for housing that is affordable to Washoe Tahoe residents and employees, it is important to understand the income distribution of households in the area. Workers hired by employers reside in households – some may live alone, with multiple roommates who have multiple incomes, or have families with one or more income-earners. While available jobs and wages in an area will affect how much households may earn, workers hired by local employers will make their housing decisions based on their household or family needs and total resources, rather than solely on their wage earned at a particular job. Housing programs typically address household rather than individual needs. Affordability is based on household incomes rather than individual wages.

Household incomes increased an average of 7.3% per year between 2015 and 2019, as reported by the ACS. Median incomes of all households increased faster in Washoe Tahoe than other comparative areas, again related to wealthier households moving in.

### Median Household Income (All Households): 2015 to 2019

	2015	2019	2021 (est.)	% yearly change 2015-2019
<b>Washoe County</b>	\$52,870	\$64,791	\$69,500	5.2%
<b>Washoe Tahoe</b>	\$74,823	\$99,203	\$109,350	7.3%
<b>North Shore</b>	\$56,557	\$63,760	-	3.0%
<b>Truckee</b>	\$78,206	\$98,924	-	6.1%

Source: ACS, Consultant team

The below table equates the median income of households in Washoe Tahoe to the equivalent AMI level for an average sized 3-person household. Because HUD calculates AMI at the county level, and household incomes are higher for residents living in Washoe Tahoe than the county, the median income in Washoe Tahoe is high on the AMI scale.

- The median income of all households in Washoe Tahoe was about \$99,203 in 2019. Meaning that one-half of all households earn below this level and one-half earn above. This is equivalent to 141% AMI for the average-sized household.
- The median income of owners (\$127,734; 182% AMI) is 1.8 times that of renters (\$71,544; 102% AMI).

**Washoe Tahoe Median Household Income: 2019**

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

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

The income distribution of Washoe Tahoe households by AMI is shown below. Housing that is available to residents should be priced proportionate to household income distributions. Based on existing distributions, this means that:

- About 43% of rentals should be priced affordable for households earning under 100% AMI.
- About 38% of ownership housing should have sales prices that are affordable for households earning between 100% and 250% AMI.

**Washoe Tahoe Household Distribution by AMI: 2021**

	3-person AMI	Own	Rent	Total
<50%	\$37,600	10%	21%	14%
50% - 80%	\$60,150	9%	13%	10%
80% - 100%	\$75,200	6%	9%	7%
100% - 120%	\$90,240	8%	10%	8%
120% - 150%	\$112,800	11%	10%	11%
150% - 250%	\$188,000	20%	16%	19%
>250%	>\$188,000	37%	21%	32%
Total %	100%	100%	100%	100%
Total #	-	2,788	1,082	3,870

Source: Ribbon Demographics, LLC; Consultant team

\*See Section 3 – Housing Inventory for household estimates.

## Section 2 – Jobs, Seasonality and Commuting

### Jobs Estimates and Projections

There are about 6,180 jobs in Washoe Tahoe, which represents 69% of the jobs in the North Shore and about 2% of the jobs in Washoe County.

The Nevada Department of Employment, Training, and Rehabilitation (NV DETR) projects jobs in Washoe County as a whole will grow about 1.3% annually over the next 10 years; consistent with past trends, job growth in Washoe Tahoe is expected to be slower.

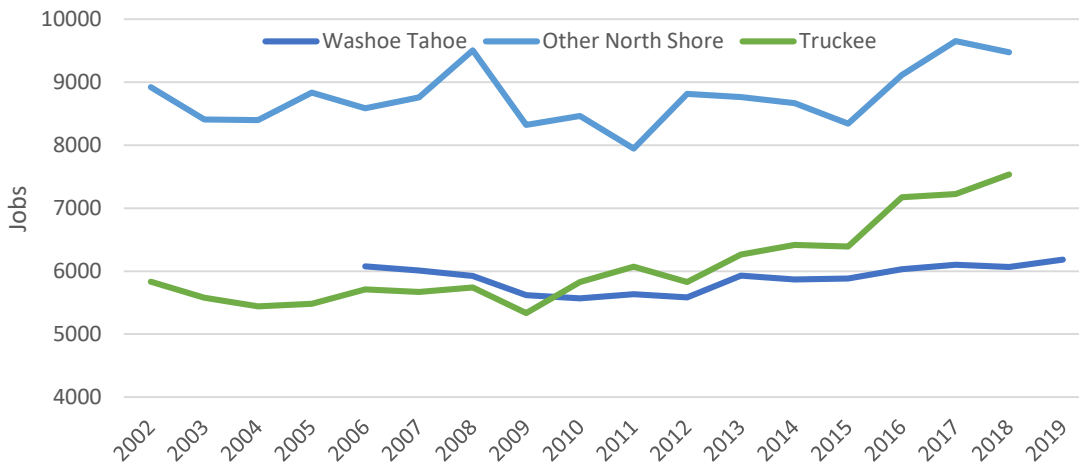
**Job Estimates and Projections: 2010 to 2030<sup>10</sup>**

	2010	2020 (est.)	2026	Annual Growth Rate	
				2010-2020	2020-2026
<b>Washoe Tahoe</b>	5,568	6,180	6,275	1.0%	0.3%
<b>Other North Shore</b>	8,464	9,500	9,635	1.8%	0.2%
<b>Washoe County</b>	240,739	294,940	319,205	2.2%	1.3%

Source: Quarterly Census of Employment and Wages (QCEW) by zip code, Bureau of Economic Analysis (BEA), NV DETR, Consultant team

The number of jobs in Washoe Tahoe has been remarkably flat over the past 20 years. Washoe Tahoe saw less of drop during the Great Recession, and little growth following recovery than in Washoe County, Truckee, or North Shore as a whole.

**Job Estimates: 2002 to 2019**



Source: Quarterly Census of Employment and Wages (QCEW) by zip code, Bureau of Economic Analysis (BEA), Longitudinal Employer-Household Dynamics (LEHD), Consultant team

<sup>10</sup> Estimates are calculated by adjusting the QCEW count of wage jobs by the BEA percentage of jobs held by proprietors to ensure all jobs (wage and proprietor) are included in the estimate.

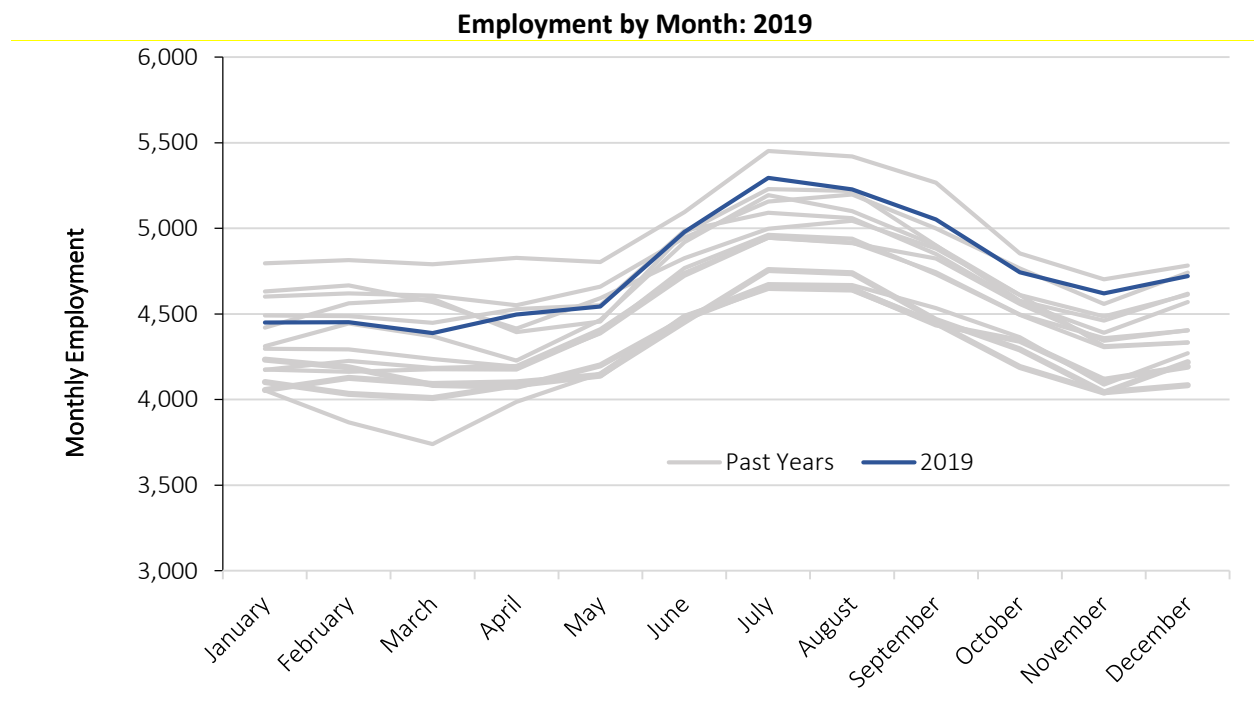


## Seasonality of Jobs

Jobs in Washoe Tahoe peak June through September, with the height of the peak occurring in July. The summer peak has been consistent even through fluctuations in overall employment over the years.

- In 2019, about 740 jobs were added in the summer season – a 16% increase from the base year-round jobs.<sup>11</sup>
- In 2020 and 2021, interviews with employers indicates that the summer seasonal hiring peak may decrease and year-round employment may increase. Additional visitors and residents occupying their homes brought more business during historic slow periods in late fall 2020 through early spring 2021. Some employers are hiring year-round employees for what were summer seasonal jobs in prior years.

2019 Year Round and Seasonal Employment		% increase in jobs
Base year/Shoulder season jobs	4,552	-
July peak	5,295	16%



Source: QCEW, Consultant team

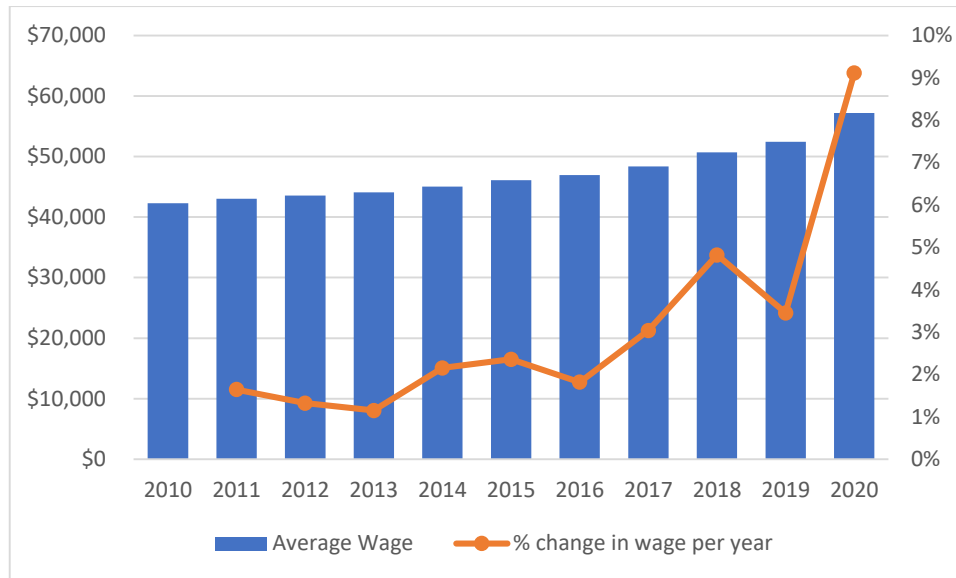
<sup>11</sup> The base year-round jobs is the average of the non-summer months.

## Jobs and Wages by Sector

The average wage in Washoe County in 2020 is \$57,199.

- Wages showed little growth between 2010 and 2015 (about 1.7% per year on average).
- As unemployment dropped and the job market got tighter and more competitive, wages began increasing. It is estimated that wages increased over 9% on average between 2019 and 2020.

Average Annual Wage: Washoe County, 2010 - 2020



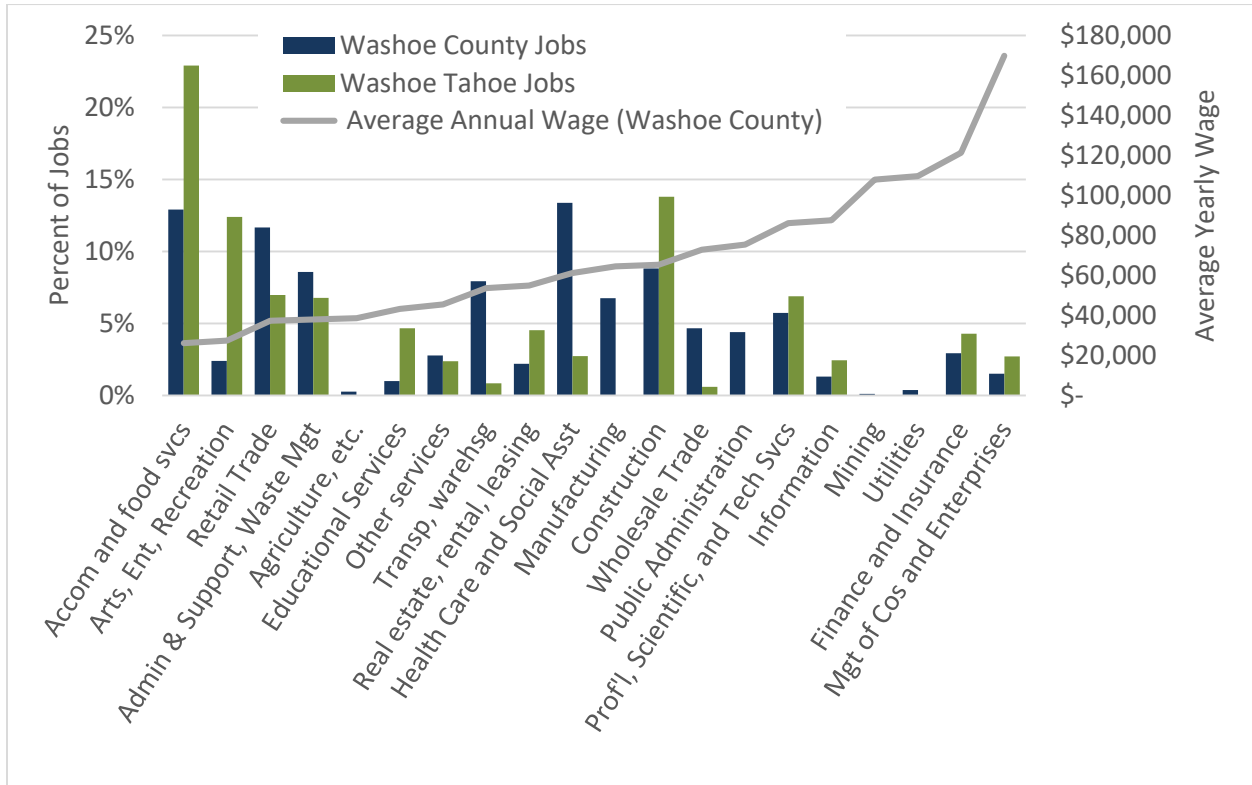
Source: QCEW

Based on the mix of jobs in Washoe Tahoe, the average wage is likely lower than the county overall; however, many visitor and resident service businesses pay higher than the county average due to competition with similar businesses in neighboring California. Paying \$19 instead of \$14 per hour for service positions, however, does not compensate for housing costs in the area.

- The three lowest paying sectors comprise 42% of jobs in Washoe Tahoe, compared to only 27% in the county overall. This includes accommodation and food services; arts, entertainment and recreation; and retail trade – primarily visitor and resident service jobs.

- Construction jobs pay above the average wage and comprise the second highest percentage of jobs in Washoe Tahoe (14% of jobs).

**Jobs and Wages by Industry Sector: 2020**



Source: QCEW, Consultant team

Some businesses, such as the school district, do not have flexibility to set their own wages. This is a problem in Washoe Tahoe, where their wages are similar to those in more affordable communities as Sparks. Similarly, schools across the state line in Truckee, California, pay much higher wages for teachers. In Washoe Tahoe special education teachers are paid less than some baristas at local coffee shops.

**Commuting**

Since 2009, the primary service employers in Washoe Tahoe indicated a significant decrease in the percentage of employees living locally: from 54% down to 35%.

*65% of primary service employees now commute into Washoe Tahoe for work – up from 46% in 2009!*

**Percentage of Employees Residing in Washoe Tahoe: 2009 and 2021**

	2009	2021
Washoe County employees (mostly Sheriff Dept)	49%	NA - no offices
Incline Village General Improvement District (IVGID)	68%	ND
Sierra Nevada University	41%	ND
North Lake Tahoe Fire Protection district	14%	ND
Washoe County School District (Washoe Tahoe schools)	59%	ND
<b>TOTAL</b>	<b>54%</b>	<b>35%</b>

Source: 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay (pp. 79-80); 2021 employer interviews

\*ND = not disclosed to protect confidentiality; results presented in aggregate.

The larger hotel, food service, and casino employers also noted that the percentage of employees living locally has been dropping and estimate that about 47% of their employees live in Washoe Tahoe. When combined with the primary service employer information, above, about 43% of employees live locally; or conversely, 57% commute in from homes outside of the area.

Employers indicated that the decline in employees living locally has been occurring for at least the past five years, as home prices recovered from the Great Recession and became expensive for local employees. COVID has accelerated this trend through a rapid rise in prices and drop in availability (see Section 4 - Housing Market and Section 5 - Housing Problems sections).

Based on the most recent Census LEHD commute data, about 53% of employees who work in Washoe Tahoe commuted into the area for work from homes outside of Washoe Tahoe in 2018.<sup>12</sup> This equates to about 2,630 workers traveling into Washoe Tahoe for work in 2020. The employer data and observations presented above indicate that this figure may be conservative.

Commuter Estimates	
<b>Total jobs (2020)</b>	6,180
<b>Jobs per employee<sup>13</sup></b>	1.25
<b>Employees filling jobs</b>	4,960
<b>% Commuting in for work</b>	53%
<b># in-commuters</b>	2,630

Source: 2021 Employee Survey, 2018 Census/LEHD commute data, QCEW, BLS, consultant team

About 25% of employees commute in from the Reno/Carson City area, 11% reside in the Tahoe/Truckee area, and 17% in other areas.

<sup>12</sup> The commuting rate reflects average year-round commuting, meaning it includes employees filling year-round and seasonal jobs. Commute percentage reported is from the US Census Longitudinal Employer-Household Dynamics (LEHD) adjusted for proprietors, who are not included in LEHD numbers and, by definition, do not commute.

<sup>13</sup> Calculated from the 2021 Household and Employee survey. The multiple job-holding rate in most resort communities is typically between 1.3 and 1.4 jobs per employee. Washoe Tahoe is on the low end of the range.

Where Washoe Tahoe employees live	
Washoe Tahoe	47%
Reno/Sparks/Carson City	25%
Tahoe/Truckee	11%
Other	17%

Source: 2018 Census LEHD

### Forced to Commute

About 56% of commuters want to live in Washoe Tahoe if housing they could afford was available. COVID accelerated the displacement of many employees when owners of the rentals moved in, sold their rental, or converted them to short term rentals. This has affected the full spectrum of employees: entry-level workers, front line managers, teachers, human resource directors, and seasoned management positions. All employers interviewed have lost employees due to this problem.

Employers noted that employees that are forced to commute from the Reno/Carson City area have a higher incidence of leaving. This includes employees that desire to live in Washoe Tahoe, where they work, or that have been living locally, but have lost their housing or otherwise had to move out of the area. Jobs are plentiful in the Reno and Carson City areas and can be a strong draw for those weary of the cost and hassle of commuting.

*“[A]t least half a dozen staff members have been forced out of Incline and have had to move to Reno or Carson, just this year alone. All but one have also resigned their positions. At Incline E[lementary] S[chool], we have about 7 open support staff positions for 2021-2022 with zero candidates.*

2021 Survey comment

- Casino floor workers typically last a month or two after having to move out of the area. Some do not have the means to commute; others take jobs closer to home to avoid the increased cost and hassle of commuting.
- Upper level employees may last longer, but create additional challenges for employers when they do leave by taking skills and experience with them.
- Turnover is costly for employers in terms of recruiting and training new employees, remaining employees in terms of added stress and responsibility from loss of staff, and customers in terms of the level of service able to be provided.

### Other Commuting Challenges

The rise in commuting brings many other challenges:

Parking. Washoe Tahoe has limited parking, particularly during the busy summer season, which is also when employment in the area is highest. Most of the summer employees working for the North Lake Tahoe Fire Protection District live in the Reno and Carson City areas, but they struggle to find parking when they arrive at work. For the first time this year, the District has

partnered with IVGID to utilize the Diamond Peak ski parking lot for employee parking. The District will run a shuttle from the lot to the station.

Cost. Commuting adds significant costs to households and, in Tahoe, requires a reliable four-wheel drive vehicle if commuting in the winter.

- The average commuter who responded to the 2021 survey drives 24.5 miles each way from home to work. Prior to COVID, 81% of commuters commuted five (5) days per week. In summer 2021, 65% commute five (5) days per week.
- Over the course of a year, in-commuters will travel 11,000-12,000 miles.
- At the federal mileage rate of \$0.56 per mile, in-commuters pay \$6,160-\$6,720 per year to commute, or about \$510 to \$520 per month.

*“[W]ith the shortage in affordable long term rentals in the area ... people are moving out of the area and it’s not financially feasible for them to commute here to work.”*

2021 Survey comment

**Average Commute Miles Traveled and Costs Per Year: 2019 and 2021**

	In-Commuter	
	Pre-COVID	Current
Mean miles commuted ONE WAY (2019 survey)	24.5	24.5
Days per week commuter drives alone (2019 survey)	4.9	4.5
Round-Trip miles per week	240	220
<i>Miles per year (assuming 50 weeks of commuting)</i>	<b>12,000</b>	<b>11,000</b>
Cost per mile (federal IRS rate)	\$0.56	\$0.56
<i>Cost per year</i>	<b>\$6,720</b>	<b>\$6,160</b>

Source: 2021 Employee Survey, IRS, consultant team

Lake and community impacts. In-commuters contribute about 29 million annual vehicle miles traveled to the area. The cost, traffic, and emissions of commuting can be mitigated through transportation options or avoided through housing options or both.

Average Yearly Vehicle Miles Traveled: in-Commuters, 2021	
% in-commuters	53%
# in-commuters	2,630
Yearly vehicle miles traveled per in-commuter	11,000
Yearly vehicle miles traveled - all in-commuters	28,930,000

*“The hourly wage offered by local businesses doesn't come close to being enough to afford rent let alone save to purchase a place of your own. It is also not affordable to rent off the hill and commute up to Incline.”*

2021 Household and Employee Survey comment

## Unfilled Jobs and Turnover

Employers reported that they have had increased difficulty recruiting and retaining workers to fill positions over at least the past five (5) years. With unfilled positions, this decreases the ability for a business to provide quality services and reduces their ability to operate profitably. This is particularly challenging post-COVID, with the added business from more residents in town, combined with high visitation rates. For example:

- Crystal Bay reported that April 2021 was the busiest April in 17 years – and they have less staff to service record customers.
- More affluent visitors and residents attending recreational venues places higher demand on the level of service that employees need to provide. When employers are understaffed and constantly training new employees, this strains the more senior employees to “do more,” contributing to burnout. New employees in training are also not as adept at providing customer service and high turnover takes away the “familiar face” that many repeat visitors like to see. And understaffing may necessitate a reduction in services. For example, the Burnt Cedar Beach snack bar was closed in July 2021 due to lack of staff.

Interviewed employers reported that between 10% to 15% of current jobs are vacant on average. Vacancies for most employers interviewed typically average closer to 5% to 7%.

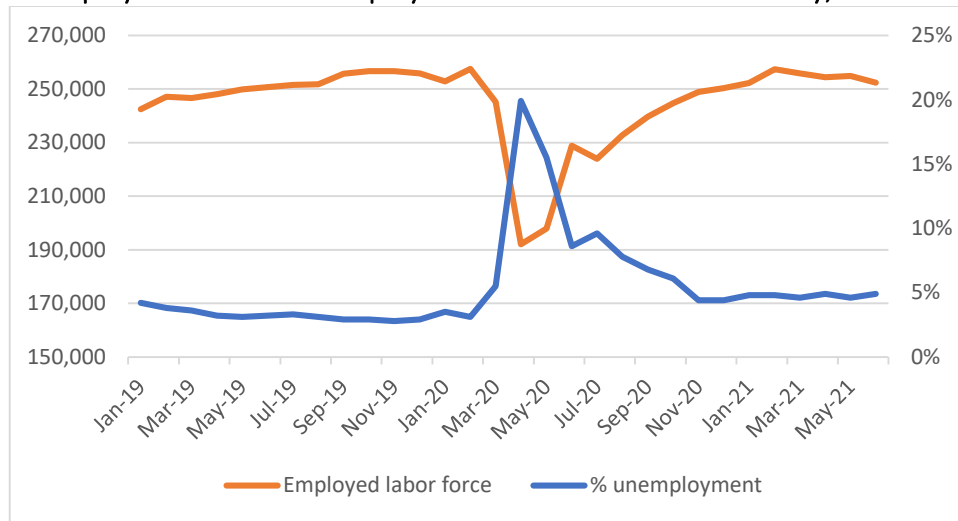
Unfilled Jobs	
# jobs unfilled	618
% jobs unfilled	10%

Source: Employer interviews, websites

All employers interviewed stated that finding and retaining employees has gotten harder over the past several years, and COVID-related impacts increased the difficulty. Hiring challenges included:

Lack of applicants. Many employers are willing to train, but just need workers. This was a problem before COVID when the unemployment rate was near or below 3%. The problem has been exaggerated since COVID with many pulling out of the workforce or waiting until unemployment/stimulus payments end before returning to work. The number of employed labor force in Washoe County, however, is only 2% below peak labor force employment in November 2019.

**Unemployment Rate and Employed Labor Force: Washoe County, 2019-2021**



Source: LAUS

Decline in J-1 Visa<sup>14</sup> workers. As a result of the COVID pandemic and shut-downs in 2020, J-1 Visa workers were not available. Some employers are able to hire J-1 employees in 2021, but fewer are available than before the pandemic. Now that jobs, particularly summer employment, is ramping up, the lack of these workers is strongly felt. J-1 employees typically fill lower skill/lower paid positions that businesses must now recruit for locally. When J-1 workers were not available during COVID, for example, the Hyatt had to pull about 80 workers from different locations to fill jobs.

Lack of and high cost of housing. Not only can new workers not find available housing, but homes that are available are too expensive for local wages. This affects entry-level and high-end management positions alike. Employees making over \$100,000 per year struggle to find homes in the area. Young families have particular difficulty. This problem is not unique to Washoe Tahoe; Carson City and Reno are encountering similar problems as prices rise. All employers have had employees decline positions, or leave shortly after taking them, due to the inability to locate suitable housing in the area (see *Commuting in this section, above*).

*“The number one issue is housing and it has prevented [Lake Tahoe School] from hiring some very talented people.”*

*Stakeholder comment*

Employee Turnover and Business Struggles. Contributing to the unfilled jobs is employee turnover, which the high cost and lack of housing affects:

- One business reported that 80% of their employees turned over this past year – a level that the business has never seen.

<sup>14</sup> A J-1 Visa is a non-immigrant visa for a limited duration issued by the United States to research scholars, professors and exchange visitors participating in programs that promote cultural exchange, especially to obtain medical or business training within the U.S. All applicants must meet eligibility criteria.



- All businesses have had existing employees leave because they lost their rental and were forced to move off the hill or out of the area altogether. This past year had a very high incidence of existing employees losing their rentals due to homes being sold, owners moving in, or converting homes to short term rentals (see *Housing Problems section*). Some employers noted that loss of housing has been the biggest impact to their current employees over the past year.
- Turnover is costly to the business. High turnover impacts business costs and productivity.
  - It costs money to recruit and train new employees. For example, it takes from 12 to 18 months and costs about \$20,000 for the Fire District to train new fire fighters. Some studies have estimated that it costs about 20% of an employee’s salary to replace that employee<sup>15</sup> – costs that quickly add up with repeated turnover.
  - When businesses cannot operate to capacity, they may need to reduce hours, impacting revenue. Several restaurants in Washoe Tahoe, Ace Hardware, beach services, and other businesses cut hours and days of operation due to lack of staff. And some businesses have been forced to leave altogether.

*“Employees losing their housing has been the biggest impact to our ability to retain employees.”*

*“Nine teachers are currently losing their housing.”*

2021 Employer interviews

*“I was just forced to move off the hill because my rental sold and I couldn't find a new rental I could afford... I used to employ 5 people in my business. All of them have had to move to Carson or Reno... It is a huge problem.”*

*“The almost total absence of affordable housing options for local employees is hurting my business and others! We have to close certain days because we can't find employees which hurts our bottom line.”*

2021 Employee Survey comments

## Retiring Employees

Based on survey responses, about 15% of employees working in Washoe Tahoe expect to retire within five (5) years. This equates to about 740 employees.

Pending retirees tend to hold more senior positions and be skilled staff. Replacing employees when they retire can pose challenges:

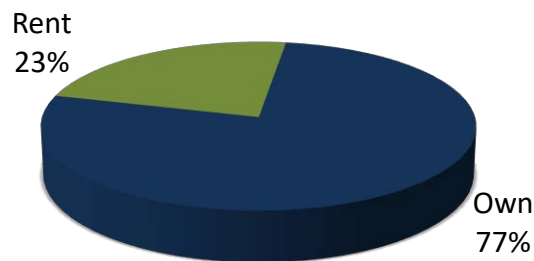
*“There’s going to be a crisis!”*

2021 Employer interviews

<sup>15</sup> See, e.g., The Center for American Progress, “There are Significant Business Costs to Replacing Employees,” Nov. 2012, available at: <https://www.americanprogress.org/issues/economy/reports/2012/11/16/44464/there-are-significant-business-costs-to-replacing-employees/>

- About 77% of employees that expect to retire have stable housing because they own their homes. Many purchased 10 or 20 years ago or during the 2007/08 recession. New employees struggle to find homes to rent and the vast majority do not earn enough to purchase.
- Many departments try to fill retiree positions from within by grooming existing staff for senior positions, which then creates openings in lower wage positions that must be filled. When senior positions are not filled from within, most candidates are found outside of the Washoe Tahoe area. All employers interviewed have had candidates decline positions once they research home prices, availability, and the potential need to commute from Reno.
- Some businesses have more retirees on the horizon than others. The Incline High School had six (6) employees retire in the past couple of years and foresee another nine (9) to 12 on the horizon. The High School has described the pending retirement of employees as “a crisis” due to the combination of a lack of applicants and unavailability of housing.

**Tenure of Employees that Plan to Retire Within 5 Years:**



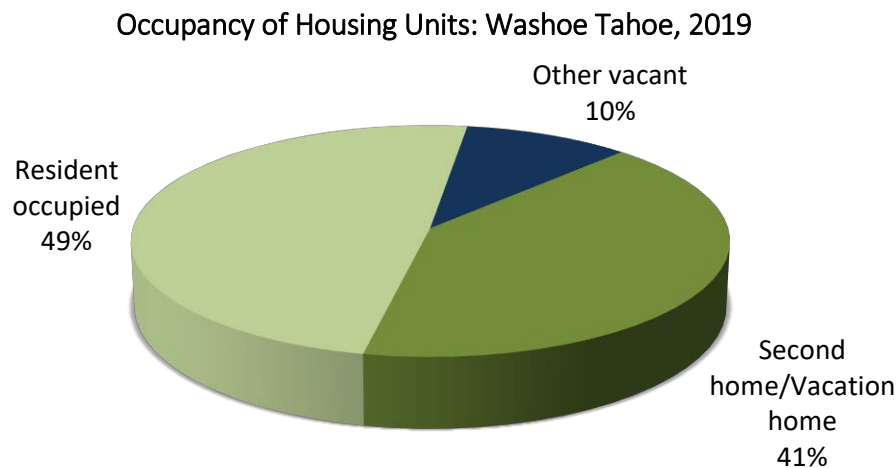
Source: 2021 Employee Survey

## Section 3 – Housing Inventory

### Housing Units – Number and Occupancy

Washoe Tahoe has about 7,960 housing units. Less than one-half are occupied by a full-time resident (“resident occupied”). Of the remainder:

- About 41% are used as second homes or vacation homes.
- Another 10% of units are vacant for other reasons (e.g. for sale, rented or sold but not yet occupied, etc.).

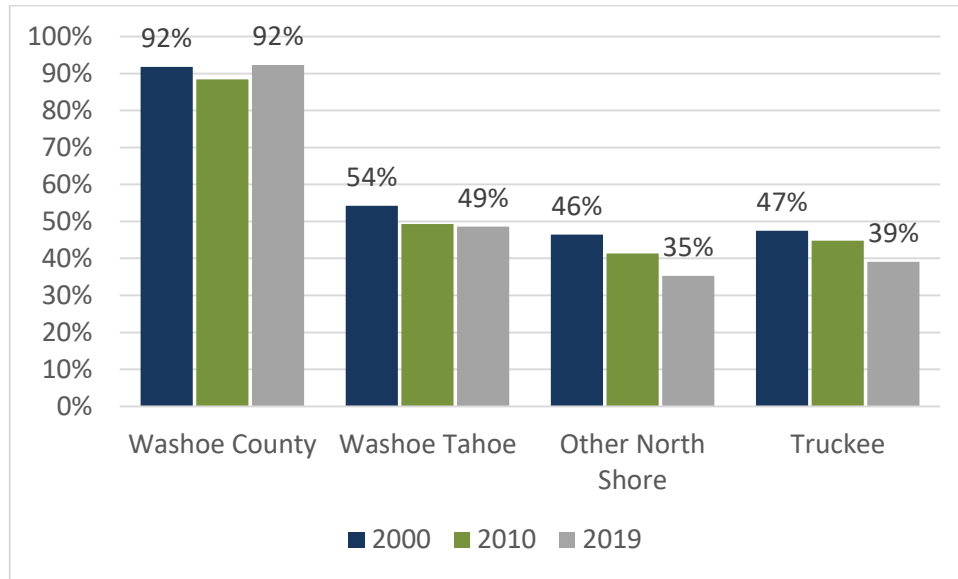


Source: 2019 5-year ACS

Resident occupancy rates in Washoe Tahoe, Truckee, and other North Shore areas are indicative of high amenity, resort-oriented communities that attract many second homeowners.

- Resident occupancy in the Tahoe and Truckee areas are much lower than in Washoe County as a whole (92%), which has been relatively consistent since 2000. This illustrates an important challenge that high-amenity mountain communities have in providing enough housing for local residents – the high part-time resident, second homeowner, and vacation use means fewer homes and increased housing costs for residents. Such areas have an “occupancy problem,” rather than necessarily a supply problem.
- Resident-occupancy in Washoe Tahoe has been relatively consistent since 2010, after dropping in the prior decade. Resident occupancy has steadily declined in Truckee and other North Shore areas.

**Resident Occupancy of Homes: 2000 to 2019**



Source: 2000 and 2010 Census, 2019 5-year ACS

While resident occupancy has been fairly consistent over the past ten years in Washoe Tahoe, there has been a shift toward owner occupancy and a subsequent loss of renters. This trend is indicative of the working class leaving as shown by the demographic shifts in the area. It is also consistent with the recent experience of real estate agents that people are buying to move in and are displacing renters.

While the data fits recent observations in COVID, the 2020 Census will provide an important check on the trend toward owner-occupancy.

**Housing Unit and Occupancy Estimates: Washoe Tahoe, 2000 to 2020**

Year	Total Housing Units*	Occupied Units	Ownership	Rental	Vacant
2000	7,485	4,058	2,803	1,255	3,427
2010	7,820	3,858	2,534	1,324	3,962
2020	7,960	3,870	2,788	1,082	4,090
<b>% change (2000 - 2010)</b>	4.5%	-4.9%	-9.6%	5.5%	15.6%
<b>% change (2010 - 2019)</b>	1.8%	0.3%	10.0%	-18.3%	3.2%

Source: Washoe County Assessor records, 2000 Census, 2010 Census, 2019 5-Year ACS, Consultant team

\*Census and ACS occupancy and ownership percentages are applied to Washoe County unit counts.

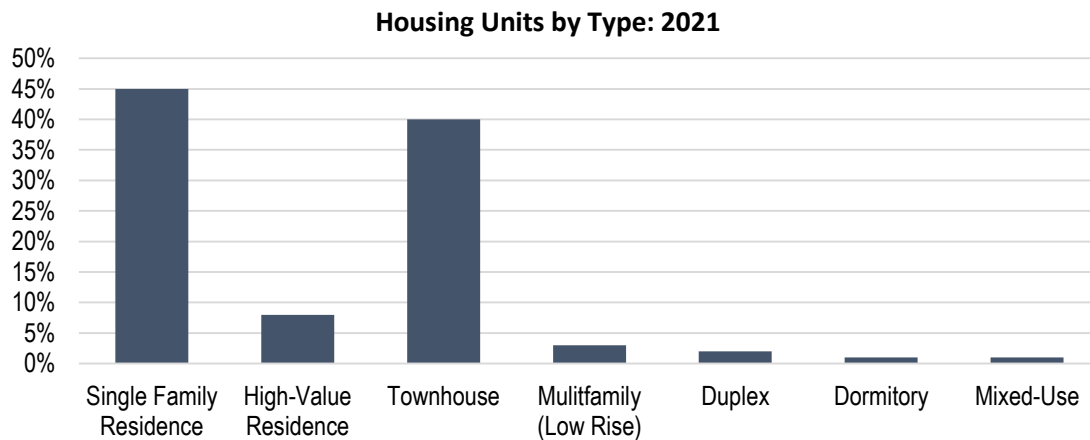
## Types of Units

Single-family units and townhouses account for over 90% of units in Washoe Tahoe.

- 45% of units are classified by the Washoe County Assessor as single-family residences.
- Another 8% are classified as high-value residence, which are likely also single-family.
- 40% of units are classified as townhouses, which includes condominiums.

Stable rentals for local employees are lacking in Washoe Tahoe.

- Apartments comprise only 103 rentals in Washoe Tahoe in two different properties: one with 28 units and the other with 75 units. Another 153 units are in 2-, 4- and 6-plex buildings.
- Apartments, unlike owner-rented single-family homes, townhomes, and condos, are not subject to being sold out from under the renter or the owner moving in and, in communities where apartments are defined as having to be rented for a minimum of 30-days or more, cannot legally be converted to short-term rental use.



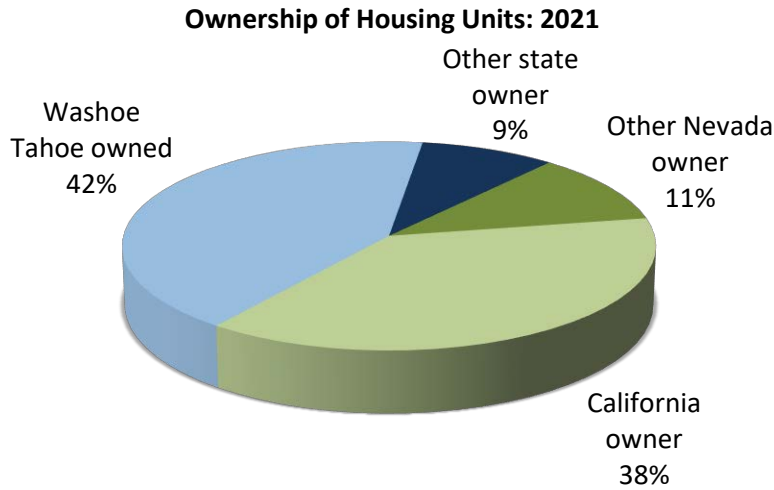
Source: Washoe County Assessor records, Consultant team

## Local and Out-of-Area Ownership

While about 49% of units in Washoe Tahoe are occupied by year-round residents, only about 42% are owned by Washoe Tahoe residents.<sup>16</sup> The difference is made up of units owned by out-of-area owners, but occupied by long-term renters.

- The majority of out-of-area owners are from California.
- 11% of owners are from elsewhere in Nevada.
- Only about 9% of owners are from another state.

<sup>16</sup> Estimated from owner mailing addresses in County Assessor records.



Source: Washoe County Assessor records, Consultant team

### Age of Units

A very high 62% of units in Washoe Tahoe are over 40 years old. Two of every five units (40%) were built between 1970 and 1979. This development surge helped prompt the adoption of TRPA’s growth control system in the 1987 TRPA Regional Plan. The 1987 Regional Plan incorporated a development rights system for the Tahoe Basin to cap the total amount of development potential and ensure the pace of development aligns with environmental capacity.

Reflective of the growth limits is the fact that very little development has occurred since 1990 – only 21% of current units.

**Age of Units: 2021**

Washoe Tahoe	
Since 2010	2%
2000-2009	4%
1990-1999	15%
1980-1989	17%
1970-1979	40%
Prior to 1970	22%
<b>Estimated Units</b>	<b>7,960</b>

Source: Washoe County Assessor records, Consultant team

## Income-Restricted Local Resident Housing

Because the jobs in high-amenity, resort-oriented communities, such as Washoe Tahoe, are dominated by lower-wage tourism and resident service positions, households earning their living locally cannot compete for homes with out-of-area buyers or renters that have much higher incomes. The trend of homes intended for resident-occupancy converting to short-term rental and vacation uses creates even more competition for local employees. These are obvious trends in Washoe Tahoe, as well as other high-amenity, resort communities throughout the country.

To ensure a diverse and vibrant community and stable workforce to support the local economy and resident and visitor demand for services, most high-amenity, resort communities have an inventory of housing that is removed from the speculative home buyer and renter market through a combination of income, local resident occupancy, and price appreciation limits. The purpose is to ensure that a portion of housing remains affordable over the long term for households that make their living in the area. This, in essence, creates a secondary market in housing – one that is reserved for residents earning their living locally and removed from competition with out-of-area buyers and renters.

### Rentals

The most common income-restricted rental product are low-income housing tax credit (LIHTC) developments.<sup>17</sup>

No LIHTC rentals exist in Washoe Tahoe, which is unique among many communities around Lake Tahoe, as well as other high-cost mountain communities throughout the west. For reference, existing LIHTC rental properties in the Tahoe basin are listed below, and a large one (248 units) is in the approval process in South Lake Tahoe.<sup>18</sup>

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<sup>17</sup> The Low-Income Housing Tax Credit (LIHTC) is the most common resources used to subsidize the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants (<80% AMI) in the United States. These projects utilize an indirect federal subsidy awarded through a state agency (Nevada Housing Division in the state of Nevada) through a competitive process. The projects have strict eligibility requirements.

<sup>18</sup> See also the Opportunities section – Community Housing Program information for other high-amenity mountain communities.

**LIHTC Rental Developments in Other Tahoe Area Communities**  
(None are located in Washoe Tahoe)

	Location	Year Built	Total Units	Affordable units	Income Level
<b>The Aspens</b>	South Lake Tahoe, CA	2013	48	48	30%; 40%; 50%; 6 for mental health
<b>Aspen Grove</b>	Stateline, NV	2015 (year restricted)	39	39	<80%
<b>Bijou Woods</b>	South Lake Tahoe, CA	2001	92	69	50%; 60%
<b>Evergreen Apartments</b>	South Lake Tahoe, CA	2006	26	26	50%; 80%
<b>Lake Vista I</b>	Stateline, NV	2001	24	24	50%, 60%, 80%
<b>Lake Vista II</b>	Stateline, NV	2001	40	40	60%
<b>Meadowbrook</b>	Stateline, NV	2001	30	30	60%
<b>Sugar Pine Village</b>	South Lake Tahoe, CA	Pending	248	248	<80%
<b>Sierra Gardens</b>	South Lake Tahoe, CA	1974/ 2007 rehab	76	76	50%; 60%
<b>Tahoe Pines Apts</b>	South Lake Tahoe, CA	1994	28	27	50%; 60%
<b>Tahoe Valley Townhomes</b>	South Lake Tahoe, CA	1999	70	70	50%, 60%
<b>Truckee Pines</b>	Truckee, CA	1996	104	104	<60%
<b>Truckee Donner Senior Citizens Community</b>	Truckee, CA	1999	60	59	<60%
<b>Truckee Riverview Homes</b>	Truckee, CA	2000	39	38	<60%
<b>Sierra Village Apt Homes</b>	Truckee, CA	2001	72	56	<60%
<b>Hennes Flats</b>	Truckee, CA	2007	92	92	<60%
<b>Frishman Hollow</b>	Truckee, CA	2008	32	31	<60%
<b>Frishman Hollow II</b>	Truckee, CA	Under construction	68	68	<60%
<b>Artist Lofts</b>	Truckee, CA	2021	77	77	<60%
<b>Kings Beach Housing</b>	Kings Beach, CA	2011	77	75	<60%
<b>TOTAL</b>	-	-	1,394	1,349	-

Source: City of South Lake Tahoe 2014 – 2022 Housing Element Update (May 2014); Douglas County; Dept. of Housing and Urban Development (HUD) LIHTC user database



### *TRPA Deed Restricted Units*

A total of 56 condominiums in Washoe Tahoe carry a deed restriction from the TRPA. The deed restriction limits the purchase or rental of the unit to a household that earns no more than the income-level restriction – 80% AMI for an affordable-income restriction and 120% AMI for a moderate-income restriction. The moderate-income deed restriction requires the home to be used as a permanent residence by an owner or renter earning no more than 120% AMI. The restriction does not place any limitations on the assets of buyers, ownership of multiple properties, or local employment requirements.

If the purpose of the TRPA deed restriction is to ensure a supply of housing remains available and affordable to local resident households over the long term, the recorded restrictions and monitoring program do not appear to be achieving that purpose.

- Before 2018, the TRPA did not track resales for conformance with the deed restriction. Title companies must disclose that the restriction exists, but are not responsible for enforcing the deed restriction nor for ensuring compliance. Beginning in January 2019, language was added to deed restrictions requiring that the deed restriction be disclosed with the sale of the property, submission of a disclosure form to TRPA within 30-days after the sale, and submission of an annual compliance report.<sup>19</sup>
- About 6% of homes have sold for prices that exceed the affordability for specified incomes. Five homes sold since January of this year, all exceeding prices that would normally be affordable to a household earning 120% AMI or less.<sup>20</sup> Without consistent tracking, it is unknown whether the homes are being rented to a qualified household or if rents charged meet affordability requirements.
- Only 55% of deed restricted homes are owned by households with a local Washoe Tahoe mailing address. Most out of area owners are from non-Tahoe areas of California or Nevada. A handful live in other states.
- Many homes sell to cash buyers, even if the household meets the income requirement. Many of these households have substantial assets and could purchase higher priced homes.

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<sup>19</sup> See [https://www.trpa.gov/wp-content/uploads/TRPA-RBU-Real-Estate-Disclosure-Form\\_FINAL.pdf](https://www.trpa.gov/wp-content/uploads/TRPA-RBU-Real-Estate-Disclosure-Form_FINAL.pdf), for more information.

<sup>20</sup> Affordability calculations assume the household size does not exceed 2-persons per bedroom and the mortgage payment does not exceed 30% of household income. Loan terms assume a 30-year mortgage at 4.5% interest with 5% down and 20% of the monthly payment covering taxes, insurance and HOA fees.

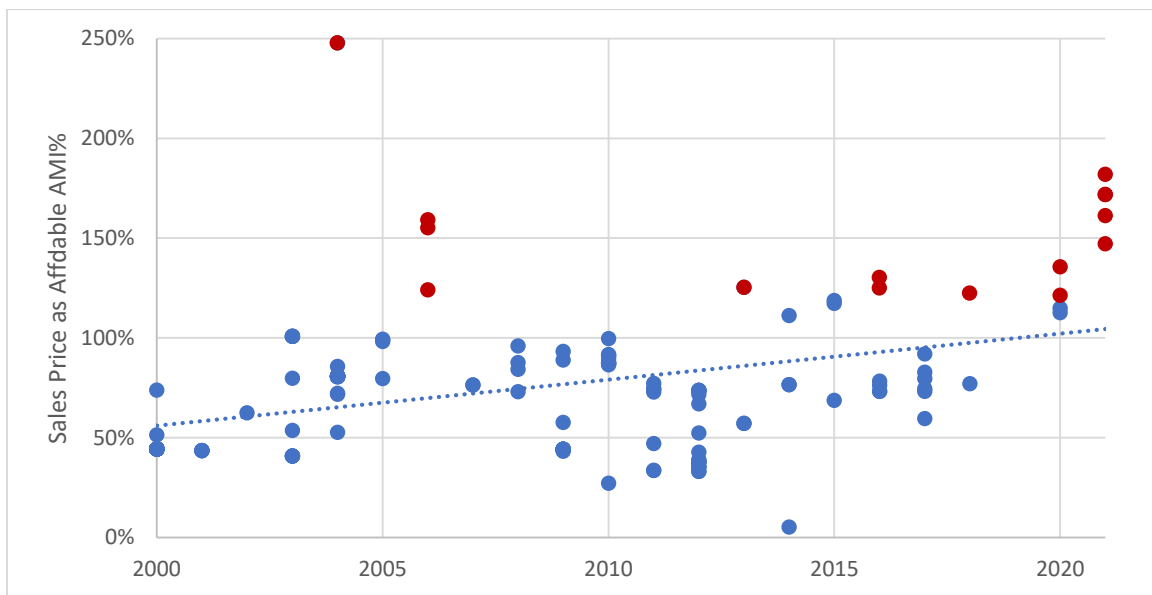
### Washoe Tahoe Deed Restricted Ownership Inventory

Type of Restriction	# of Units	% Owned by Washoe Tahoe Resident
<b>Affordable (80%) / Moderate (120%)</b>	8	75%
<b>Moderate (120% AMI)</b>	48	52%
<b>Total</b>	56	55%

Source: TRPA, Washoe County Assessor Ownership Records

The chart below shows all sales of deed restricted units since 2000. The sales at prices that are unaffordable to a household making 120% AMI or less are red. The most recent sales are all at or above the price that would be affordable to a moderate-income household. The line represents the 20-year trend of rising sales prices of deed restricted product.

### Sales Price of Deed Restricted Units 2000-2021



Source: Washoe County Assessor Ownership Records, Consultant team

## Employer Assisted Housing

Only 5% of survey respondents indicated that their employer provides them with some housing assistance. This includes:

- Housing provided by the employer (3%)
- Rent subsidy (1%)
- Down payment assistance to buy a home (1%)

Interviews with employers indicated that many provide housing options for employees, as summarized in the table below. Some have been providing housing options for a few years, and others started recently. All have been offering housing out of necessity to fill jobs and retain employees:

- The Biltmore housed Vail employees for the first time during winter 2020/21. This was a beneficial partnership – it helped the Biltmore during low occupancy periods in 2020 and three seasonal Vail employees took jobs with the Biltmore for the summer.
- The Biltmore has found the housing to be invaluable in recruiting employees and in keeping them on longer. They had trouble filling 10 positions this May, then advertised that they could offer housing and hired 6 people in one day. They pay lower wages than some employers, but offering housing gave them a competitive edge.
- Sierra Nevada University has programs in place to provide housing for student interns needed at local businesses – a beneficial partnership. They have recently provided temporary accommodations for new SNU hires to give them time to locate more permanent housing. The University is restricted by zoning to utilize dorms only for educational purposes, meaning that interns must be enrolled in classes to reside on campus.

*We offered housing and filled 6 positions the next day. One new hire was “sick of sleeping in their car.”*  
2021 Employer interviews

Other employers noted an interest in helping to provide housing and some have been considering opportunities (e.g., renovating underutilized space for housing). Shared employer discussions and education on available options can help expand employee housing opportunities and benefit businesses and employees alike.

## Employer-Provided Housing: Washoe Tahoe, 2021

	Type of units	Description	Use
<b>Biltmore Casino</b>	Onsite housing	36 rooms, no kitchen, single occupancy	Vail employees, winter 2020/21; Biltmore summer employees
	Crystal Bay Hotel	18 units, 1 or two people per room, no kitchen	Biltmore employees
<b>Hyatt Regency</b>	Apartments	Leasing 2 units, studio and one bedroom, short term units	Hyatt employees
	Apartments	Lease 2 bunkhouse style units, 9 rooms per unit, 40 employee capacity	Summer 2021 employees, J-1s
<b>IVGID</b>	Apartments	2 units, one 1-bedroom, one 2-bedroom, kitchens	Public works employees, on-call use
<b>Sierra Nevada University</b>	88 dorm rooms	(summer) Local business student interns (e.g., Hyatt, Ridgeline), SNU students; (school year) SNU students, visiting faculty; occasional short-term use for new staff	
	Single family home	one home, also used for university functions	SNU president
<b>Fire District</b>	Fire station	Fire station	Employees on shift

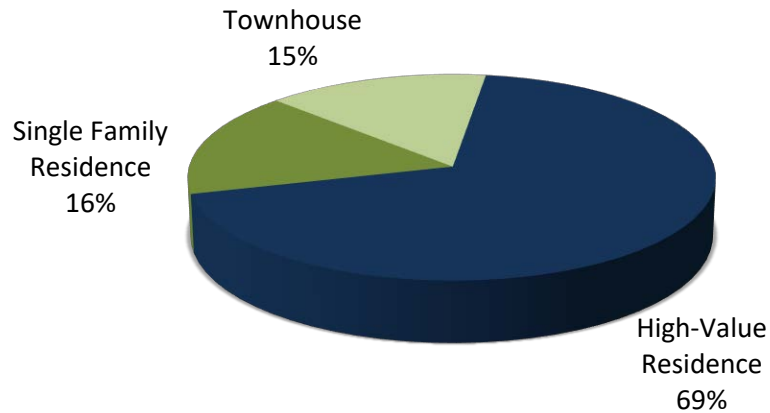
Source: Employer interviews, consultant team

## Recent and Pending Development

About 140 homes have been built since 2010, an average of 14 units per year.

- 69% of homes built are classified by the Washoe County Assessor as High-Value Residences. High-Value Residences average about 5,000 square feet in size with 4 beds, and 4.5 baths.
- Another 16% were single family residences and the final 15% were townhouses.
- 76% of homes constructed since 2010 are valued over \$1,000,000 by the Washoe County Assessor. Another 19% are valued between \$700,000 and \$1,000,000. Only 4 (3 townhouses and 1 single-family) are valued under \$500,000 and none under \$400,000. In other words, the homes being constructed are not priced to be affordable for the majority of local residents.

### Type of Home Built: 2011 to 2020



Source: Washoe County Assessor, consultant team

Very little development is in the pipeline in Washoe County.

- Crystal Bay Casino recently started to renovate an underutilized commercial building they own to become employee housing. No other known developments targeted for local resident households are in the pipeline.
- An application for a potential grocery store redevelopment on Tahoe Boulevard was submitted in April 2021, but is currently incomplete.
- Boulder Bay is interested in incorporating below-market homes for local residents and employees as part of the redevelopment of the property. The TRPA requires a minimum of 10 bedrooms be affordable for the workforce, but more is being considered.

There is hope that more development will occur given the Area Plan is fully adopted and the Washoe County and TRPA codes are more aligned.

## Section 4 – Housing Market

This section evaluates how much home sale and rental prices have changed in recent years. It provides an overview of:

- Recent sales and rental activity and the current availability of homes,
- The affordability of homes to local residents and employees, and
- Real estate agent and property manager observations of who is buying, who is renting, and local resident challenges.

### Home Ownership Market

#### Price Trends

It is no secret that home prices skyrocketed and available for-sale supply plummeted over the past year. From January 2020 to January 2021 in Washoe Tahoe, the average price per square foot increased 108.8%, median sale prices increased 78.8%, and total sales volume and quantity of sales have skyrocketed.<sup>21</sup>

While recent home sale changes have more than pulled housing out of the reach of almost anyone making their living in Washoe Tahoe, this is not new. Local residents and employees were struggling at least as far back as 2009.<sup>22</sup> The Great Recession around that time helped a handful of local employees buy homes, but prices again began rising by 2012.

The rise in home sale prices between 2015 and 2020 grew by about 10% per year on average. Prices into 2021 have continued to rise. Two-thirds of homes for sale in June 2021 were priced above \$1 million.

*"[W]e both work remotely year round for companies based outside of the area. we could never afford to work / live here!"*

2021 Survey comment

- Only two homes were for sale for under \$500,000, which is the price below which the majority of local employees can afford. Homes at this price are overwhelmingly older condominiums that need repairs and upgrades, and can include significant HOA fees that increase the monthly cost of housing.
- Real estate agents indicated that local employees rarely seek homes priced above \$1 million – in Washoe Tahoe these are considered “starter homes.” Homes under \$1 million are sold really fast (most within 10 days). Most have multiple bids, and cash buyers are common.

<sup>21</sup> Source: “Incline Village Q4 market Report January to December 2020,” available at: [www.remaxgold.com](http://www.remaxgold.com) (last visited August 8, 2021).

<sup>22</sup> See 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay.

Home Sales and Listings: Washoe Tahoe – 2015, 2020, and June 2021

	June 14, 2021 listings		2020 sales		2015 sales	
	Single family	Attached	Single family	Attached	Single family	Attached
<500K	0	2	2	71	23	131
500-999,999	4	13	95	130	89	31
1M - 4,999,999	24	4	242	50	80	12
5M - 9,999,999	6	0	26	1	2	0
10+	2	0	9	0	2	0
<b>TOTAL</b>	<b>36</b>	<b>19</b>	<b>374</b>	<b>252</b>	<b>196</b>	<b>174</b>
<b>Median price</b>	\$2,972,500	\$720,000	\$1,450,000	\$646,250	\$920,000	\$409,000
<b>Average price</b>	\$4,105,403	\$1,094,021	\$2,400,584	\$861,055	\$1,289,235	\$476,955
<b>Average price per sq. ft.</b>	\$1,215	\$713	\$679	\$530	\$428	\$315

Source: Incline Village REALTORS® Multiple Listing Service

*Availability*

Although this past year was a boom year for sales, the inventory remains at historically low levels and demand remains sky high. The number of homes listed in June 2021 shows an average supply of only 1.1-months. This varies from less than one-month supply under \$500,000 up to 2.7-months for homes priced over \$5 million.

For sale inventory is at record lows. There is less than one-month supply for homes priced under \$1 million.

A general rule of thumb is that when the number of homes available for sale is below a 6-month supply, it is a seller’s market – meaning that there are more buyers than homes available to purchase, resulting in rising prices.

*Affordability for Residents*

Home prices are too high for most workforce households:

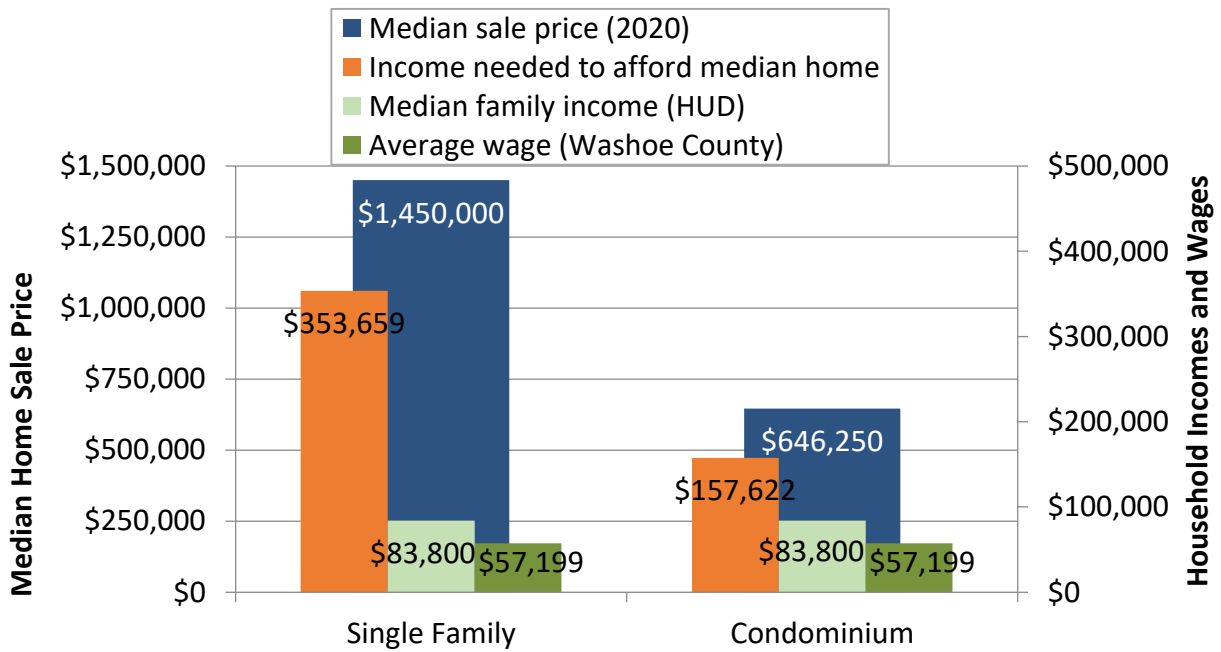
- Wages increased on average 4.4% per year since 2015.<sup>23</sup> Home prices grew by more than double that rate, averaging 10% growth per year. Prices have become more unaffordable.
- The income needed to afford the median sale price of a condominium in 2020 is equivalent to about \$80 per hour, or nearly three-times the average wage paid in the county. Aside from the high price, local residents may encounter additional challenges when purchasing condominiums:

A monthly \$450 homeowner association fee is equivalent to adding \$70,000 to the purchase price!

<sup>23</sup> See Section 2 – Jobs, Seasonality, and Commuting

- Survey respondents that pay homeowner association dues pay an average about \$450 per month in Washoe Tahoe. Monthly HOA fees may be factored into loan requirements for local residents. A payment at this level is equivalent to adding \$70,000 to the purchase price.
- Special assessments have become more common as condominium complexes have aged. Assessed fees of \$20,000 to \$50,000 per unit is not uncommon.
- Many complexes are less than 50% owner-occupied and do not meet FHA requirements. Acquiring loans on non-FHA approved properties can be a challenge for local employees wanting to purchase because of strict 20% down payment requirements.
- Single family homes are impossibly out of reach for the vast majority of local employees.

**Income Needed to Afford Median Home Compared to Incomes and Wages:  
Washoe Tahoe**



Source: Incline Village REALTORS® Multiple Listing Service; Dept. of Housing and Urban Development; QCEW; consultant team



### *Who is Selling and Buying in This Market?*

COVID accelerated an already occurring trend of work-from-homers. Since 2011, the percentage of employed Washoe Tahoe residents working from home has been increasing and the percentage of Washoe Tahoe residents employed locally has been decreasing.<sup>24</sup> Real estate professionals in Washoe Tahoe indicated:

#### Buyers

- Before COVID, about 65% of buyers were out-of-area buyers purchasing second homes. Since COVID, real estate professionals estimate that about 15% of buyers were purchasing second homes. About half were out-of-area buyers wanting to move into the home and the other 35% were investors purchasing homes, many of whom have since resold homes at higher prices. The majority of buyers have been from California.
- Buyers were also younger than prior to COVID. Many with families and that are independently wealthy or that can work remotely. This was reflected in school enrollments and the private Lake Tahoe School waitlist, camp enrollment, and other community indicators (*see Demographic section*).
- When asked about local employee preferences, real estate agents indicated that they are far and few between in the year before COVID, much less during this past year. One agent had a client that had been searching for at least six months, but was outbid for homes, and a second that has been searching for 9 months, has been outbid several times, but will now be able to offer cash on a home priced under \$1 million if another opportunity arises.

#### Sellers

- Owners selling homes were a mix of about 65% second homeowners and 35% current residents. This dynamic has created a generational shift with older “Baby Boomer” second homeowners and locals selling to younger “Gen X” buyers.
- When residents sell their homes, they have been leaving the area – they cannot find or afford to purchase a different home locally. Many trying to relocate to Reno or Carson City have encountered similar housing markets, however, with very short supply and high demand. Some new developments in Reno have 85-person waitlists.

*“Buy[ing] our house was a huge challenge even in the north valleys of Reno.”*  
2021 Survey comment

<sup>24</sup> 5-year ACS data from 2011 to 2019 shows that the percentage of employed Washoe Tahoe residents working from home increased from 13% to 18%; the percentage working in Washoe Tahoe dropped from 70% to 60%.

## Rental Market

### *Rent Trends and Employee Affordability*

Rents have increased close to 50% over the past five years, averaging between 8% to 10% per year. One bedroom units that were \$800 in 2016 are now \$1,300. While many owners keep rent increases to no more than 1% to 3% for renewing tenants, others do not. Increases of \$500 per year or more has displaced many renters.

Rents have been rising 8% to 10% per year for the past five years – two times faster than local wages.

Property managers stated that rents by bedroom size vary widely, depending upon the age, condition, and location of rentals. Newer remodeled homes with lake views can demand premium prices, whereas condominiums built 40 years ago with little or no improvements are priced on the low end.

The below table illustrates the typical rent ranges in Washoe Tahoe compared to the average price of available rentals advertised between April and June 2021. As shown:

- Advertised rentals generally fall on the high side of the ranges given. This is largely because most managed rentals are filled by word of mouth and are never advertised. The units listed, therefore, tend to be higher priced homes that local employees cannot afford.
- Households need to earn 127% of the area median income or more to afford average advertised rents. This starts at \$85,000 to afford a one-bedroom rental.
- Property managers noted that most of the higher priced rentals are filled by non-local workers: second home renters or work from home tenants employed in higher paying jobs outside of Washoe Tahoe. The competition and resulting rent increases have been devastating to local workers seeking rental options.

### Rent Prices by Bedroom Size: Washoe Tahoe, 2021

	1-bedroom	2-bedroom	3-bedroom
<b>Property manager interviews</b>	\$1,300-\$2,400	\$1,600-\$3,000	\$2,000 - \$10,000
<b>April/May/June 2021 average listed rent</b>	\$2,120	\$2,925	\$4,570
<b>AMI affordability*</b>	127%	156%	203%
<b>Income needed to afford rent</b>	\$84,800	\$117,000	\$182,800
<b>Number of average wages needed to afford rent</b>	1.5	2.1	3.2

Source: Property manager interviews, online rental listings (local property managers, Craigslist, landing locals, realty sites), consultant team

\*Calculation assumes 2-persons in a 1-bedroom and 1.5-persons per bedroom in the 2- and 3-bedroom units.

Survey respondents were asked how much they pay for rent. As shown below:

- Rents paid by employees living in Washoe Tahoe fall on the lower end of rent ranges presented in the above table. In other words, they occupy older units and/or have been in their units for several years and their rents have not increased to full market rate, as discussed above.
- Employees that commute in for work pay less for rent than employees that live in Washoe Tahoe. When the average commute cost of \$520 per month<sup>25</sup> is added to rent, however, this difference is eroded. Commuters end up paying more on average for rent plus commute costs than employees living in Washoe Tahoe pay for rent.

*“Employees that cannot live in Washoe Tahoe essentially take a pay cut because of the cost of commuting.”*

Employer interviews

### Rents Paid by Bedroom Size: Washoe Tahoe Employees, 2021

	Studio	1-bd	2-b	3-bd	4+-bd	OverallAverage
Live/Work in Washoe Tahoe	\$1,330	\$1,750	\$1,900	\$2,280	\$3,110	\$2,035
Commute in for work	-	\$1,450	\$1,590	\$2,200	-	\$1,790

Source: 2021 Employee survey

*“My husband and I are two local teachers in Incline. He has lived here for 26 years; I have been here for 5. [We] are being forced to move to Reno and commute up to Incline to teach. The housing situation is so frustrating--not only are there no available rentals, but the prices are SO HIGH we cannot afford to live here. We could have stayed in our current rental, but the new owner raised our rent over \$1000 a month to \$4000 (a paycheck!!!).*

2021 Survey comment

## Availability

As a general rule, double-digit vacancy rates are very high, rates at or below 3% are very low, and a vacancy rate of around 6% that is trending downward typically indicates to developers that construction of additional units should begin. These “rules of thumb” vary by market area.

A search for rentals during April, May, and June 2021, turned up 33 rentals in Washoe Tahoe over the 3-month period.<sup>26</sup> This is equivalent to a 1% vacancy rate per month. Property managers noted that:

- Near-zero vacancy rates have been common for at least the past 5 years.

<sup>25</sup> See Section 2 – Jobs, Seasonality, and Commuting

<sup>26</sup> The consultant team searched online rental listings during April, May, and June 2021, including local property managers, Craigslist, landing locals, realty sites.

- Units are filled within two weeks, most by word of mouth, and for every rental, there are 10 to 20 tenants in line.
- One recent shift is that tenants with rentals are staying put. One manager had 25% turnover in units in the years prior to COVID; this past year, only 2% turned over.

Adding to low vacancies is also a loss of long term rentals this past year.<sup>27</sup> Many owners that long term rent purchased their homes with the intent to eventually move in. COVID accelerated this trend.

- One property manager reported that they typically lose 2 or 3 rentals per year due to owners selling or moving in. This past year, they lost 30 units, mostly because the owner moved in.
- A second, boutique manager lost 50% of their long term rental inventory (10 of 20 units) last year, mostly due to owners selling their homes.
- A real estate agent has four homes for sale, all of which are currently long term rented.

When vacancy rates are this low, the rental market is near capacity and cannot absorb new residents or employees moving to the area. This results in several issues:

- Renters have difficulty moving from one unit to another as their circumstances change;
- Renters fear reporting needed repairs to landlords due to concerns of retaliation through rent increases or potential eviction;
- New employees struggle to find housing when hired by local businesses;
- Rents increase at rates much faster than incomes; and
- Landlords have little incentive to make repairs and capital investments.

*“Don't want to ask for too much out of fear of raising rent and/or having to find another place.”*

*“If we ask the landlords to fix and/or improve things they will charge us for it or continue to raise our rent. We have water damage and have reported it and I'm sure we are now living with mold. There is an electrical issue with our lights that we have reported and has not been addressed. The deck is about to give out and needs to be replaced, but we know that our rent will skyrocket if it is.*

*We invest a lot of our own time and money into things that we can fix, like a leaking faucet, because we do not want the landlords to use it against us.”*

2021 Survey comments

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<sup>27</sup> See also Section 5 – Housing Problems and Program Preferences

## Section 5 – Housing Problems and Program Preferences

This section presents information collected through the 2021 Employee Survey regarding housing problems and perceptions of the local workforce and the level of interest in various housing programs.

This information will be useful as Washoe Tahoe works to devise housing programs and product that will better meet resident and employee housing needs in the community.

### Housing Problems

Survey respondents were asked, *“How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?”*

Based on responses, the housing problem is significantly impacting all employees – owners, renters, and at all income levels. Almost all employees (94%) stated that housing is either the most critical (61%) or more serious (33%) problem in the area.

94% of employees responding to the survey feel housing is the most critical or serious problem in the Washoe Tahoe area.

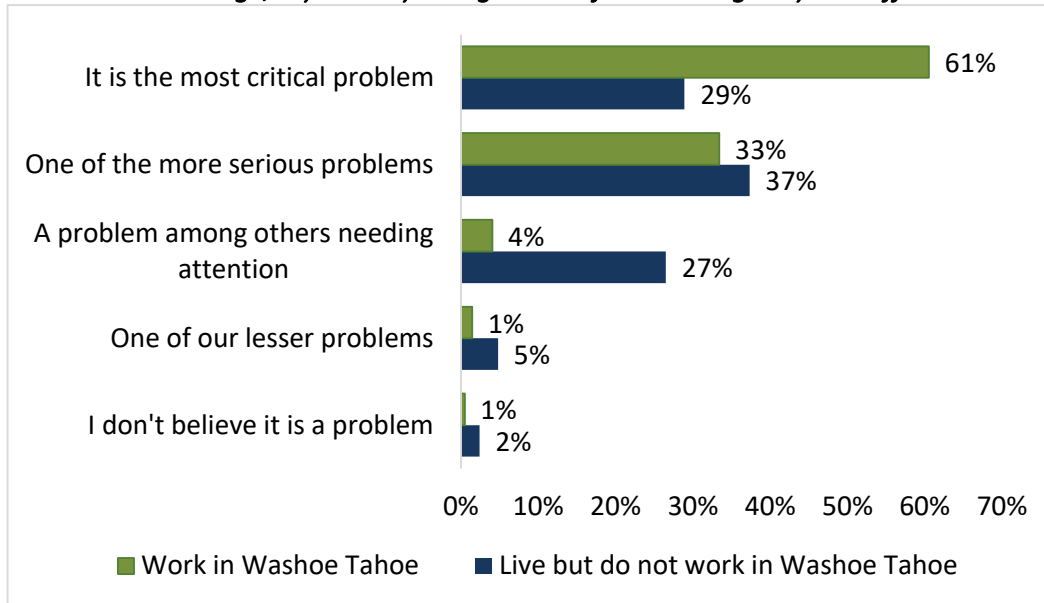
*“Something needs to be done! You don't have a community when your workers are not living here.”*

*“We will get to a point that we will not be able to staff businesses in the Lake Tahoe basin if the housing crisis is not addressed.”*

2021 Survey comments

Responses indicate, however, that there is less urgency felt by residents who are not part of the local workforce. While 66% recognize that it is a critical or serious issue, this is much lower than the impacted employees. To make substantial headway on this issue, education is needed to illustrate the extent to which this issue affects employees, residents, visitors, and businesses alike.

*“How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?”*



Source: 2021 Employee Survey

*Housing Cost Burden*

Households are considered to be cost burdened if their housing payment (rent or mortgage plus utilities, taxes, and insurance) exceeds 30% of their gross income. Households paying over 50% are extremely cost burdened. Cost burdened households often have insufficient income for other life necessities including food, clothing, transportation and health care.

About 40% of households with employees in Washoe Tahoe are cost-burdened. This includes 30% of owners and 50% of renters.

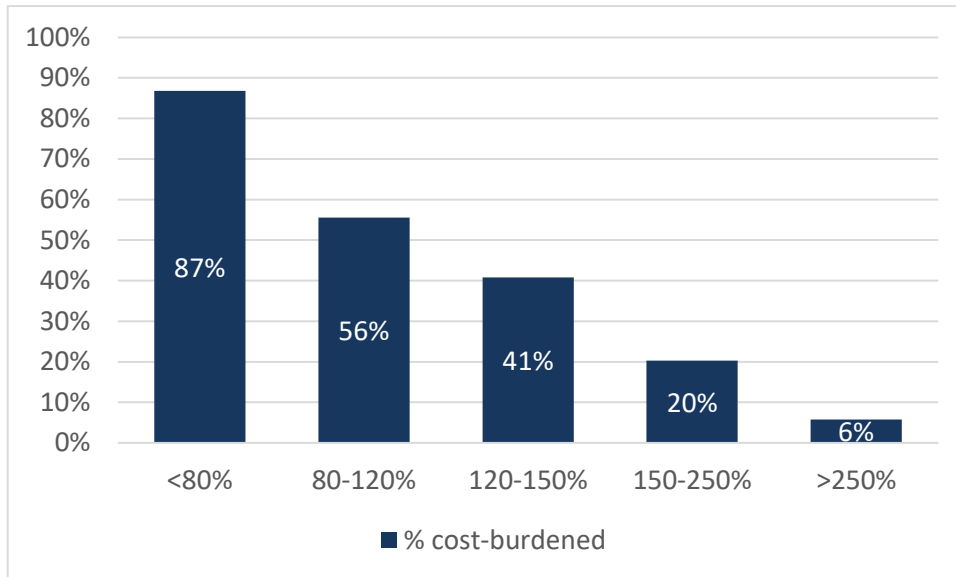
Cost-burden varies by income level:

- About 87% of employee households earning under 80% AMI (about \$75,000 per year or \$37.50/hour) are cost-burdened. A very high 51% pay over 50% of their income for housing.
- About 50% of households earning between 80% AMI up to 150% AMI are cost-burdened (e.g., between about \$75,000 and \$100,000). About 60% of these households rent. Households in this income range are typically desiring to purchase a home. Rent burdened households struggle to cover living expenses, much less save for down payments.
- Cost-burden does not significantly decline until households are earning over 150% AMI (over \$110,000). The majority of the local workforce earns below this level.

*“The hourly wage offered by local businesses doesn't come close to being enough to afford rent let alone save to purchase a place of your own. It is also not affordable to rent off the hill and commute up to Incline.”*

2021 Survey comment

### Cost Burdened Households: 2021 Households with Employees in Washoe Tahoe



Source: 2021 Employee Survey

#### Displacement of Long-Term Renters

The long term rental inventory in Washoe Tahoe is very unstable. Only 75 units (less than 7% of rentals) are in apartments – the rest are owner-leased homes that are subject to sale, owner move-in, or conversion to short-term vacation rentals.

*“Landlord is selling house soon, going to be living out of car.”*

*“The situation here is beyond a crisis. I resided in 16 different places in 5 years. I have finally found a decent place and a nice landlord. The lack of housing caused ongoing extreme stress in my life for 6 years.”*

2021 Survey comment

The 2021 survey asked Washoe Tahoe employees if they had been forced to move within the past three (3) years. An extremely high 42% (about 570 renter households) have been forced to move and many more than once:

- 26% had to move because the home was sold by the owner;
- 13% had to move because the unit was directly converted to a short-term rental; and
- 14% had to move because the owner moved in.

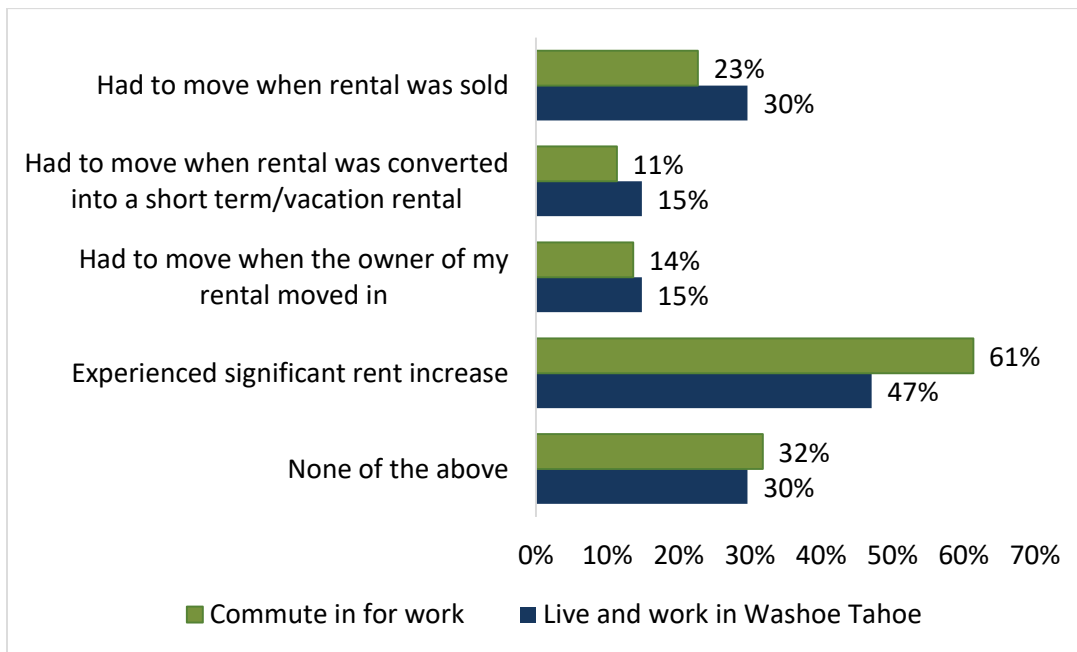
At least 570 renter households (over 40%) lost their homes to owners selling, moving in, or converting them to short-term rentals.  
**This is a HUGE problem!**

Comparing renters that work and live in Washoe Tahoe to renters that commute in for work shows that:

- Only one-third of renters were not forced to move or did not have a significant rise in rent over the past three years. The majority of renters have unstable housing conditions.
- Commuters were only slightly less impacted by their rentals being sold or converting directly to short term rentals than renters that live and work in Washoe County; although the impacts from each were still significant.
- Commuters were more likely than renters living in Washoe Tahoe to report that their rent increased significantly in recent years.

Of homes sold by the owner, most are purchased by out-of-area buyers. Before COVID, these were mostly second homeowners, who then often short-term rented or otherwise took them off the rental market. This past year, the share of out-of-area buyers moving into the homes increased (*see Housing Market section*). The resulting impact is the same – loss of units for residents to rent long-term.

*“Have you experienced any of the following issues within the past 3 years?”*  
**Employees in Washoe Tahoe that Rent**



Source: 2021 Employee Survey  
 Responses add to over 100% because respondents could select more than one option



### Short-Term Rental Impacts

The short-term rental market affects the demand for community housing both from the supply side, by removing long-term rentals and homes previously owned by local residents from the market, and the demand side, through increased job growth to provide services to the short-term visitors and the rental properties. With the explosive growth over the past 6 years in short-term vacation home rentals available through websites such as VRBO, Airbnb and other online hosting sites, these concerns are in the forefront, not only in Washoe Tahoe, but also among most high-cost resort communities throughout the mountain west.

Complete data on the change in use of units in Washoe Tahoe over time is not available. Without a full census of the use of units over time – including units that are owner-occupied, short-term rented, long-term rented, seasonally used, etc. – and the ability to track changes over time, the full trends and precise impacts cannot be measured.<sup>28</sup>

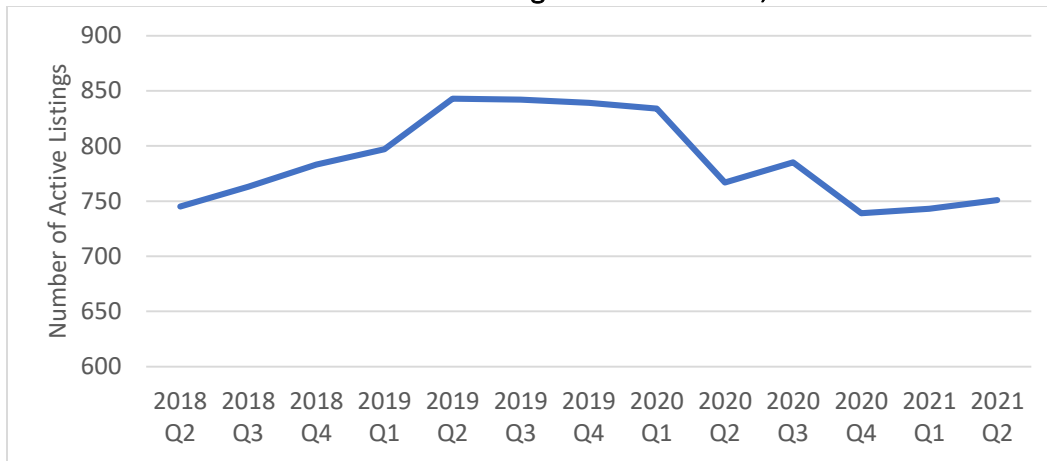
Short-term rental conversion is not the only impact on renters in Washoe Tahoe, but, based on survey responses, direct conversion forced 13% of locally employed renters to find other housing in the past three years. When applied to the total number of locally employer renters in Washoe Tahoe, this means that a minimum of 175 locally employed renter households lost their homes to short term rental conversion. Owners selling homes is also a consideration because when homes are re-purchased, many will not be re-rented long-term and some, unknowingly to the renter, may convert to short-term. In other words, this figure is conservative.

A minimum of 175 locally employed renter households lost their homes due to conversion to short term rental over the past three years.

Washoe County estimates that there are about 829 active listings in the unincorporated county, comprising about 10% of housing units in Washoe Tahoe. Analysis of active listings on Airbnb and VRBO indicates the number of short term rentals both rose and fell since mid-2018. Active listings are listings that have been reserved or available at least one day in the past month. The number of active short term rentals advertised grew 13% from mid-2018- to mid-2019. A dip occurred in 2020, in part due to more owners occupying their homes during COVID (see *Demographic section*), and are back at mid-2018 levels.

<sup>28</sup> The Town of Crested Butte, CO, has completed such a census, determining how many units were occupied by long-term renters, occupied by owners, and used as vacation rentals in 2012 and 2015 (most recent census year). The Town discovered that during this three-year period that 3.5% of all homes in the community were converted from long-term local occupancy to short-term rental use

Active Short Term Rental Listings: Washoe Tahoe, 2018 - 2021



Source: Airdna

Several short term rental permitting programs exist around the Lake:

- Washoe County recently enacted permitting requirements for short term rentals and is currently processing applications. As of July 15, 2020, the county had about 300 applications. After August 1, 2021, unpermitted short term rentals (or those without applications processing) cannot operate without being subject to fines for violation.
- Both El Dorado County and Douglas County have permitting systems in place. Each county also enacted caps on the maximum number of permits permitted to help mitigate impacts: 900 units and 600 units, respectively.
- The city of South Lake Tahoe is implementing the voter-approved Measure T, which permits short term rentals in commercial and tourist core zones only, and is phasing out permits in other areas. This community may offer a good test case to understand whether properties that can no longer be short-term rented convert to primarily second home ownership (and infrequent use) or open up more long-term rentals or ownership opportunities for residents.

In an area in which resident-occupied rentals are being lost, the impact that short term rentals have on the supply deserves attention, albeit in balance with the positive and negative impacts on the community.

*“My family was an incline resident for 25 years until we were pushed out by Vrbo’s, staggering increased rent costs, and no available long term rental option. Had to move to Reno. My children go to school up here, my extended family has businesses and home and community up here, and my husband and I work here 7 days a week. We want to live in the town and community we laid roots down in over 25 years ago.”*

2021 Survey comment

### Overcrowding

Overcrowding in the home can cause particular concern, since the home is an individual's place of shelter. Effects on quality of life due to crowding may include lack of sleep, lack of privacy, increased stress, mental health problems, and poor hygiene practices.

Overcrowding does not have a strict definition. Most property managers allow no more than 2-persons per *bedroom* in their units. The Census Bureau defines overcrowded housing units as those with more than 1-person per *room*.

- About 3% of employees (130 total) reported having more than two (2) people per bedroom.
- Overcrowding was more common among workers living in Washoe Tahoe (4%) than commuters (1%).

### Satisfaction With Housing

About 21% of Washoe Tahoe resident employees are dissatisfied with their current residence. This includes 11% that own their home and almost one-third (27%) of renters.

***“Which best describes your satisfaction with your current residence?”***

**Local Employees Living in Washoe Tahoe**

	Owner	Renter	Overall
Very satisfied	63%	31%	45%
Somewhat satisfied	24%	44%	35%
Somewhat dissatisfied	9%	14%	12%
Very dissatisfied	2%	13%	9%

Source: 2021 Employee survey

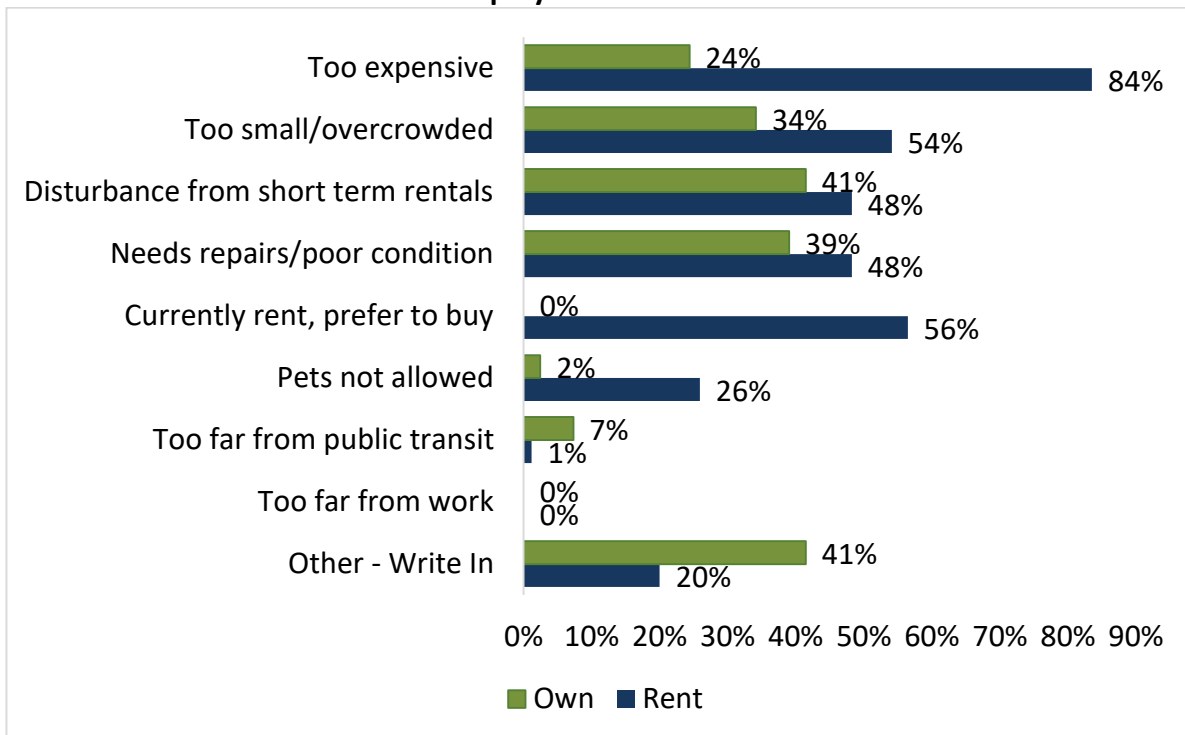
The 55% of employees that responded that they were only somewhat satisfied or somewhat or very dissatisfied with their home were asked for more detail. Significant differences are apparent between resident employee owners and renters:

- Renters overwhelmingly stated “too expensive” (84%), followed by “too small/overcrowded” (54%). About 56% would also “prefer to buy” – equating to about 30% of all renters. Renters faced with these issues often leave the community and their jobs to improve their living conditions when options are not provided locally.
- Both owners and renters are similarly unsatisfied with “disturbance from short term rentals,” affecting 46% of owners and renters combined. This speaks to the extent to which short term rentals have been affecting residents’ quality of life, in addition to the displacement problems mentioned above.

- Although fewer owners selected “too expensive,” “too small” and “needs repairs” than renters, these issues speak to the lack of suitable homes available for owners to move up in housing or make needed repairs to ensure satisfactory living conditions. Just like renters, many owners are “stuck in their homes” and cannot afford necessary changes.
- Although no resident employees selected “too far from work,” about 67% of commuting employees were unsatisfied for this reason – affecting about 34% of commuters in total (see Appendix survey fill-out for commuter data).

**“Why are you not fully satisfied with your current residence?”**

**Local Employees in Washoe Tahoe**



Source: 2021 Employee survey

Other reasons provided by owners included:

- Undesirable location, but it was what we could afford
- Demographic changes in neighborhoods, from a shift in residents and vacation rentals alike
- Old, outdated home

Other reasons provided by renters included:

- Tired of having roommates, but cannot afford not to
- Living with parents
- Having no place to live (in car/couch surfing)
- Worried about being displaced/rental sold
- Bug infestation, noise

*“It’s livable and don’t want to rock the boat with the landlord so we deal with it.”*

*“To be blunt, HOAs suck. ... the people telling you what to do don’t even live here... they don’t want to participate in a healthy community.”*

2021 Employee survey comments

When asked why repairs have not been made, the cost of the repair and landlords not taking responsibility were the primary reasons provided. Regarding other reasons:

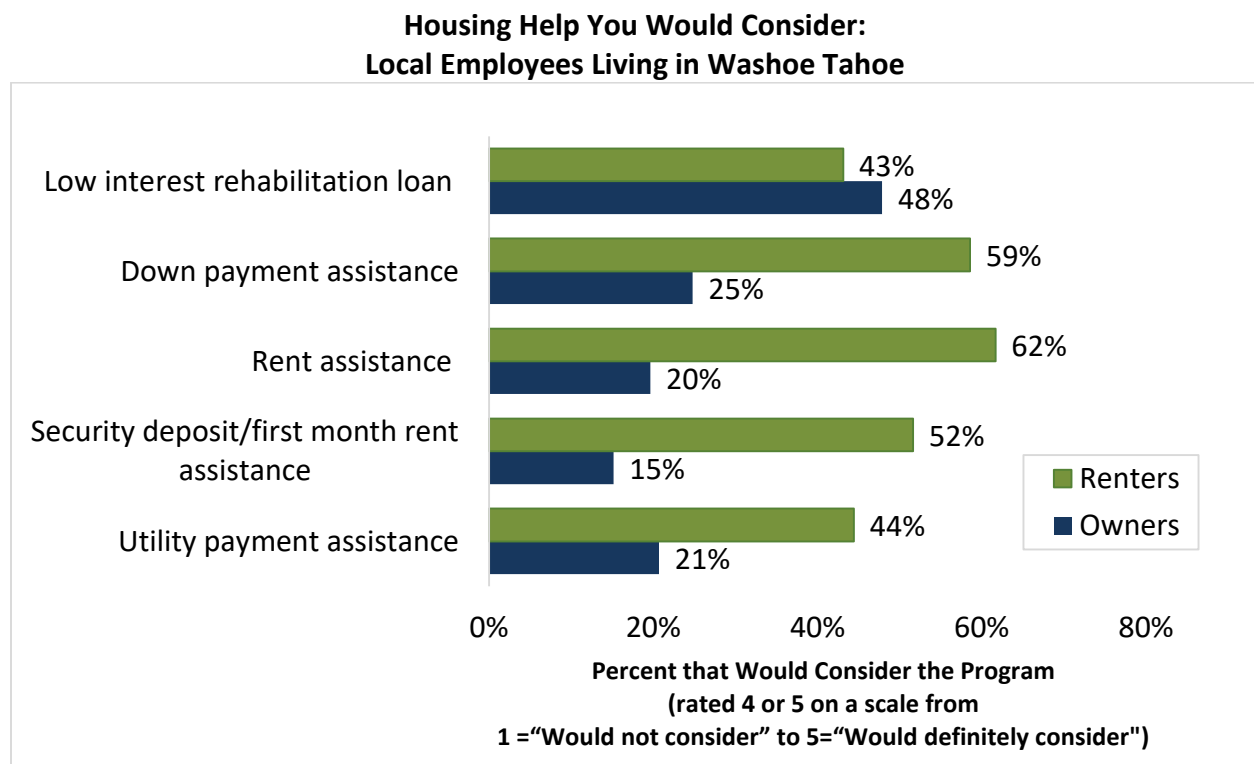
- Owners indicated the difficulty navigating regulations for improvements and HOA barriers.
- The majority of renters stated fear of retaliation or rent increases from the landlord if repairs are requested or made. This is a common problem in extremely tight rental markets where no options are available and residents must, therefore, take (and keep) what they can find.

### Housing Programs

Survey respondents were asked whether they would consider several different types of help with housing, using a scale from 1 =“Would not consider” to 5=“Would definitely consider.”

Responses from employees that live and work in Washoe Tahoe varied by tenure, with renters being more likely than owners to utilize most programs:

- At least 50% or more of renters would consider “rent assistance,” “down payment assistance to buy a home,” and “security deposit/first month rent assistance.”
- Nearly one-half of owners would consider a “low interest rehabilitation loan for home improvements.”



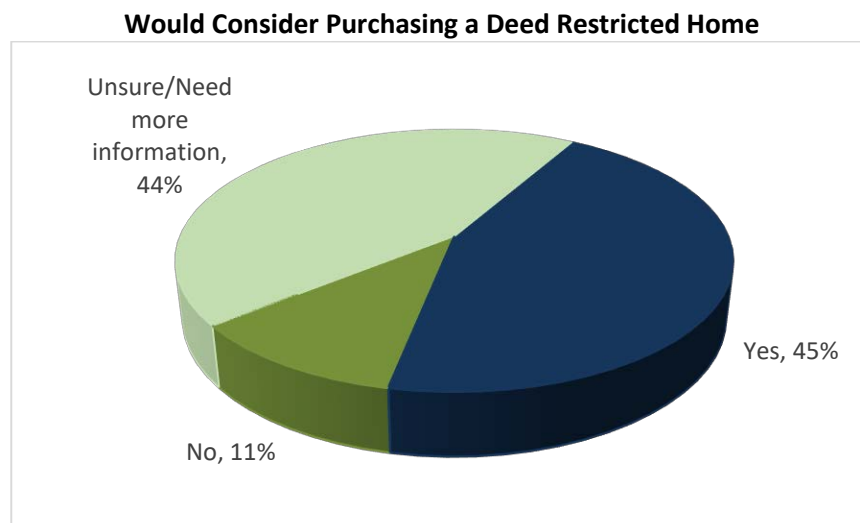
Source: 2021 Employee Survey

*Acceptance of Deed Restrictions*

Deed restricted homes are attractive to households that are not able to afford to purchase market rate homes, but desire to own a home for increased security and financial stability in housing and their community. Deed restrictions come in many forms, but as related to local resident housing, generally serve to remove the deed restricted unit from the speculative buyer market by limiting its purchase to households that meet specified qualifications, while allowing owners to build modest equity. Deed restrictions also protect public subsidy investments that may be made to help produce homes below market prices and affordable for local residents. Many high-cost, mountain communities have successfully implemented deed restriction programs to support local employees and businesses and retain a vibrant community.<sup>29</sup>

Employee households that want to purchase a home were asked if they would consider purchasing a home with a deed restriction to reside in their most preferred community. This was defined to mean a *“home priced below market rate and affordable to your household, but that could appreciate in value typically no more than 3% per year.”*

- About 45% of employees that live and work in Washoe Tahoe stated that they would consider a deed restriction. Another 44% stated they were “unsure/need more information.” Education will be needed.



Source: 2021 Employee Survey

<sup>29</sup> See Section 7 – Opportunities, Housing Investments in Other Communities for more information.

## Section 6 – Housing Gaps

This section of the report estimates the number of housing units needed by employees in Washoe Tahoe to fill current housing needs and to accommodate future needs to support the businesses and the community through 2026. This includes identifying needs by ownership and rental units and by price points affordable for local employee households.

Housing needs are presented in two categories:

- Catch-Up Needs – the number of housing units needed to address current deficiencies in housing based on commuting employees who want to live in Washoe Tahoe (i.e., forced to commute) and employees needed to help fill vacant jobs.
- Keep-Up Needs – the number of units needed to keep-up with future housing demand based on job growth and jobs vacated by retiring employees.

This section estimates housing units needed to support employers, keep up with future job growth, and improve housing options for local residents and employees and is, therefore, a subset of the total demand for housing in Washoe Tahoe. In other words, these figures should not be mistaken as representing the entire housing market for projects – retirees moving in from elsewhere, second homeowner purchases, investment buyers, and other market segments are outside the scope of this analysis.

### Current “Catch-Up” Needs

#### *Commuters*

Providing stable housing options for commuters into Washoe Tahoe that would prefer to live near their jobs has many benefits to both employers and the community, including helping to decrease employee turnover, improve customer service, and increase community vibrancy and year-round occupancy.

About 530 units are needed in Washoe Tahoe to meet the needs of commuters who would prefer to live nearer their jobs. About 56% of commuters reported in the 2021 Employee Survey that they would want to live in Washoe Tahoe if housing was available that they could afford. Of those, 69% want to move in the next five years, meaning that 38% of commuters would want to move to Washoe Tahoe in the next five years.

Units Needed to House Commuters	
Total commuters (53% of employees)	2,630
% want to move to Washoe Tahoe in next 5 years	38%
# that want to move	1,005
Workers per household	1.9
New housing needed	530

### Unfilled jobs

About 260 housing units are required to house employees needed to fill the 10% to 15% of jobs that are vacant (618 total). Based on survey responses, about 75% of new workers to the area rent, meaning the majority of these units should be rentals.

Units Needed to Help Fill Vacant Jobs	
# unfilled jobs	618
Jobs per employee	1.25
Employees per household	1.9
Housing units needed	260
Rentals (75%)	195
Ownership (25%)	65

### Future (Keep-Up) Needs

#### Retiring employees

Employers will need to fill the jobs vacated by retirees in addition to any newly created jobs. Some retirees will leave the area upon retirement; however, when they sell their homes, the majority will be purchased by second-home owners rather than local employees.

Based on survey responses, a relatively high 15% of employees (740 total) will be retiring within the next five years. About 390 housing units will be needed to house the employees filling jobs vacated by retirees.

Retiring employees	
% to retire by 2026	15%
# to retire	740
Employees per household	1.9
Housing units	390



**New Jobs**

To keep up with the modest estimated job growth over the next five years (95 new jobs), approximately 25 additional units will be needed by 2026 to house 67% of local employees in Washoe Tahoe. The 67% target is based on current patterns – 47% of the current workforce lives in the Area and 38% commute in but want to move.<sup>30</sup>

**Estimated Housing Needed by the Workforce  
Filling New Jobs**

Increase in Jobs through 2026	95
Jobs per Employee	1.25
New Employees Needed	75
% to live in Washoe Tahoe*	67%
# to live in Washoe Tahoe	50
Employees per Housing Unit	1.9
New housing needed in Washoe Tahoe	25

\*Includes 47% of the workforce that lives in Washoe Tahoe plus the 38% of commuters who want to move to Washoe Tahoe.

**Summary of Catch-Up and Keep-Up Needs**

Based on estimated catch-up and keep-up needs, about 1,200 housing units for the workforce are needed by 2026, or an average of about 240 units per year.

- At least 65% of the housing needed should be priced below-market: 785 units (150 per year). As discussed further below, this means ownership housing priced from about \$350,000 up to \$750,000 (250% AMI) and rentals priced between about \$850 up to \$2,250 per month (120% AMI).
- The extent to which identified housing needs may be addressed by the market will be influenced by changes in housing prices over time, the availability of land, developers’ construction of community housing, and the presence or absence of programs to facilitate or require more affordable development. These factors will be an extension of housing policy, resources and desired direction with respect to local resident and employee housing.

<sup>30</sup> Job growth and commuting estimates are presented in Section 2 – Jobs, Seasonality, and Commuting

### Summary of Housing Needs

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

\*Below market homes include ownership priced between \$300,000 up to \$750,000 and rentals priced from \$850 to \$2,250 per month and up to \$2,800 for 3-bedrooms. See below for more detail.

### Needs by Own/Rent and Income

Ownership and rental housing for the local workforce is needed in Washoe Tahoe. About 30% of new units should be for ownership and 70% for rent. This takes into account that about 50% of commuters that want to move prefer to own and the majority of new workers to Washoe Tahoe rent (75%).

The precise ratio, however, is dependent upon the community's desired direction and housing policy. Rentals are needed to help recruit new workers and residents to Washoe Tahoe; ownership is needed to retain residents and support employee and community stability.

#### Summary of Housing Needs by Own/Rent Through 2026

<b>Units needed through 2026</b>	<b>1,205</b>
Ownership	360
Rental	845

Ownership housing should be created based on the income distribution of households. This shows that:

- At least 63% of the homes produced for ownership (230 homes) need to be priced below market. Given the housing shortage for existing residents and employees, this figure should be considered a minimum.

- Prices for local residents should range as low as about \$350,000 up to about \$750,000. This would provide ownership opportunities for households earning between \$85,000 through \$190,000 per year (between about 110% to 250% AMI).
- Homes affordable for households earning under \$85,000 per year are also undersupplied; however, producing homes at this price will not occur without substantial subsidies in Washoe Tahoe.
- Homes priced over \$780,000 are oversupplied when compared to the proportion of local resident households that can afford to purchase these homes. Most residents are not seeking homes over \$1 million.<sup>31</sup>

Homeowner Income Distribution Compared to Availability of Homes

Income Level	Maximum Income	Maximum Affordable Purchase Price	For-Sale Listings (June 2021)	Homes sold (2020)	Owner Income Distribution
<=80% AMI	\$60,150	\$250,000	0%	0%	19%
80-120% AMI	\$90,240	\$375,000	0%	4%	14%
120-150% AMI	\$112,800	\$468,500	4%	7%	11%
150-250% AMI	\$188,000	\$781,000	20%	24%	20%
>250% AMI	Over \$188,000	Over \$781,000	76%	66%	37%
<b>TOTAL</b>		-	55	628	360 units needed

NOTE: Shading indicates where there is a shortage of housing supply for employees. Substantial subsidy is needed to produce units in the lighter shade (under 120% AMI).

There are very few units available to rent at any price in Washoe Tahoe. Based on the income distribution of renters and available rentals on the market:

- At least 63% of rentals (530 homes) need to be priced below market. Given the rental shortage for existing residents and employees, this should be a priority.
- New rentals for the workforce should mostly be priced for households earning under \$60,000 (80% AMI), ranging from \$850 to \$1,500 per month. One rental in this price range was advertised for rent in spring 2021.
- There is also a shortage of units priced up to about \$2,250 for two-bedroom and \$2,800 for three-bedroom units in Washoe Tahoe.

<sup>31</sup> See Section 4 – Housing Market.

**Renter Income Distribution Compared to Available Rentals**

Income Level	Maximum Income	Maximum Affordable Rent	Available Rentals (Apr - Jun 2021)	Renter Income Distribution
<=50% AMI	\$37,600	\$940	0%	21%
50-80% AMI	\$60,150	\$1,500	3%	13%
80-120% AMI	\$90,240	\$2,260	11%	19%
120-150% AMI	\$112,800	\$2,820	11%	10%
>150% AMI	Over \$112,800	Over \$2,820	74%	37%
<b>TOTAL</b>	-	-	35	845 units needed

NOTE: Shading indicates where there is a shortage of housing supply for local residents. Rentals provided in the lighter shaded price points should be 2- and mostly 3-bedroom units (1-bedroom units are provided by the market at this price point).

## Section 7 – Opportunities and Challenges

This section discusses potential land and redevelopment opportunities, challenges to providing local employee housing in Washoe Tahoe, and some examples of investments in housing programs in other high-cost mountain communities.

### Land and Redevelopment Potential

#### *Public, Institutional and Vacant Land*

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

*Public or institutional organizations partnering with the private sector for development expertise to build community housing on publicly- or institutionally-owned sites. Potential sites may be vacant or under-utilized land. This also includes potentially working with employers, or others, that are already active or that want to be more active, in providing housing for employees.*

An important first step to evaluate the potential for partnerships to produce local resident and employee housing is to take an inventory of such lands and understand which may be appropriate for housing (e.g., existing land use, location, environmental sensitivity, etc.).

Below is a list of existing sites that are owned by public entities, including the US Forest Service (USFS). It should be noted, however, that federal lands are generally difficult to develop based on the required land trade process, potential land restrictions, and other concerns. For this reason, the USFS-owned parcels should not be a high priority for housing, but may provide partnership opportunities in the future.

## Publicly-Owned Land in Washoe Tahoe

APN	Owner	Address	Acreage
<b>FEDERAL OWNED</b>			
131-110-04	USFS	corner of Village Blvd and Harold Drive, across from school	13.23
132-211-28	USFS	819 ORIOLE WAY, INCLINE VILLAGE	0.22
131-110-03	USFS	900 NORTHWOOD BLVD, INCLINE VILLAGE (potentially retired from development)	0.58
132-211-21	USFS	220 LARK CT, INCLINE VILLAGE, NV 89451	0.31
<b>COUNTY OWNED</b>			
132-201-02	School District	771 SOUTHWOOD BLVD, INCLINE VILLAGE (former school site, transferring to Tahoe Transportation District ownership)	6.41
130-050-02	Washoe County	310 COUNTRY CLUB DR, INCLINE VILLAGE	0.66
130-050-03	Washoe County	304 COUNTRY CLUB DR, INCLINE VILLAGE	0.64
124-071-51	School District	East of Village Blvd and south of Donna	3.5
132-201-02	School District	771 SOUTHWOOD BLVD, INCLINE VILLAGE	6.41

The former Incline Village School Site, over 6-acres, was mentioned by multiple interviewees (employers, real estate developers, real estate agents and contractors) as an opportunity to create more housing for the local workforce. It is in the Town Center, includes coverage, has infrastructure and is near other multi-family residential developments. These are all desirable assets for potential housing sites.

The Tahoe Transportation District has finalized purchase of the former school site for potential review as a location for a mobility hub, although other locations are also being explored. Its proximity to high density housing and commercial activity fits well with this purpose. It was noted that the site could also accommodate housing for employees as well as a mobility hub, which would be complimentary uses. This process will take several years, however, even if the community supports these uses as a desired direction.

## Local and Regional Resources

Washoe Tahoe has several local and regional resources available. Some are already helping to provide and manage local resident and employee housing in the surrounding region. Future collaboration could help expand involvement into Washoe Tahoe and bring more local organizations and resources to generate activity around community messaging and local resident and employee housing production in Washoe Tahoe.

## Regional Resources

Reno Housing Authority: <https://www.renoha.org>

- Who: The mission of the Housing Authority is to provide fair, sustainable, quality housing in diverse neighborhoods throughout Reno, Sparks and Washoe County that offers a stable foundation for low-income families to pursue economic opportunities, become self-sufficient and improve their quality of life.
- What: Programs, funding, management, development (mostly <60% AMI)
- Where: Can serve Washoe County-wide; currently focused on Reno/Sparks area

St. Joseph Community Land Trust: <https://www.saintjosephclt.org>

- Who: A 501(c)(3) non-profit organization, that was founded in 2002 in response to the rising housing costs and the negative impacts of these costs to the broad social fabric, well-being, and sustainability of communities around Lake Tahoe.
- What: Programs, funding, management, development (up to 120% AMI)
- Where: Entire Lake Tahoe region (CA and NV)

Tahoe Prosperity Center (TPC): <https://tahoeprosperity.org>

- Who: The Tahoe Prosperity Center is the regional community and economic development non-profit for the Tahoe Basin. We work regionally with local businesses, jurisdictions, non-profits, and community members to advance identified, data-driven initiatives that better the Tahoe environment, community, and economy.
- What: Education, partnerships, research/data, advocacy
- Where: Entire Lake Tahoe region (CA and NV)

Community Housing Land Trust:

<https://nevadafund.org/community/community-housing-land-trust>

- New: Focus is on northern NV communities
- What: Education resource

Mountain Housing Council (MHC): <https://www.mountainhousingcouncil.org>

- Who: The Mountain Housing Council of Tahoe Truckee (MHC) is a project of the Tahoe Truckee Community Foundation and brings together 28 diverse partners to accelerate solutions to achievable local housing.
- What: Education, partnerships
- Where: North Tahoe region; currently CA partners only

Tahoe Truckee Workforce Housing Agency (TTWHA): <https://ttjpa.org>

- Who: The Truckee Tahoe Workforce Housing Agency (TTWHA) is a Joint Powers Authority formed to support the development of workforce housing for member agencies by acquiring, developing, or contracting for workforce housing and supporting housing programs for agency employees.
- What: Education, partnerships
- Where: Tahoe Forest Health is a founding member

Washoe County Affordable Housing Trust Fund: <https://washoelife.washoecounty.us/washoe-county/washoe-county-receives-first-donation-to-affordable-housing-trust-fund/>

- What: Established in 2019 to offset the cost of building affordable housing projects in Washoe County. The Washoe County Board of County Commissioners approved an agreement in 2021 with the Community Foundation of Northern Nevada to establish the Washoe County Affordable Housing Trust Fund.
- Focus: Priority for very low income projects (up to 50% AMI)

Washoe County: <https://www.washoecounty.us>

- Who: Housing and Grants Specialist (staff capacity, housing campaign experience); Political Leadership (support, partnerships, funding, etc.)
- Where: Washoe County

### *Local Washoe Tahoe Resources*

Rotary Club of Incline Village

<https://tahoerotary.org>

- Who: Rotary is made up of three parts: our clubs, Rotary International, and The Rotary Foundation. Rotary is 1.2 million passionate individuals in 35,000+ clubs worldwide.
- What: Solving real problems takes real commitment and vision. For more than 110 years, Rotary's people of action have used their passion, energy, and intelligence to take action on sustainable projects. Together, we see a world where people unite and take action to create lasting change — across the globe, in our communities, and in ourselves.
- Official mottos: Service Above Self and One Profits Most Who Serves Best can be traced back to the early days of the organization.

Parasol Community Foundation

<https://www.parasol.org>

- Who: A non-profit public charity that is dedicated to supporting the Lake Tahoe region.
- What: We are building a more prosperous community by partnering with donors to make their charitable giving more meaningful, by supporting quality programs provided by local non-profit organizations and by providing community leadership on emerging issues.

Incline Education Fund

<https://www.inclineeducationfund.org>

- Who: Committed to providing an exceptional education to Incline Village students through the creation of both long-term financial and leadership resources.
- What: By working directly with each school Administrator as well as each of the Booster/PTA groups in a strategic and on-going capacity, IEF helps to provide an overarching vision to support Students, Educators and Parents. Through our programming, advocacy and fundraising, IEF helps to ensure academic achievement and skill development across generations of Incline students.



### Sierra Community House (Kings Beach and Incline Village and Truckee)

<https://sierracommunityhouse.org/who-we-are/>

- Who: Offer a range of services that help individuals and families in the North Tahoe/Truckee communities thrive.
- What: Connect and empower our community through family strengthening, crisis intervention, hunger relief (food distribution), and legal services.

### Tahoe Family Solutions (TFS)

<https://tahoefamily.org>

- Who: A private, non-profit 501(c)(3) organization providing low/no cost services to children and families living along the North Shore of Lake Tahoe.
- What: TFS offers an array of community-based services tailored to the needs of its local residents. Education, mental health and youth development are primary areas of TFS's focus. In addition, we offer case management and referrals and Volunteer Income Tax Assistance services. TFS also operates a local thrift store offering new and gently used clothing, furniture and household items.

### Incline Village/Crystal Bay Business Association (IVCBA)

<https://inclinevillagecrystalbay.com>

- Who: IVCBA is a community and business association dedicated to building and growing cohesiveness for the sustainability of Incline Village and Crystal Bay.
- What: We are bringing the businesses and nonprofits of Incline Village and Crystal Bay together for advocacy to create a more cohesive community.

### Incline Tahoe Foundation

<https://inclinetahoe.org>

- Who: Incline Tahoe Foundation is a Non-Profit 501(c)3 in started to provide an alternative funding strategy for the Incline Village/Crystal Bay Community.
- What: The Incline Tahoe Foundation was created to enhance the overall well-being of the Incline Village and Crystal Bay Community's public parks, recreation facilities, programs and services through private donations, grants and endowments.

### Tahoe Fund

<https://www.tahoefund.org/about-us/>

- Who: Tahoe Fund is a registered nonprofit in the states of Nevada and California.
- What: The goal of the Tahoe Fund is to become a major source of private funding for environmental projects around the Lake Tahoe Basin with an emphasis on forest health, lake clarity, sustainable recreation, transportation and stewardship.

### Dave & Cheryl Duffield Foundation

- Who: Foundation founded in 2016 benefiting animal welfare and the Incline Village/Crystal Bay community.
- What: Animal welfare (Maddie's Fund); community service and assistance grants supporting a wide range of benefits, such as essential services (sheriff, schools, health care, etc.) and local organizations (IVCBA, Rotary, etc.).

## General Cost of Residential Development

The cost to develop housing varies by multiple factors, including location, target demographic, density, product type and developer interest and experience. The primary residential development costs include land acquisition, construction costs, soft costs, site work, and financing.

The information below is intended to provide an estimated cost of residential development in the Washoe Tahoe community, including construction costs and soft costs. Cost estimates were obtained through interviews with local developers and contractors but are particularly difficult to determine in this area because there is an overall lack of recently constructed multi-family developments to compare. Many interviewees we spoke with were also generally hesitant to describe development costs. Many acknowledged that their developments had been bid well before the COVID crisis, meaning that they underwent entitlement and pre-development of their projects in a different economic and political environment. It was estimated that construction costs have increased at least 10-15% in the last year.

One factor that all interviewees stressed, however, is the uncertainty in the marketplace in terms of development codes and requirements across multiple jurisdictions (Washoe County and TRPA) and community opposition to development. Uncertainty in the marketplace always drives higher construction budgets.

Uncertainty in the marketplace always drives higher construction budgets – and this is a significant problem in Washoe Tahoe.

Developer interviews

### *Land Acquisition, Coverage*

The price of vacant land is a component of residential development costs. Land costs can vary considerably, depending on the location of the parcel. In the region, development rights that exist on a parcel affect the cost, as well as the parcel's proximity to the shoreline, and whether it is located in a Town Center, as defined by the TRPA Area Plan governing development in Washoe Tahoe. While many parcels have sufficient coverage, some require substantial additional coverage to be purchased.

One Developer suggested the Nevada Division of State Land charges approximately \$30 per square foot of coverage. For illustrative purposes, a 2014 Low Income Housing Tax Credit (LIHTC) development located in South Lake Tahoe on previously undeveloped land, required 70,000 square feet of coverage to be developed into 48 units of affordable rental housing. Based on \$30 per square foot, such a project would have an additional \$2.1million in land coverage costs. Spread out over a 48-unit project it would add roughly \$44,000 per unit. By almost any standards, this would create an unfeasible project without additional subsidy to cover the difference.

Land coverage costs \$30 per square foot to purchase. This additional cost can make otherwise feasible projects unfeasible.

### *Construction Costs*

The cost to construct typically comprises between 60% and 70% of a project's total development costs. Construction cost is often cited as a per square foot cost or a per unit cost. Both can vary based on the calculation method. Calculation methods vary based on how square footage is measured (gross, net, conditioned space, decks, garages, common spaces, etc.) and which costs are included (general contractor overhead, site work, utilities, developer profit etc.).

Local developers report that the construction of a single-family spec product with moderate to high end finishes costs approximately \$400 per square foot, which includes materials and labor only (i.e., land, soft costs, contractor profit, and development management are excluded). Custom built houses are higher than \$400 per square foot.

### *Soft Costs*

Soft costs are expenses that are not considered direct construction costs and include architectural, engineering, permitting, taxes, insurance, financing and legal fees.

Overall soft costs were reported to average 25-30% of the construction hard costs.

### *Local Permit Fees*

Local permit fees are considered soft costs as well. Permit fees are often referred to as "usage fees" or "impact fees" and are required to be paid prior to obtaining a building permit from TRPA, IVGID, and Washoe County.

Local permit fees were reported to average approximately \$30,000 per unit. It is important to note that TRPA fees can vary substantially based on soil types, existing coverage and other factors.

IVGID requires board approval of water rights for higher density residential projects (e.g., residential units that are not a single-family home or duplexes). When a residential development includes more fixtures (toilets, sinks, etc.), and thus uses more water, more water rights may be required. In other words, fees are higher for multi-family product.

Water rights are available for purchase from IVGID or other entities within the Nevada side of the Lake. Water rights cannot be purchased from California.

### Financing Costs

Financing costs generally comprise about 5% of the total development costs. Financing mechanisms used to develop truly long-term affordable housing, however, generally cost more than traditional commercial financing.

Traditional affordable housing financing includes Low Income Housing Tax Credits (LIHTCs). These credits are the primary source of building long term affordable multifamily housing developments throughout the country and awarded through a competitive process by the Nevada Housing Division. Moreover, when multiple funding sources are needed to make a project economically feasible the overall percentage of cost of financing often increases.

Currently, interest rates are historically low, meaning overall low financing costs. Some developers expressed concerns that these rates may start to increase as inflation rises. This will increase financing costs for the development, while also decreasing the borrowing power of buyers.

### Site Work

Site Work involves grading the site, installing utilities, paving roads and parking, etc. These costs vary significantly based on the location of the site. Site work can be a barrier if off-site infrastructure is required or if substantial upgrades are needed.

### Total Development Costs

Based on the above inputs, a modest 1,000 square foot unit in a duplex would cost \$540,000 to develop. This would be affordable for a household earning about 175% AMI.

This cost does not assume any land costs or acquisition of development rights or coverage. A larger multi-family development would benefit from economies scale, estimated to create an overall 5% cost saving. This would suggest approximately \$513,000 per unit to develop a 30+-unit development, also excluding the cost of land, development rights, or coverage.

**General Cost to Develop 1,000 Sq. Ft. Unit**

Development Costs	Cost by %	1000 sq. ft. unit
Land Acquisition	0	\$0
Construction Costs	65%	\$400,000
Local Impact & Permit Fees	10%	\$40,000
Soft Costs <i>(includes 5% for financing and 5% for local fees)</i>	20%	\$80,000
Site Work*	5%	\$20,000
	<b>100%</b>	<b>\$540,000</b>

Source: Interviews, consultant team.

\*Cost of site work is particularly variable based on location.

The table below illustrates a rental scenario for a multi-family development, with the continued assumption of no land cost. This example is for a 30-unit rental development. Rents are \$1,250 per month (for households at 65% AMI) and \$1,750 per month (for households at 90% AMI).

- Assuming rent is \$1250/month there would be approximately \$345,000 per unit needed to subsidize the development cost of this development.
- Assuming rent is \$1750/month there would be approximately \$265,000 per unit needed to subsidize the development cost of this development.

Funds to fill in the gap in construction costs for these below-market rents could come from a combination of federal, state and local sources.

Gap Analysis	30-unit Multi-Family Development	30-unit Multi-Family Development
<b>Rent</b>	\$1,250 (65% AMI)	\$1,750 (90% AMI)
<b>Debt Supported*</b>	\$5,050,000	\$7,450,000
	Free Land	Free Land
<b>Total Development Cost @ 540,000/ unit</b>	\$15,390,000	\$15,390,000
<b>Total Gap Needed per unit</b>	\$344,667	\$264,667

*\*Debt assumes \$2500 operating expense/unit/ year and assumed debt terms are 4% interest, 30-year term, 1.3 DSCR*

### Regional Project Examples

As previously mentioned, the community does not benefit from any recently completed workforce housing developments. The most recently developed low income housing tax credit rentals in the North Tahoe area was completed in Kings Beach in the mid-2010’s. LIHTC developments completed within the past year or currently under construction in the region have been developed in Truckee.

Nevada, like the state of California, receives an allocation of LIHTC from the federal government. Washoe County has access to LIHTC through the Nevada Housing Division. Each state has their own agency and system by which they award tax credit allocations. The LIHTC program is the most common financing for the development of housing for families earning 60% of the AMI and below. Over 100,000 LIHTC rentals are developed each year across the nation.

To illustrate the financing involved to complete LIHTC projects, the below table outlines the two most recently developed LIHTC projects in Truckee, California.

- Artist Lofts was completed in early 2021 and includes 77 rental apartments.
- Frishman Hollow 2, is a 68-unit development, built on land previously owned by the Town of Truckee. It is the second phase of a two-phased project; the first phase was completed over a decade ago.

The total subsidy for each project is more than \$450,000 per unit. This includes all tax credit equity, state funding sources, local monies, and traditional long term debt. It is estimated that the town of Truckee contributed just over \$20,000 per affordable unit in order to bring the two developments to fruition.

#### Total and Local Subsidy Per Unit: Town of Truckee LIHTC Developments

	Artist Lofts (Truckee, recently completed) LIHTC, 9%, modular construction, inclusionary land value)		Frishman 2 (Truckee, under construction) LIHTC, 4%, modular construction, town provided low interest soft land loan)	
	Project Total	Per Unit	Project Total	Per Unit
# of units	77	-	68	-
Total Public Financing (LIHTC Equity, CA State Funds, Private Foundations)	\$29,275,334	\$380,199	\$21,881,836	\$321,792
Deferred Developer Fee	\$883,622	\$11,476	\$2,068,529	\$30,420
Local jurisdiction subsidy	\$1,650,000	\$21,429	\$1,360,000	\$20,000
Permanent Debt/ Bonds	\$5,671,457	\$73,655	\$5,800,000	\$85,294
Subsidy per unit	-	486,759	-	457,506

## Challenges Constructing Local Resident Housing

Several challenges of constructing local resident housing in Washoe Tahoe were raised based on interviews with developers, contractors, Washoe County and other community stakeholders.

### Labor and Costs

- The overall high cost of construction makes it difficult to build or renovate units at either a rent or sales prices available to local workers. Financial subsidy is required.
- The typical advantages to building in Nevada over California – fewer regulations and lower prevailing wages – do not apply in Washoe Tahoe. The Tahoe regulatory environment is equally as stringent (and costly) on the Nevada side as it is on the California side. And given the proximity of the California state line, contractors have to pay their subs competitive wages regardless of the jobsite location.
- There is a shortage of skilled and dependable labor in the Tahoe Basin. The Reno/Sparks area is booming so many contractors prefer to work closer to their home. This means that skilled labor is difficult to find and subcontractors are charging a premium.

- The local real estate developers rely on having a trusted contractor with skilled subcontractors to be successful. The developers and contractors we spoke with brought almost 100% of their sub-contractors up from Reno/Sparks or Carson City. One developer mentioned using subs from Arizona as well. The lack of local workforce increases overall construction costs.

### *Permit Process*

- Local developers indicated that the entitlement process was a barrier to the development of local resident housing in Washoe Tahoe, both in terms of complexity and time. The unique layers of codes and requirements in the Tahoe Basin is difficult to understand and navigate. And even when developers are familiar with the process, the typical entitlement process timeline is well over two years.
- When projects are more complex and need additional development rights (i.e., residential allocations and/or land coverage), this requires more applications and processes. It all comes down to limitations on density, height, and coverage. Multi-family projects, such as rentals that would be affordable for employees, fall into the more complex category. The limited development rights associated with the Tahoe Basin are considered a barrier to the production of affordable product.
- The lack of a local planning office to assist developers with the process contributes to the complexity of procuring entitlements.
- Developers were seemingly optimistic about the recently adopted Area Plan for Washoe Tahoe, which removed zoning conflicts between Washoe County and TRPA codes and worked to reduce barriers to and incentivize redevelopment in Town Centers. Developers hope it will decrease the time to procure entitlements and permits.

### *Community Sentiment*

- Developers stated that they expect to receive a lot of negative sentiment from the community and neighbors when suggesting multifamily housing development. There is no advocacy group that is assisting developers and communities in understanding the need for housing for local employees and helping to address the community's concerns. The general lack of community support is a barrier to providing local resident housing.
- Obtaining community support is a barrier to development of any type and especially residential development affordable to local workers

## Examples: Housing Investments in Other Communities

It will be challenging to provide local employee housing in Washoe Tahoe. Like other high-cost mountain communities with strong second homeowner, visitor, and affluent retiree demand, ensuring a stable and affordable supply of homes for local employees will require substantial commitment and investment from the community. As shown below, however, this is nothing new. Most mountain resort communities have invested in substantial housing programs to retain a thriving community – and many have been doing so for decades. These communities recognize that having housing available and affordable for local employees is essential to retain their competitiveness as a visitor destination, provide quality services for full-time and part-time residents, support local businesses and economic development, maintain a year-round population, and maintain their quality of life and community vibrancy.



**Housing Investments in High-Cost Mountain Communities**  
**- Expenditures and Sources of Funding -**

	Breckenridge, CO	Crested Butte, CO	Telluride, CO	Vail CO	Mammoth Lakes, CA**	Jackson, WY	Truckee CA
<b>Population</b>	4,938	1,339	1,965	5,479	8,169	10,553	16,474
<b>2020 Municipal expenses</b>	158,139,880	\$11,071,368	\$12,328,811	\$71,465,275	\$31,239,566	\$22,768,674	-
<b>2020 Municipal revenues</b>	180,411,975	\$11,718,981	\$12,787,934	\$93,394,874	\$34,151,101	\$23,501,127	-
<b>Total expenditures on housing program:</b>	\$6,103,932	\$438,300	\$4,723,452	\$7,745,285	\$1,298,753	\$2,900,000	\$200,000 first year, plus \$2MM for programs
<i>Staffing/management</i>	\$233,581	\$162,144	\$543,415	\$635,488	\$728,753	NA	
<i>Other - projects, etc.</i>	\$5,870,351	\$276,156	\$4,180,037	\$7,109,797	\$570,000	NA	
<b>Revenue sources for housing:</b>	Real estate transfer tax, sales tax, impact fees, loan payments, rental income, housing program payments	Short term rental excise tax, real estate transfer tax, housing fees in lieu, rents	2.5% short term rental tax, 0.5% sales and use tax, 2 mils from property tax, development mitigation fees	Employee housing fees in lieu, sales tax, use tax (Capital Projects Fund)	HOME grant, Transient Occupancy Tax (TOT), housing impact fees	Housing Trust, special purpose excise tax, license & permits, general fund, mitigation fees	Measure K (TOT), general fund

## - Housing Supply and Prices -

Housing Inventory and Prices	Breckenridge, CO	Crested Butte, CO	Telluride, CO	Vail CO	Mammoth Lakes, CA**	Jackson, WY	Truckee CA
<b>Housing Summary:</b>							
<b>Total Housing Units</b>	7,304	1,077	2,060	7,475	9,795	5,024	13,904
<b># Resident Households</b>	1,695	583	849	2,296	2,514	3,970	6,050
<b>% Housing Occupied by Locals</b>	23%	54%	41%	31%	26%	79%	44%
<b>Average Residential Sale Price (2020)</b>	\$1,186,177	\$1,302,474	\$2,167,363	\$2,473,778	\$680,000	\$800,000	\$1,100,000
<b>Deed Restricted Units</b>	1,000	305	410	729	264	1,700	407
<b>% Local Households in Deed Restricted Units</b>	59%	52%	48%	32%	11%	43%	7%
<b>2021 Area Median Income (HUD)</b>	\$96,100	\$80,600	\$87,800	\$98,300	\$90,100	\$115,600	\$89,800
<b>Home affordable to median household</b>	\$394,010	\$330,460	\$359,980	\$403,030	\$369,410	\$473,960	\$368,180
<b>Affordability gap*</b>	\$792,167	\$972,014	\$1,807,383	\$2,070,748	\$310,590	\$326,040	\$731,820

\*Affordability calculations assumes a 30-year mortgage at 4.5% interest with 5% down and 20% of the monthly payment covering taxes, insurance and HOA fees

## Appendix – 2021 Survey Data

1. Survey Fill-Out
2. Survey Comments
3. Strategy Work Shop Materials

# Washoe Tahoe Household and Employee Survey – Housing Needs and Preferences

1. What is the location of your residence in the Incline Village/Crystal Bay region?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	100%	0%	Incline Village/Crystal Bay
2)	0%	30%	Reno/Sparks
3)	0%	17%	Carson City area
4)	0%	9%	Truckee
5)	0%	1%	Sierra Valley and foothills
6)	0%	22%	Kings Beach/Tahoe Vista/Carnelian Bay
7)	0%	3%	Tahoe City/Alpine Meadows/Squaw Valley
8)	0%	3%	Homewood/Tahoma
9)	0%	6%	Zephyr Cove/Stateline
10)	0%	4%	South Lake Tahoe
11)	0%	7%	Other - Write In

2. How many months per year do you typically reside in the area?

	Live/work in Washoe County N=298	Commute in for work N=99	
1)	98%	93%	Year-round or most of the year
2)	2%	7%	Seasonally or part of the year

3. Do you own or rent your residence?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	43%	54%	Own
2)	53%	43%	Rent
3)	1%	0%	Care take
4)	3%	3%	Other - Write In

4. In what type of home do you live?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	41%	70%	Single-family home/cabin
2)	38%	16%	Apartment or Condominium
3)	15%	11%	Townhome/duplex/triplex/fourplex
4)	1%	2%	Accessory Dwelling/In-Law/Caretaker Unit
5)	0%	0%	Mobile home
6)	0%	1%	RV/camper/tent/car
7)	0%	0%	Motel/Hotel
8)	0%	0%	Dorm housing
9)	2%	0%	Staying with friends, "couch surfing"
10)	1%	0%	Other - Write In

5. How many bedrooms are in your home?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	3%	1%	0 Studio
2)	8%	9%	1
3)	24%	30%	2
4)	43%	47%	3
5)	16%	10%	4
6)	5%	3%	5

6. Do you receive any housing assistance from your employer?

	Live/work in Washoe County N=297	Commute in for work N=104	
1)	95%	97%	No
2)	5%	3%	Yes
	3%	0%	Occupy housing provided by employer
	1%	0%	Employer subsidizes part/all of my rent
	0%	1%	Employer assisted with down payment
	1%	0%	Other - Write In

7. How many people (including yourself) live in your household

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	18%	12%	1
2)	37%	45%	2
3)	21%	16%	3
4)	15%	21%	4
5)	6%	6%	5
6)	2%	0%	6
7)	0%	0%	7
	0%	0%	24

Overcrowding

	Live/work in Washoe County N=298	Commute in for work N=105	
	93%	98%	Not overcrowded (<2 per bedroom)
	4%	1%	Overcrowded (>2 people per bedroom)

8. Which of the following best describes your current household (include yourself and others living in your home or dorm room)?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	17%	12%	I live alone
2)	3%	7%	Single parent with child(ren)
3)	31%	38%	Couple, no child(ren) at home
4)	24%	29%	Couple with child(ren)
5)	12%	5%	Unrelated roommates
6)	7%	5%	Immediate & extended family members
7)	3%	3%	Family members & unrelated roommates
8)	2%	2%	Other - Write In

9. How long have you lived in your current community and in your current home?

How long have you lived in your current community?

	Live/work in Washoe County N=295	Commute in for work N=105	
1)	7%	12%	Less than 1-year
2)	8%	12%	1 up to 2-years
3)	16%	16%	2 up to 5-years
4)	21%	20%	5 up to 10-years
5)	48%	39%	10-years or more

How long have you lived in your current home

	Live/work in Washoe County N=293	Commute in for work N=102	
1)	16%	19%	Less than 1-year
2)	16%	21%	1 up to 2-years
3)	26%	27%	2 up to 5-years
4)	16%	18%	5 up to 10-years
5)	27%	16%	10-years or more

10. When you last moved, how difficult was it to find housing that met your needs and that you could afford?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	25%	16%	Not difficult
2)	32%	39%	Moderately difficult
3)	38%	38%	Very difficult
4)	7%	10%	I have yet to find such housing

11. How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	65%	60%	It is the most critical problem
2)	31%	37%	One of the more serious problems
3)	4%	4%	A problem among others needing attention
4)	2%	1%	One of our lesser problems
5)	0%	1%	I don't believe it is a problem

12. Which choice best describes your satisfaction with your current residence?

	Live/work in Washoe County N=295	Commute in for work N=105	
1)	9%	5%	Very Dissatisfied
2)	12%	16%	Somewhat Dissatisfied
3)	35%	39%	Somewhat Satisfied
4)	45%	43%	Very Satisfied

13. Why are you not fully satisfied with your residence?

	Live/work in Washoe County N=127	Commute in for work N=54	
1)	48%	24%	Too small/overcrowded
2)	64%	37%	Too expensive
3)	45%	41%	Needs repairs/poor condition
4)	18%	11%	Pets not allowed
5)	0%	67%	Too far from work
6)	3%	4%	Too far from public transit
7)	46%	15%	Disturbance from nearby short-term rentals
8)	38%	33%	Currently rent, prefer to buy
9)	27%	24%	Other - Write In
10)	0%	0%	None of the above

14. If your home needs repairs, why have repairs not been made?

	Live/work in Washoe County N=56	Commute in for work N=21	
1)	43%	29%	Cost of repair - too expensive
2)	9%	10%	Don't want to spend more money on home
3)	54%	57%	Landlord not taking responsibility
4)	25%	33%	Other - Write In

15. (RENTERS ONLY) Have you experienced any of the following issues within the past 3 years?

	Live/work in Washoe County N=151	Commute in for work N=44	
1)			I do not rent my home
2)	30%	23%	Had to move when rental was sold
3)	15%	11%	Had to move when rental was converted into a short-term rental
4)	15%	14%	Had to move when the owner of my rental moved in
5)	48%	61%	Experienced significant rent increase
6)	30%	32%	None of the above

16. (OWNERS ONLY) Do you rent out your home, a room in your home, or accessory dwelling/in law unit to visitors or residents?

	Live/work in Washoe County N=125	Commute in for work N=53	
1)	89%	94%	No
2)	6%	2%	Yes - I rent out a room in my home while also living in my home
3)	2%	2%	Yes - I rent out my home when not living in the home
4)	2%	2%	Yes - I rent out an accessory dwelling/in law unit

17. (OWNERS ONLY) IF YES, do you rent out on a short-term or long-term basis?

	Live/work in Washoe County N=14	Commute in for work N=3	
1)	21%	67%	Short term (less than 1 month at a time)
2)	14%	33%	Mid-term/seasonal (1- 6-months at a time)
3)	64%	0%	Long term (more than 6-months at a time)

18. How many adult household members (age 18 and over) are: Employed (either self employed or employed by others)

	Live/work in Washoe County N=298	Commute in for work N=104	
1)	0%	0%	0
2)	30%	25%	1
3)	52%	62%	2
4)	12%	7%	3
5)	4%	5%	4
6)	2%	2%	5

Unemployed and looking for work

	Live/work in Washoe County N=231	Commute in for work N=71	
1)	57%	72%	0
2)	16%	11%	1
3)	19%	8%	2
4)	6%	4%	3
5)	2%	4%	4
6)	1%	0%	5

Do not work/retired

	Live/work in Washoe County N=226	Commute in for work N=71	
1)	78%	82%	0
2)	16%	10%	1
3)	3%	8%	2
4)	0%	0%	3
5)	0%	0%	4
6)	0%	0%	5

19. How many full-time plus part-time jobs do all adults in your household work during the year?

Year round

	Live/work in Washoe County N=276	Commute in for work N=98	
1)	2%	0%	0
2)	34%	37%	1
3)	47%	46%	2
4)	0%	0%	2.5
5)	14%	8%	3
6)	1%	5%	4
7)	0%	3%	5
8)	1%	0%	6
9)	0%	0%	10
10)	0%	1%	12
11)	0%	0%	40

Summer seasonal

	Live/work in Washoe County N=105	Commute in for work N=29	
1)	30%	14%	0
2)	41%	59%	1
3)	23%	24%	2
4)	3%	3%	3
5)	3%	0%	4
6)	1%	0%	5

Winter seasonal

	Live/work in Washoe County N=91	Commute in for work N=27	
1)	37%	15%	0
2)	31%	59%	1
3)	24%	22%	2
4)	5%	4%	3
5)	1%	0%	4
6)	1%	0%	5

20. Where do you and other adults (persons 18 or over only) in your household work?

Summer

	Live/work in Washoe County N=298	Commute in for work N=105	
1)	99%	99%	Incline Village/Crystal Bay
2)	7%	14%	Truckee area
3)	7%	16%	Reno/Sparks area
4)	1%	7%	Carson City area
5)	6%	13%	Kings Beach/Tahoe Vista/Camelian Bay
6)	6%	10%	Tahoe City/Alpine Meadows/Squaw Valley
7)	3%	10%	North Shore or Truckee area
8)	1%	9%	Stateline, South Lake Tahoe, Zephyr Cove
9)			Other

Winter

	Live/work in Washoe County N=298	Commute in for work N=90	
1)	96%	100%	Incline Village/Crystal Bay
2)	6%	17%	Truckee area
3)	7%	18%	Reno/Sparks area
4)	1%	7%	Carson City area
5)	4%	13%	Kings Beach/Tahoe Vista/Camelian Bay
6)	6%	10%	Tahoe City/Alpine Meadows/Squaw Valley
7)	2%	11%	North Shore or Truckee area
8)	1%	8%	Stateline, South Lake Tahoe, Zephyr Cove
9)			Other

21. Do employed adults:

	Live/work in Washoe County N=290	Commute in for work N=100	
1)	12%	1%	Work at home/home office
2)	58%	69%	Travel to a job/office for work
3)	30%	30%	Both work at home and travel to another job/office location

22. If some adults work at home, will they continue to work at home in the future? (mark all that apply)

	Live/work in Washoe County N=121	Commute in for work N=31	
1)	31%	3%	Yes, will work exclusively at home
2)	52%	84%	Yes, will split time between home and business/job location
3)	7%	10%	No, will no longer work at home
4)	17%	26%	It depends upon the work policies of employer

23. In what type of job/industry are you and others in your household employed?

	Live/work in Washoe County N=293	Commute in for work N=100	
1)	6%	5%	Accommodations/lodging
2)	10%	11%	Bar/restaurant
3)	5%	6%	Construction/trades
4)	9%	12%	Arts, entertainment, recreation (incl. ski area)
5)	3%	5%	Casinos/gaming
6)	4%	2%	Retail trade (grocery, clothing, etc.)
7)	5%	3%	Health care/social assistance
8)	10%	9%	Educational services (public/private schools, training programs, etc.)
9)	7%	10%	Government/civic service (excluding public schools)
10)	13%	6%	Professional, scientific, technical (computers, legal accounting, etc.)
11)	5%	3%	Finance, Banking, Insurance
12)	5%	3%	Real estate, property management
13)	2%	4%	Utilities/transportation
14)	5%	7%	Non-profit
15)	3%	4%	Other services (personal, daycare, auto repair, security, etc)
16)	9%	9%	Other - Write In

24. If you yourself are employed, when do you plan on retiring?

	Live/work in Washoe County N=291	Commute in for work N=100	
1)	5%	3%	Within 2 years
2)	14%	8%	Within 3 to 5 years
3)	14%	13%	Within 6 to 10 years
4)	67%	76%	More than 10 years from now

25. If you yourself are employed, how many days per week do you commute to a work/job location outside of your home?

Pre-COVID (2018/2019)

	Live/work in Washoe County N=285	Commute in for work N=99	
1)	9%	0%	0
2)	1%	0%	1
3)	4%	0%	2
4)	5%	4%	3
5)	5%	7%	4
6)	62%	81%	5
7)	8%	6%	6
8)	6%	2%	7

Post-COVID (current)

	Live/work in Washoe County N=288	Commute in for work N=99	
1)	14%	2%	0
2)	2%	1%	1
3)	5%	5%	2
4)	6%	11%	3
5)	9%	9%	4
6)	50%	65%	5

7)	8%	5%	6
8)	7%	2%	7

26. If you yourself are employed, when commuting, how far do you usually travel to work ONE WAY?

	Live/work in Washoe County N=291	Commute in for work N=100	
1)	12.93785714	24.48484848	Average
2)	2	25	Median
3)	0	1	Min
4)	1000	55	Max

27. Assuming that housing that you could afford was available, where do you want to live? (Choose up to three areas)

	Live/work in Washoe County N=226	Commute in for work N=97	
1)	96%	56%	Incline Village/Crystal Bay
2)	5%	22%	Reno/Sparks
3)	4%	13%	Carson City area
4)	6%	16%	Truckee
5)	2%	2%	Sierra Valley and foothills
6)	7%	29%	Kings Beach/Tahoe Vista/Carnelian Bay
7)	3%	8%	Tahoe City/Alpine Meadows/Squaw Valley
8)	1%	3%	Homewood/Tahoma
9)	2%	9%	Zephyr Cove/Stateline
10)	1%	2%	South Lake Tahoe
11)	3%	3%	Other - Write In
12)	2%	3%	NONE OF THE ABOVE - I want to leave the area

28. Within the next 5 years, do you want to:

	Live/work in Washoe County N=282	Commute in for work N=105	
1)	50%	48%	Stay in your current residence
2)	50%	52%	Buy or rent a new or different home

29. When you move, do you prefer to:

	Live/work in Washoe County N=139	Commute in for work N=53	
1)	58%	57%	BUY a home
2)	9%	8%	RENT a home
3)	33%	36%	Either BUY or RENT a home

30. For your household, what number of bedrooms would you need?

	Live/work in Washoe County N=139	Commute in for work N=53	
1)	11%	8%	1
2)	28%	36%	2
3)	51%	47%	3
4)	10%	9%	4+

31. Which types of homes would you most likely consider?

First Choice

	Live/work in Washoe County N=136	Commute in for work N=53	
1)	81%	89%	Single-family home
2)	5%	0%	Tiny house (less than 600 Sq Ft)
3)	3%	4%	Townhome-style (2-story)
4)	3%	2%	Stacked flat condo-style (1 story)
5)	6%	6%	Apartment
6)	1%	0%	Mobile home
7)	1%	0%	Other

Second Choice

	Live/work in Washoe County N=119	Commute in for work N=48	
1)	1%	0%	Single-family home
2)	9%	13%	Tiny house (less than 600 Sq Ft)
3)	54%	55%	Townhome-style (2-story)
4)	10%	11%	Stacked flat condo-style (1 story)
5)	11%	6%	Apartment
6)	1%	0%	Mobile home
7)	1%	6%	Other

Third Choice

	Live/work in Washoe County N=122	Commute in for work N=47	
1)	9%	2%	Single-family home
2)	7%	2%	Tiny house (less than 600 Sq Ft)
3)	15%	17%	Townhome-style (2-story)
4)	36%	40%	Stacked flat condo-style (1 story)
5)	12%	15%	Apartment
6)	4%	9%	Mobile home
7)	6%	4%	Other

32. How much would you be willing to pay to purchase your first choice home?

	Live/work in Washoe County N=125	Commute in for work N=48	
1)	9%	4%	Under \$250,000
2)	9%	8%	\$250,000 to \$299,999
3)	11%	23%	\$300,000 to \$349,999
4)	14%	6%	\$350,000 to \$399,999
5)	6%	10%	\$400,000 to \$449,999
6)	6%	17%	\$450,000 to \$499,999
7)	7%	6%	\$500,000 to \$549,999
8)	6%	10%	\$550,000 to \$599,999
9)	10%	4%	\$600,000 to \$699,999
10)	9%	6%	\$700,000 to \$799,999
11)	12%	4%	\$800,000 or more

33. Would you consider purchasing a residence with a deed restriction to live in your most preferred community?

	Live/work in Washoe County N=124	Commute in for work N=49	
1)	45%	46%	Yes
2)	12%	10%	No
3)	42%	46%	Unsure/Need more information

34. How much do you have available for a down payment?

	Live/work in Washoe County N=124	Commute in for work N=49	
1)	\$140,976	\$104,953	Average
2)	\$0	\$0	Median
3)	\$0	\$0	Min
4)	\$1,000,000	\$400,000	Max

35. Please indicate how important the following home factors are to you when looking for a place to live.

	Live/work in Washoe County N=282	Commute in for work N=105	
1)	3.59	3.72	Energy efficiency
2)	4.00	4.29	Garage/carport
3)	3.56	4.06	Allows pets (dogs, cats, etc.)
4)	4.61	4.70	Cost of housing to buy/rent
5)	3.51	3.72	Extra storage

36. Please indicate how important the following location factors are to you when looking for a place to live

	Live/work in Washoe County N=281	Commute in for work N=105	
1)	3.55	3.68	Walkable neighborhood
2)	3.65	3.70	Proximity to work
3)	3.50	3.69	Proximity to services (grocery, etc.)
4)	2.59	2.47	Quality of schools
5)	0.99	1.61	Availability of day care
6)	4.14	4.21	High speed internet/broadband
7)	1.62	1.94	Proximity to public transit
8)	3.80	3.84	Proximity to recreation, trails

37. Please indicate which of the following types of help with housing you would consider for you and your household.

Down payment assistance to buy a home			
	Live/work in Washoe County N=275	Commute in for work N=104	
1)	22%	15%	Would not consider
2)	6%	6%	2
3)	28%	27%	Might consider
4)	7%	11%	4
5)	37%	41%	Would definitely consider



Rent assistance to lower the amount you pay for rent

	Live/work in Washoe County N=267	Commute in for work N=99	
1)	31%	25%	Would not consider
2)	3%	9%	2
3)	22%	22%	Might consider
4)	7%	13%	4
5)	37%	30%	Would definitely consider

Low interest rehabilitation loan for home improvements

	Live/work in Washoe County N=271	Commute in for work N=103	
1)	24%	17%	Would not consider
2)	5%	4%	2
3)	26%	31%	Might consider
4)	14%	13%	4
5)	31%	36%	Would definitely consider

Assistance with security deposit/first month rent

	Live/work in Washoe County N=266	Commute in for work N=98	
1)	39%	32%	Would not consider
2)	7%	12%	2
3)	18%	19%	Might consider
4)	9%	15%	4
5)	27%	21%	Would definitely consider

Utility payment assistance

	Live/work in Washoe County N=270	Commute in for work N=102	
1)	35%	25%	Would not consider
2)	6%	7%	2
3)	25%	27%	Might consider
4)	13%	18%	4
5)	21%	24%	Would definitely consider

38. Conceptually, how appropriate do you feel the following strategies for increasing housing opportunities for employees would be in Incline Village/Crystal Bay?

Limitations or restrictions on short term/vacation rentals

	Live/work in Washoe County N=280	Commute in for work N=105	
1)	9%	3%	Not at all appropriate
2)	14%	18%	Likely appropriate
3)	74%	72%	Definitely appropriate
4)	4%	7%	Don't know

Incentives to promote development or redevelopment in town centers that includes housing (e.g. old hotels, residential above commercial, etc)

	Live/work in Washoe County N=280	Commute in for work N=105	
1)	5%	2%	Not at all appropriate
2)	24%	18%	Likely appropriate
3)	68%	78%	Definitely appropriate

4) 4% 2% Don't know

Building more long term rentals

	Live/work in Washoe County N=280	Commute in for work N=105	
1)	8%	6%	Not at all appropriate
2)	21%	22%	Likely appropriate
3)	68%	68%	Definitely appropriate
4)	3%	5%	Don't know

Improving the condition of existing rental housing

	Live/work in Washoe County N=280	Commute in for work N=102	
1)	5%	1%	Not at all appropriate
2)	29%	19%	Likely appropriate
3)	61%	78%	Definitely appropriate
4)	4%	2%	Don't know

Providing homeownership opportunities for local employees in Incline Village/Crystal Bay

	Live/work in Washoe County N=279	Commute in for work N=104	
1)	4%	2%	Not at all appropriate
2)	15%	11%	Likely appropriate
3)	77%	81%	Definitely appropriate
4)	3%	7%	Don't know

Working with local employers to increase housing options

	Live/work in Washoe County N=278	Commute in for work N=105	
1)	3%	0%	Not at all appropriate
2)	21%	18%	Likely appropriate
3)	71%	78%	Definitely appropriate
4)	5%	4%	Don't know

Working with other Tahoe areas to improve housing opportunities for local employees

	Live/work in Washoe County N=275	Commute in for work N=104	
1)	3%	0%	Not at all appropriate
2)	18%	14%	Likely appropriate
3)	76%	82%	Definitely appropriate
4)	4%	4%	Don't know

39. Within which age categories do household members fall?

	Live/work in Washoe County N=275	Commute in for work N=99	
1)	5%	11%	Age 5 or younger
2)	19%	17%	6 - 17
3)	24%	23%	18 - 29
4)	78%	89%	30 - 64
5)	19%	10%	65 and over

40. What is the race/ethnicity of all household members? (Check all that apply)

	Live/work in Washoe County N=271	Commute in for work N=99	
1)	87%	89%	Caucasian/non-Hispanic White
2)	15%	16%	Hispanic/Latino
3)	0%	2%	African American/Black
4)	3%	7%	Asian
5)	8%	11%	At least one household member is two or more races
6)	3%	3%	Other - Write In

41. What is your household's average monthly cost of housing?

	Live/work in Washoe County N=250	Commute in for work N=97	Average	
1)	\$2,016	\$1,829		Monthly Rent or Mortgage Payment
1a)	\$2,035	-		Monthly Rent
1b)	\$2,300	-		Monthly Mortgage
2)	\$1,862	\$581		(IF OWN HOME) Taxes and insurance if not included in mortgage payment
3)	\$457	\$170		Monthly Homeowner Association Fees (if applicable)
4)	\$258	\$288		Monthly Utilities - gas, electric, water (if not included in rent)
5)	\$533	\$630		Monthly child care (if applicable)

42. What is the combined gross annual income of all household members over the age of 18?

	Live/work in Washoe County N=239	Commute in for work N=93	
1)	15%	13%	Less than \$50,000
2)	18%	14%	\$50,000 - \$75,000
3)	18%	23%	\$75,000 - \$100,000
4)	23%	26%	\$100,000 - \$150,000
5)	11%	17%	\$150,000 - \$200,000
6)	16%	8%	Over \$200,000

Cost Burden: Rent/Mortgage + taxes + utilities + HOA

	Live/work in Washoe County N=239	Commute in for work N=93	
1)	58%	68%	Not cost burdened (<=30% of income to housing)
2)	25%	27%	Cost burdened (>30%-50% of income to housing)
3)	18%	5%	Severely cost burdened (>50% of income to housing)

**Why are you not fully satisfied with your residence?**

Crime in area

Apartment manager is harassing us for no reason and allows his loud friends to stay and do whatever they like. Basically management sucks

Could improve my location

Demographics of the community have changed.

Disturbance from resident owners and long term rentals

disturbing roommates

Doesn't have a garage

Don't like my neighbors

High elevation, no garage, no lake view

High HOA

HOA Board does not meet the needs of all the residents. No garage and will be difficult as we get older to live in a two story home without entry level living.

HOA is scandalous

I don't even have a place because i cannot find any

I don't/can't have a garage

I was raised in Incline and own a business in incline but drive up from Reno every day because there was no housing available when my last lease ended.

I would like to live in the community I work in, Incline Village, I'm the principal at the HS. I spend over an hour a day driving.

I would prefer to live without a roommate

If we didn't buy this place 15 years ago there is no way in hell we would till be able to afford to live here. This was not our ideal locaiton, it's the only thing we could afford. It's SUPER NOISY and CROWDED, and the neighborhood is all new people/ strangers now.

Increasing HOA dues

It's 56 years old and needs repairs

It's not in Incline Village

It's old and very outdated, however was the only thing I could afford.

Know the owner is going to sell within the year due to hot market and we will need to move.

Living with Parents

Lost home due to air B&B

My rental is the exception of current trends.

No A/C

No garage

No guarantee i will be able to live their longer than my lease

no parking do to AirBnB's

No washer not enough parking

no yard, do not own land

Noise from landlords

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Noisy, run down,

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None

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Not ideal for single female

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Parking problem

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People using the culdesac that I live on as a dumping ground for their boat trailers and extra cars

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Rent is continually going up. At this rate, we will be priced out and have to move in fewer than five years.

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roach motel

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Road noise

---

small lot, need bigger garage.

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The apartment manager is harassing my parents about stupid stuff for no reason

---

The new zoning rules in Incline Village allowing homes to become STR businesses, will have a negative and terrible impact on our community. Many towns around the country have experienced many problems with the high amount of STRs. We did not invest in our home to be worrying about having no oversight and management of the STRs.

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The significant shift in residentially zoned single family homes, condos and apartments being converted into commercially operated short-term rentals is creating huge disruption and problems for those who live (or want to live) full-time in Incline Village/Crystal Bay.

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Thin walls

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Threat of owner selling and us not being able to renew our lease

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Too far from Sugar Bowl

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Too old to be dealing with housemates

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want a house but too expensive to buy one

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Want to buy SFR but nothing in price range

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We have been told to find a new place, due to this house being on the market.

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Wish I had a garage

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Wish to live on my own but cannot afford

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Would like my own space

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**If your home needs repairs, why have repairs not been made?**

About to be renovated

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Apartment manager blames us when it's not anything we're doing

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Building materials have inflated 300% since the pandemic according to local builders.

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Cannot navigate agencies/regulations for improvements

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COVID

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Do most repairs myself with the landlords permission

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Don't want to ask for too much out of fear of raising rent and/or having to find another place

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Don't want to ask landlady because don't want to risk losing rental

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I actually have a place to live, don't want landlords coming to fix things and the charge more for rent

---

I have never asked. The deck is rotting in some places. We just don't use it.

if i didnt rent it there were 50 other applicants that would with the house the way it is.

If we ask the landlords to fix and/or improve things they will charge us for it or continue to raise our rent. We have water damage and have reported it and I'm sure we are now living with mold. There is an electrical issue with our lights that we have reported and has not been addressed. The deck is about to give out and needs to be replaced, but we know that our rent will skyrocket if it is. We invest a lot of our own time and money into things that we can fix, like a leaking faucet, because we do not want the landlords to use it against us.

Income covers basic needs, no extra

It's just old and needs a lot of work

It's livable and don't want to rock the boat with the landlord so we deal with it.

Just old.

landlord can't find contractors soon enough

management not responsive

Mortgage maxes out my income, no money left over for repairs.

New landlord is moving in soon to renovate home, we must move out

Purchased after renting. The cost to buy precluded is from doing repairs for a few years and the rental hasn't been updated in over 30 years.

the house is going to be torn down in 3 years

To be blunt, HOAs suck. No one wants to manage them, run them, or participate. Everyone wants to micromange how you live, and the people telling you what to do don't even live here, they just run rentals. They want to make money renting out their place but they don't want to participate in a healthy community.

Unable to locate craftsmen

**What other types of help with housing would you consider?**

Affordable mortgage and property taxes

affordable wages

Airbnb/short term rentals regulation and control

Assistance with energy efficient improvements

Assistance with yard maintenance (pine leaves etc)

Ban on STR properties in area

Can't think of anything else

Defensible space & bear box assistance:

Employer Living in the area stipend

Ethical realtor

Financial guidance help

First time homebuyer support

Help with beauracracy

Help with utilities

Home owners insurance assistance

Home prices return to pre-pandemic prices

I own my home, and want to keep it. I don't rent

Incentive for renting out extra bedroom

Keeping service employees affordable and local

Long term renter rent assistance

Lower than market mortgage to make buying in Tahoe less expensive.

Mail delivery options

Mandate STR permits and \$15k/month fine for refusal

N/A

No STRs operating adjacent to household

Not applicable to retired who have purchased home

Pet Friendly only rentals

Property Taxes Decrease

Reduced mortgage

Restrict STRs

Spacious

This is a bad question and assumes all survey takers need assistance.

Washer dryer

**Other suggestions or comments on strategies for housing for employees in Incline Village/Crystal Bay:**

Affordable housing

Better public transportation from Reno to Incline

Build low-income housing

Creating a land trust option

Decreasing restrictions on development

Free Employee transportation from Reno and Carson City

Govt needs to partner with AND fund nonprofits to develop rental and for sale affordable housing for employees in Incline Vlg

How is "long term" defined?

I do not understand why if there is not more housing built in two new developments and commercial buildings such as Raleys, the Hyatt, state line casinos etc.

Incentives for homeowners to long term rent

Increased affordable rentals for working folk

Keep locals in homes.

Limit short term rentals

Limit STR's to NO MORE than 500 units!

Limitations or restrictions of J1 employment in the area

Low income housing and subsidies

Mass employers such as the resorts in the basin should have to provide employee housing mandatorily so their seasonal employees don't increase the lack of housing for year-round residents

More affordable small houses to purchase/own

n/a

no more airbnb's

no property restrictions for individual or STR use

No vrbo's

Not allow large developers such Boulder Bay build ABNB

Outlaw short-term rentals and people being able to own multiple homes in the same town or county!!!!!!!!!!!!!!!!!!!!!!

Prioritizing locals over vacation rentals and providing home owners assistance programs for locals

Priority for essential workers housing over other businesses

Providing incentives to homeowners who rent extra rooms/property

Providing location for "nomads" or Van dwellers to park to work locally

Rent Control

Rent control.

Require big business employers (Hyatt, etc) to provide certain percentage of housing for employees

Requiring owners to live in their homes 6 months a year if they register an STR

Restricting short-term rentals to increase available housing stock for long-term rentals is a must.erm rentals is very important.

Selling the old Elementary School in Incline Village that is an eye sore and waste of land that can be used for affordable housing and decreasing the debt the school district owes Incline Village home owners.

Strict STR enforcement with large fines and criminal repercussions for repeat offenders

TRPA to have an easier process for converting commercial to residential

Zoning changes

**Do you have any additional comments or suggestions related to housing in Incline Village/Crystal Bay?**

Affordable homeownership or homes to rent long term would be amazing for teachers

2020 Tahoe Migration has made it impossible to find long term rentals. Previous rental properties have been bought and now being rented as vacation rentals VRBO and Airbnbs. Local work force has to move away. No more workforce!!!!

A community rich in nature, and ingratitude

ADU's will only increase the problems with parking, emergency evacuation, lack of transportation, lack of services. Limiting short term rentals will provide the needed long term housing and will reduce the problems caused by just too many people in one place, since occupancy is typically much lower with short term rentals.

Affordable housing does not exist until you get rid of the massive wealth inequality. One way to do this is restrict what people can do with their money. This means restricting the number of homes a person or corporation (that operates rentals) is allowed to own or a county. It also means outlawing short-term rentals. Residential neighborhoods (residential zoning) should not have commercial motel businesses operating in them. I can't turn my home into a bar, restaurant, or any other business, why should I be allowed to turn it into a motel? These short term rentals are destroying our society in every way possible. All the strangers coming and going are a huge safety issue. Also when we lose long-term residents, we have no one left who understands the area to protect it from haphazard development. The NUMBER ONE THING MUST BE TO ELIMINATE SHORT-TERM RENTALS! Second, limit how many homes a person can own.

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Affordable rental units for lower income workers in Incline Village is not going to happen without government subsidy, incentives or company housing support programs. Without these, there is no economic sense to provide low rent options on property with such high values.

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Against government control of property rights. Including limiting STR's

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Air bnb has ruined the housing availability for people who work in Incline. \$500k for a one bedroom condo for sale is not affordable housing!

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All housing needs off road space for parking cars, boats and campers.

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Allow vacation home to be rented for 6 month seasons or on flexible leases. Too many homes are left empty for months.

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Although I use short term rentals when I travel, I am sad to see so few rental options for service personnel in Incline. I am a 40+ year resident who originally worked in the service industry.

---

an incredibly complex issue

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As a local teacher, I was priced out of local ownership more than two decades back. Presently, I could no longer afford even the home I bought in the Carson City area 24-years ago.

---

As mgt at major local business hiring people that can afford to live in area is the biggest problem. at some point we can't afford to work here so no services for wealthy

---

At any given time there are only a handful of housing units available for long-term rent. However, there are 1,000+ short-term units on the market for transient visitors. As building new units is difficult here due to TRPA, land costs, etc., any affordable housing solution must include limiting short-term rentals, preferably to mixed-use commercial zoned neighborhoods. Otherwise, IVCB will become one giant hotel district and lose its identity as a community.

---

Been looking for a place I can afford for 4 months.

---

Born and raised in Incline Village, I've had enough and am packing my bags and moving for the first time in 35 years. It's very sad to see how growth and overpopulation has destroyed a beautiful landmark such as Lake Tahoe. My efforts have been exhausted. The forests and lakes have been trashed and I no longer can keep up with the Jones'. There won't be any hospitality without people like myself and sadly we are all getting pushed out due to the housing crisis and the constant disrespect to our home.

---

Build more housing!

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Could use the Biltmore Hotel and convert to worker housing

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County should consider rent control and property tax credits for landlords/owners that do long term rentals to local employees and property tax penalties for those that do short term vacation rentals.

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Definitely need affordable housing for employees in the Tahoe area which has become a huge issue.

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Difficult to get good ppl to work. post office too small for town when everyone is moving here.  
Dangerous driving on the east shore with cars parked everywhere.

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do not use my tax money

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Don't think incline village /crystal bay necessarily needs to have cheap housing for all local employees. The proximity to Reno and Truckee means that many/most local workers already commute. We need better transport options to these places, a ban on short term rentals, and a more walkable commercial district so people don't have to drive in and park every day.

---

Due to Airbnb take over the town. We have parking problem, rental raise, party noise, trash, no rental available for new employees to stay for work. We need to regulate and control Airbnb craziness in the area. My section have 7 units condominium, 3 units convert to Airbnb. People come to each unit as group or 2-4 family join in for each unit. I have no peace and parking after come home from work. I'm stating the fact evolving at current situation. Thanks for opportunity to express the concern.

---

Eliminating short term rentals will just make those properties vacant when owners are not in town. It will cut down on tourism which helps local businesses. The biggest hurdle is governmental regulations on construction plus the cost of construction itself. There are plenty of vacant commercial properties which would make great housing. The old elementary school could also be torn down to create apartments but due to regulations they don't pencil out.

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Employers should work together to help solve their employees issues. Community can help by reducing short term rentals and helping long term rental be more viable

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Get rid of illegal short term rentals!

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Greatly needed for employees in Incline Village STR taken over housing.

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Hard to know what potential solutions would be, but know I am evaluating whether to stay in the area because of how difficult affordable housing is to find in the greater area and if I'm going to live in the area I would prefer to live on the north shore before needing to commute in for Carson City or Reno.

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Help is urgently needed. Our community is losing good people and families who live and work here. A median home price of \$2.2 million and monthly rent fees of \$5K are simply untenable. Soon there will be no middle class left here. Sad!

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Hope there are more cheap houses to rent or buy

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Hope to buy

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Hopefully we can get more housing to rent and not so much airbnb rent is so expensive now in incline is hard to stay hear

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Housing is insane right now, I'm so fortunate. I feel so bad for friends struggling and also the future of our department. Lack of housing will prevent strong recruitment and ruin retention.

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I accepted a senior management position at a hotel in the valley. I'm single, so my salary is my only source of income. Not only is supply extremely limited in the area, the few options that were available were incredibly expensive. I now live in Reno and commute to work, which isn't terrible, but if I struggle to afford housing at this level in my career, I worry greatly about housing options for line level and junior management. Hospitality will struggle in this area without staff, and staff will not be available or be attracted to this area until affordable housing becomes a reality.

---

I also own a second property that I rent as a long-term rental because I make enough in rent to cover mortgage, taxes, insurance, and HOA.

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I am doing ok from a housing standpoint, however all of my staff are really struggling and housing for those who work in the community is a massive issue that has got to be resolved. We cannot operate at the level our customers expect when we cannot even staff appropriately because there is no housing. Also, our current staff, who want to stay and live here, are getting kicked out of their homes and forced to leave the area. It's a horrible situation, something has to be done, and very quickly.

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I am extremely disappointed in the votes Alexis Hill has made to date: not at all matching what she told voters when running for District I. I strongly believe she is either asserting her personal opinions or else, is being supported by non-resident renters and/or businesses. She has no motivation to protect our IV/CB owner-occupying residents who have heavily invested in our once intimate and friendly neighborhoods. I fear she sees us as not supportive of growth, BUT the growth we are against is a takeover of our residential communities by short term visitors who have no long term appreciation for our fragile lake-side location. Our other lakeside counties recognize the importance of limiting these in favor of tax paying residents. It's clear Washoe is only concerned with one goal: collecting more revenue,Ä¶

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I believe STR's are forcing out longer term rentals and should be severely limited in the basin

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I believe we should severely limit the Short term rentals. This drives up housing prices, causes overcrowding and eliminates the reason we came to IV.

---

I consider myself extremely lucky to rent the unit I have. It will not be for much longer since the owners are looking to renovate next year. I don't think I will be able to live in this area any longer since my income will not be enough to afford the rents as of late and I will have to leave the job I've had for 8 years now.

---

I currently own, but work at a school. We are struggling to find qualified teachers/staff who can afford to live up here with the District's current wages. \$12-18/hour for most non-teaching employees and \$45-50K for beginning teachers is not enough to reside close to work. :-)

---

I got super lucky with my place only because I knew the landlord, but I have watched so many of my friends that worked the town who wanted to stay have to leave this past year because they couldn't find anywhere to stay or couldn't afford an increase in rent. It's great that so many people want to live in Tahoe, but they're coming here and not contributing to the society. They all work from home, not the jobs offered in town, and their kicking out the people that work the town. Then they're pissed when restaurants are slow, bars are slow, and everyone is decreasing their hours because their staff needs a break. Frankly, they're ruining Incline. A year ago I never wanted to leave this place and now I'm thinking that it might be time to change my plans -- I've worked all over town and love this place.

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I have lived in Incline Village (Tyrolean Village) my whole life, and my family has lived here for four generations (since the 1960s). To see all the changes that have happened to this town and my home neighborhood has been heartbreaking. The hopes of ever owning a home in this town are impossible. To even just rent a home in this town is becoming impossible for average people like me who work here. Long time locals are being kicked out of our homes to make way for STRs and rich families from the Bay Area. I love this town, and my family has helped to contribute to its history. I feel like if prices continue to rise the way that they have since the Covid pandemic started, that I will have no choice but to leave my home town. I really hope that things will change and that staying in Incline long-term can be a possibility. We need affordable housing for employees!!!!!!!!!!!!!!!!!!!!!!!!!!!!

---

I have never seen affordable housing to really work. Relative to most cities, Incline is not a long commute from Reno. Higher salaries help.

---

I hope local agencies are looking at all ways to bring more workforce housing online within this town ASAP.

---

I know several people who are having their rent doubled and tripled at the moment... I know owners likely need to make money, as well... but is there a limit on increases?

---

I live in incline and the neighbors to either side of me are occupied maybe 10 days a year. It's crazy. Reducing short term rentals so local employees can live here would be ideal.

---

I looks for housing for 2 months and I had to move to Reno due to the lack of housing in Tahoe. And I have to put myself in danger by driving on 80 every day. It's dangerous and not a long term solution for me. Makes me want to find another job.

---

I personally know people who have left incline Village due to the housing crisis. Also, many of my friends are business owners in Incline Village and they are having trouble finding reliable employees because most people cannot afford to live here. Within my 28 unit complex, less than half are full-time residents. These empty units are killing the local economy.

---

I realize my current housing situation is quite good. I'm very grateful for that. i'm very concerned about what will happen when my company incentivizes me to move out of incline by raising rent in 1 year. This has started happening to my other coworkers and they are seeing 400+ dollar increases in monthly rent

---

I really want to own a house but because most of them are rentals I'll never be able to afford one all to myself. My primary reasoning for owning a house is space to store our cars that isn't on the road where they could be towed in the winter and the ability to own animals. I can't have dogs bigger than 40lbs and I don't want a small dog I want a big cuddly thing to help with depression. This also makes me choose between cats and dogs both of which have lots of benefits to my mental health which isn't always the greatest. On top of that the rentals are not good quality, expensive as all hell and have a lot of bad management or just plain dumb rules that aren't enforced for every single resident. It's all a load of BS

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I think housing is deeply, problematically unaffordable for local workers.

---

I used to be a renter before air BnB. The owner never got to use their home. Now they can use their home a few weeks a year and make great money short term renting it. I know we need long term rentals, but you can't force owners to rent if they don't want to. We need to make incentives for home owners or build rental units.

---

I was disappointed that there is nothing for sale that is remotely adorable in the area. As much as living by the lake would be a dream it is simply not attainable. It feels like if you did not buy 15 years ago then you never had a chance. Buy our house was a huge challenge even in the north valleys of Reno.

---

I will reiterate, short-term rentals need to be severely limited in our area! By limiting short-term rentals, it would provide significant amount of long-term rentals for families and other workers and incline. All you have to do is look at the number of businesses who cannot be open full-time as they normally would be because they cannot find workers!

---

I would love to see incentives presented to homeowners with vacant homes in the area to rent. There seem to be a fair few homes which sit empty for years, despite an on-going and growing need for housing among locals.

---

I would potentially be interested in cheaper/smaller/simpler yet still functional/modern/updated housing options in IV :)

---

I'm very concerned about affordable housing for our local workforce. Unfortunately most of the local workers who cater to the wealthy can not afford to live here. Rents have increased dramatically and many workers have lost a place to rent. Prices and rental rates do not allow for our workers to stay local. Sad

---

Identifying workforce housing and then having transportation available is probably crucial. While some of the workforce stays year-round, it balloons in winter and summer. IVGID & Raleys are the two main employers and hire seasonally. Workforce housing would have been a much better use of old elementary school land than a transit center.

---

If it wasn't for a long time local who owns our duplex and understands the the importance of long term renters our rent would be 3000 a month. We have no issues and take care of the place because of fair rent

---

If we as a community can not provide housing affordable on a service workers wage then we wil no longer have services in our community

---

In the assistance section , there should be a "do not need" when asking about do you need assistance with a down payment / etc question

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Incline Village/Crystal Bay desperately need affordable housing for employees and the long term viability of the region to continue the current services and activities

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Increase employee pay to allow employees to be able to afford to live closer to work

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Increase in housing cost and inability to find affordable housing has caused me to consider leaving the area

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It has been impossible to find housing in the Incline Village area that is pet friendly. We found only one place that we could rent and that was in South Lake. We had been very actively looking for 1.5 months since the owner of our condo decided to sell.

---

it is too expensive

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It is urgent to restrict STRs so they can NOT be owned by commercial/corporations and operate them as a hote in restdential neighborhoods. This takes away housing for employees. Businesses can not hire workers here because there is no housing.

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It is very hard for the working class to find housing. We are fortunate to have bought in 1998.

---

It is very important that Incline Village provides affordable housing for the people who work and live here. With so many houses becoming STRs the available rental homes have become very limited. There has to be strong and enforceable rules for the people who do own STRs if their clients do not follow them. Who is going to regulate all the STRs and pay for the damages that can happen in our neighborhoods like garbage, noise, over crowding and parking?

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It sucks! COVID, STRs and Bay Area douchebags have ruined Tahoe, probably forever.

---

It was extremely disappointing that the Board of County Commissioners passed the STR ordinance without a limit on the number of STRs.

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It would also make it easier for working lower income folks to work in Incline if gas was cheaper or subsidized if you work here but can't afford to live here.

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It would be better if there were more pedestrian trails

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It would be nice to live closer to work, instead of spending 2 hours a day commuting.

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It would be so great to be able to afford to purchase our own home here. My husband grew up here and we moved here to raise our daughter. We have been here for 9 years now and moved my Mother in with us a few years ago, and haven't found the opportunity to be able to purchase anything ourselves. Unfortunately, we might end up having to move away once our daughter finishes high school to search for a better home buying opportunity.

---

It's a real problem. That's one of the reasons I rent out rooms in my home. Perhaps more people could be encouraged to do this. Share the wealth, in other words. I was fortunate to buy my home 20+ years ago. It would be out of my reach now by far.

---

It's impossible to find housing if you are a student (vacation station) refuses to rent to students.

---

It's just crazy. We can not afford to live here any longer, but have no where else to go because nobody will rent their vacation home, even if they are here for 2 weeks of the year.

---

IV/CB should strive to remain a neighborhood residential type area and NOT attempt to become a resort/vacation spot like South Shore.

---

Kill STRs - they are a menace and destroy value

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Landlord is selling house soon, going to be living out of car

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Limit number or percentage of STR's that can operate in each subdivision. Over that number or percentage gets put on a waiting list. All STR's must have local management and must file for a license to operate. If you are warned for breaking rules, trash ordinances or parking/noise problems, you lose your license.

---

Limit short term rentals Airbnb the roads cannot handle 5 cars per house let alone housing problems easy

---

Limit STR's . Corporations and individuals are buying up multiply houses to run as vacation homes. Also long term home owners are turn to STR. This take away from local housing since STR will generate 50% more profit in rental income.

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Limitations or restrictions on commercial short term/vacation rentals

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Limiting STRs and providing workforce housing is CRITICAL to Incline Village. The lack of employees is severely limiting service and business. Having teachers, firemen, doctors, etc. as a part of the community is crucial.

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local workers need wage increases to compete with work from home bunch.

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Long-term tenants continue to get displaced by investors buying homes with a plan to do short-term rentals

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Look at Vail, CO and see what has impacted this community. We as a community can't tell people where they can and cannot buy a home. However, if we don't build more (which is not a solution) and property is limited in supply, how can a low income family buy a home in this area? It's a situation that has no immediate solution. My family will work harder, save more money and wait for an opportunity to buy a SFR that is in our price range. This is not a plan most who are renting and want to own can follow. It's a challenge for most that will certainly cause some to consider moving away from the Tahoe area. Additionally, deed restriction is a good idea but some of the rules leave room for some who are able to read between the lines and take advantage of the opportunity. Further limiting this opportunity to those who are still not home owners. I own a condo and I feel very fortunate that we have our home and bought our home when we did. I am giving my input because i have two great friends who live in Tahoe Vista, CA and they simply cannot feasibly find a home in their price range due to many reasons. Price, availability, location, income and quality of home. My wife and i are expecting our first baby soon. Our friends are about a week behind us. They live in a small 600 sq ft house and it breaks my heart that they won't have anymore room in this tiny home for their child. They've lived in this place for many years and if the landlord was to increase rent or start a STR, this could cause them to consider moving out of the Tahoe area. I am doing this because i care about my friends and their quality of life. They are the "Tahoe couple" and we mountain bike, camp, paddleboard, kayak, hike, ski, snowboard and many other outdoor activities together. I hope something can help people who are here for the right reasons and want to raise their families in this area.

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Lost our lease option rental to a blind cash offer and they gave us 30 days to move out, then turned it into a vacation rental and even south Reno makes it difficult to get the entire family up to the (north & east shore) of the lake. Everyone in our household works, recreates, and incorporates themselves in the community of Incline/KB/Tahoe vista. We were pushed out and yet we are still working the city services (PUD) and the community services (IVGID) but from a banished location. This is not ok.

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Low income housing

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Low interest loans might be helpful

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More efficient busing options should be considered to allow more access to workers outside of Incline Village Crystal Bay. Not every worker wants to work here. Most employers want a reliable workforce, regardless of where they live. There is also a shortage of housing that satisfies a more affluent resident.

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Most jobs can't pay enough to accommodate housing, which is always in very poor condition

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My family was an incline resident for 25 years until we were pushed out by Vrbo's, staggering increased rent costs, and no available long term rental option. Had to move to Reno. My children go to school up here, my extended family has businesses and home and community up here, and my husband and I work here 7 days a week. We want to live in the town and community we laid roots down in over 25 years ago. My children still don't understand why they can't live here with their friends and family. It's been sad. And it's not just us!

---

My husband and I are two local teachers in Incline. He has lived here for 26 years; I have been here for 5. We can no longer afford to live here and are being forced to move to Reno and commute up to Incline to teach. The housing situation is so frustrating--not only are there no available rentals, but the prices are SO HIGH we cannot afford to live here. We could have stayed in our current rental, but the new owner raised our rent over \$1000 a month to \$4000 (a paycheck!!!). We have a child starting college this fall and another in sixth grade--it's horrible to uproot their homes here. Something needs to happen in our town, or there will be no teachers, custodians, service workers, grocery store employees, etc. etc. We are broken-hearted to be forced out of our beautiful home, especially when we give so much to the community as teachers. I'm so grateful that maybe something is starting to happen to help families like us have a chance to live in Incline.

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Na

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Need more options. Lost our home to foreclosure in the housing crisis. We are lucky to have a rental we can afford but if for some reason we lose this house we will likely need to move from the area.

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Need to limit new STRs in residential neighborhoods

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Need to reduce short term rentals to provide long term housing needs.

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No

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none

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On the Incline Facebook page I see quite often renters commenting that their home is being sold by the owner and they can't find any rentals.

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One person bought 37 homes in Incline Village in my opinion that inflated the market

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Our community needs to have affordable long term rentals and affordable homes for families that are middle class and work hard as teachers, nurses, law enforcement, county workers, etc. Many are being forced out due to high rents and houses being sold. Thank you for your survey - this is a vital issue facing our community right now. Commenting from Reno or Carson is not a viable alternative due to weather. I am retired but working part time too. I indicated that I am employed but the survey did not give an option for part time and retired. I feel the problem is greatest for younger families.

---

Our family was very close to purchasing a house before Covid hit. Since the pandemic the cost of a house tripled in Incline Village. It is very sad to think we missed our opportunity and now we are priced out of a community we love and lived in for many years. If house prices continue to rise, the middle class and working class will be driven out of Incline Village. I fear Incline Village will become an Air B&B community with no families living, working or employed in the village. There are too many vacation homes and too few families, employees, and students. The Incline village community and schools will die without change and affordable housing. It is punishing to think a middle class professional working family can not afford to buy a house in the community I work within.

---

People who work here should be able to live here. Things are totally out of hand!!

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Please do something to stop the loss of residents. I will lose my teaching job because not enough families are able to live here.

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Please do something with the old elementary school.

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Please help us reduce the vacation rentals and provide support with affordable housing

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Please work on helping people who work in Incline Village stay here. The working class should get to live where they work, too!

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question 38, I can not answer do to I have no idea what my roommates make.

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Reducing vacation rentals makes more long term rentals available

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See my previous comments - locals in Incline Village are very un-welcoming and friendly. They do not like new-combers. They are very negative on social media. These are some things that could improve to make it a livable and likable location. It is also very expensive to live in IV. Hard to find housing if you are a pet owner. Hard to find long term housing. Too expensive to afford to buy something.

---

Short term rentals and the recent pull of majority of long term leases has made renting for those who work in this town impossible. The cost of rent has skyrocketed also, making it next to impossible to find a place to live. The hourly wage offered by local businesses doesn't come close to being enough to afford rent let alone save to purchase a place of your own. It is also not affordable to rent off the hill and commute up to Incline. The businesses have already and will surely continue to suffer in not having staff due to all of the previously stated issues above. I have been a resident of this town for 20 years and am scared for the future of this town. If things keep going in the direction they are, we can all expect to see well known, well established, busy stores/restaurants and businesses boarded up and closing down because they can't find any staff they can afford to pay or that can afford to live in town to keep business running. It's wonderful to come to Incline to visit, but what will be left of this town when it is all visitors and no more working residents?

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Short term rentals are causing a real problem in our community and we'd like to see limitations on these properties.

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Short term rentals are not a main cause of the housing shortage but get a disproportionate share of the blame. But for vacation rentals, my wife and I could not afford to live in Incline Village. What are the super wealthy doing about the housing problem? Few are cool like Linda and Richard Offerdahl.

---

Short term rentals are now able to be in any residential neighborhood and are all ready at the limit and adding more will make for impossible traffic, access to recreation, noise, and encourages parties with underage drinking. The residents enjoyment of their homes is ruined. I think our county has a hidden agenda and needs hotel fees to contribute to their poor management of county cash flow. As to our Commissioner Ms. Hill she has demonstrated that she doesn't care about the residents and only about her view of what Incline should be and she doesn't reside in Incline. I hope she can be recalled.

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Short term rentals are restricting long term supply driving up rental prices.

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Short Term Rentals are squeezing Incline Village/Crystal Bay local workers out of the rental market by diminishing the inventory for long term rentals and stimulating an increase in Long Term Rental costs.

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Short term rentals have decimated the rental market in Incline Village and are destroying neighborhoods. The current Ordinance may help a bit but is really insufficient - density and intensity restrictions are required as have been imposed in many similar environments.

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Short term rentals have pushed the workforce out of Tahoe. We need incentives for property owners to rent long term and ban STRs.

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Short term rentals have ruined the local market for both renting and buying for the people who live and work in this community. There is a dramatic need for more regulations on STR's!

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Short term rentals need to be banned or drastically limited in order to improve the current housing conditions.

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Short Term Rentals need to be EXTREMELY limited. Affordable housing is the key to keep this community thriving. There needs to be some kind of rental cap put in place to prevent price gouging. Homes need to be homes; not INVESTMENTS. It's getting out of control and something needs to be done! No more dragging feet and catering to those destroying this community by greed.

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Short term rentals, and the access to the beach for these people, are a big problem. I can throw a baseball and hit several STR's.

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Short-term rental properties in residential neighborhoods have made living here less appealing. I would like to see a limit to the number of units at the very least. I would prefer they are banned altogether.

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Should have asked if I own more than 1 property here.

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Since I was a kid I have seen most of the houses in Incline be rebuilt from modest middle class homes to wealthy second homes. This combined with so many other properties becoming str instead of local housing has made it hard for locals. I think more tourism in the area is really important and these changes have shaped the town at this point. We really need to add housing for our labor force. Most of the commercial properties in town are falling apart as well which will be a future issue our town will have to deal with. We really need a systematic approach to redeveloping the town with a walkable downtown with shopping and restaurants with housing above and underground parking. If we don't loosen restrictions on building more middle class condos or small houses on unused or underused land the town is going to lose its workforce and businesses will suffer.

---

Since the new landlord is moving into our house in Incline, my parents have since purchased a home in Las Vegas for \$330,000 and I have signed a lease for a 1 bedroom apartment in Reno at \$1,600/month. My parents would have liked to buy a home in Carson Valley but could no longer afford to. I would have liked to remain in Incline Village because I work 5 days/week here, but I could not afford to live on my own here.

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So many small businesses could use assistance in acquiring employees to expand their services and products for the expanded population that they are currently unable to serve Unless there are more housing opportunities

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Something needs to be done! You don't have a community when your workers are not living here. Tahoe should not just be for the wealthy, there should be places where teachers, nurses and government workers can afford to own.

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Something needs to be done..or restaurants hotels and ski areas might not be able to open fully for business

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Start STRICTLY regulating short term rentals the capitalism of non residents is ruining our community and housing market

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Stop analyzing & start building!

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STRs are ruining the community. Why should any homeowner in any community in Incline/Cystal Bay be permitted (and promoted) by local government to turn their home into a revenue stream, without responsibility or repercussion. We bought our condo here to work for a fair wage, and be able to retire in a local community; The alarming DISRUPTANCE and unmanaged growth of the STR situation will drive us out. Please, show respect for community needs.

---

STRs for owner occupied are acceptable. STRs are a business with absentee owners and corporations. They should be regulated and limited. They do not add to quality of life or help small business. They limit affordable housing.

---

STRs have reduced the number of units available for long term renters. Your survey is flawed as it misses out on those units that are sold out from under long term renter, then converted to STRs by the new owners/absentee investors. Your survey does not capture this information.

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STRs have RUINED the community, and the employee labor pool for my construction co. and all other business people I speak with, "Our Zoning laws don't allow it, and people are cramming in way more people than the code allows. No Fire Egress , Smoke detectors, or Carbon Monoxide detectors in many cases, UNSAFE."

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STRs need to be limited to open up more opportunities for LONG TERM rentals.

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STRs need to be strictly limited, but not eliminated; incentivize multi family housing; develop a more central downtown that is not dominated by roads/vehicles and build housing next to this core.

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Summer time there are too many short term leases that are non local business employees.

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Sure. 1. Just because you work here doesn't automatically mean you need to be able to afford to live here. 2. New construction has been limited for a long time here and should remain limited.

---

TAKING LAND FOR WORKER HOUSING AT THE LAKE IS UNFAIR. Good housing is available within 25 min to 40 min in Carson City & Reno. I now live in Reno and my office is Incline Village. Both roads leading to and from I.V. are crowded with cars making the commute daily. Get real. You want to spend our money for low income housing at the lake when many workers will not have that benefit. Unreasonable use of our tax money. The commute to CC is much less than big cities. Low income folks do not have the right to live at the lake, with housing provided by the rest of people. The tax payers pay a lot to live at the lake. The land is VERY valuable. Live in CC.

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Teachers and other service providers must have a place to live if we expect our PUBLIC schools to be competitive!

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Teachers and other working members in our community need affordable workforce housing so they can live in the community in which they work

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Teachers need to be able to afford housing or there will be no teachers in Incline Village.

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Thank you for doing this! Our employees need local housing!

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Thank you for doing this. Truckee seems to be making some headway with this issue. Is there anything to be learned from their efforts?

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Thank you for this much needed survey to get a pulse on the housing need in our area! We are fortunate but realize the availability and cost to rent is prohibitive to local employees and we need them here in our community.

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Thank you for this survey

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The almost total absence of affordable housing options for local employees is hurting my business and others! We have to close certain days because we can't find employees which hurts our bottom line.

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The average price of a home/apartment is EXTREMELY high and makes it hard to try and build a family here

---

The community needs affordable housing for the workers in the community. If not, there will be a dramatic drop in amenities in this community including restaurants, shops & stores, the ski resort. We are already seeing the huge impact on the business community due to the lack of a work force caused by the lack of affordable housing. This should be the number one immediate priority for this community.

---

The correlation between STRs and lack of affordable housing is well established by research: ... the Economic Policy Institute, a progressive think tank, echoed the sentiments of the Cologne researchers last year. "Evidence suggests that the presence of Airbnb raises local housing costs. The largest and best-documented potential cost of Airbnb expansion is the reduced supply of housing as properties shift from serving local residents to serving Airbnb travelers, which hurts local residents by raising housing costs," it said. Sophie Calder-Wang, assistant professor of the real-estate department at The Wharton School in the University of Pennsylvania, published a study last August that found the "increased rent burden falls most heavily on high-income, educated, and white renters because they prefer housing and location amenities that are most desirable to tourists." Middle-to-high income employees can't afford to live at Lake Tahoe... we are losing employees and businesses in the housing crunch. Stop "full-time/commercial" STRs. #1 way to save our Tahoe communities.

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The cost of living up here in Incline Village is insane. The food, gasoline and the rent is very expensive. overcharge on everything high class low class we al pay the same. I think Incline wants all the low Income WCSO employees out of this town, by increasing the rent payment. The Property Owners have no idea what we go through to deal with property management office.

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The home owners association (Village Court) are scandalous and bullies to new residents. They try to bully them into moving by making unfair and harassing decisions/actions.

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The housing crisis here in the North Lake Tahoe area is getting bad and it seems that nobody has power to stop this.

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The housing market is tight and the availability of building sites is extremely limited. TRPA requirements dictate against many improvements. Not everyone can afford their dream situation and some cannot even afford the basics. We lived for decades before being able to afford middle class circumstances.

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The housing prices are ridiculous as are the rents. There should be a cap of the amount people should be able to charge for rent.

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The housing problems in Incline Village are the result of gentrification that has migrated here from California. Because we are land-locked there are not opportunities to offer developers incentives to build high-density or affordable housing which is why more people are being displaced from their homes than in other parts of the country that have experienced gentrification. The solutions to gentrification are public policy, community land trusts, revitalization/renewal projects, and public-private partnerships, among other things. While it is encouraging that there is a public-private partnership studying this issue, Washoe County may want to consider reaching out to the CRE Consulting Corps to see if they can help provide meaningful guidance for permanent solutions.

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The housing situation causes so much stress. We have had to move twice since we moved here 7 years ago and both times it was incredibly difficult. We feel very fortunate to be where we are right now with owners who don't have plans to sell anytime soon (that we know of), but we continue to have friends in situations forcing them to leave the community. We are professionals with Masters degrees and would love to buy a home, but we just can't afford it. We love this community. Our hope is to be able to at least be able to get our kids through High School here (9 more years) - but in a dream world we want to buy a home and retire here. Thank you for putting this survey together - I hope a solution can be found.

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The housing situation is dire and getting even worse as more long-time residents (who must rent because the option to buy is financially out of reach) are displaced due to landlords selling. The long-term rental market is infinitesimal and what is findable is grossly overpriced.

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The increased STR market has had a very negative effect on the housing market in IV. Families cannot find affordable long-term rentals and are being forced out of town.

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The new str rules are useless as passed by washoe county. There needs to be rental limits per year in order to limit purchases designed solely to turn residences into untaxed and unregulated hotels. With no limits short term rentals are more lucrative than long term and can easily pay profit as tax shelters for cash buyers forcing out locals. Additionally average salaries of local businesses needs to be a larger factor in housing costs affordable to locals.

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The process needs to be easier and there needs to be tax incentives for development of housing.

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The rent increase is super bad because rent, utilities, groceries etc have increase aswell but not wages! I work for the same place for 8 years and I barley make \$17 an hr, if wages were higher not a lot of us would be on poverty level, just a few things from raleys is 100 bucks WE as locals should get a discount card for working and living here in incline! Make money out of tourist not from local people! There are so many places where low income apartments could be build and I know it cost a lot that it's a lot of money to invest on low income apartments but as soon as they are rented they get money right back it's a win win. You need a good management that keeps rules in place no exceptions! Low income apartments to look good no messy balconies or decks, a good maintenance person I have many ideas that could potentially make incline look way nicer what I don't have is the money. If I had the money I would definitely consider to make incline affordable to locals and get rid off parked cars on the side of the roads

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The service workers need affordable places to live if anyone wants to live here and have services.

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The short term rental market is creating major disruptions in communities, and buying houses to just use them a few times a year is leaving no place for workers to live. This is so obvious that when I started to talk about it with my family, my 11 year old said "where will everyone who makes \$15 an hour live?". Indeed. We need people who LIVE here to sustain our local businesses, and we need it to be AFFORDABLE so people can live and work here.

---

The short term rentals have decimated rentals for long time locals. We have seen 10 family friends leave in the last two months due to their rental becoming an STR. The lack of concern by Washoe County Commissioners is heart breaking. Not everyone who lives in incline is rich. Working class families are being sold out for the tax gains from the STR's. Limit the STR's and there is more places for workers to live.

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The situation here is beyond a crisis. I resided in 16 different places in 5 years. I have finally found a decent place and a nice landlord. The lack of housing caused ongoing extreme stress in my life for 6 years.

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The situation is critical here in Tahoe. We've lost 5 employees of the school due to housing costs alone. A few more teachers are being forced to move to Reno. Emergency.

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The STR situation is OUT OF CONTROL!!! So many of our friends/customers/employees have told us they have been forced out of their rentals because the owner will either convert to STR, or sell to someone else who may potentially become an STR. The strain on our business is substantial

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The STRs in town are killing this lively community. We live next door to one and have had witnessed many issues, domestic abuse, drug use, sexual stuff ie naked people playing with themselves and escorts on property, fire danger issues ie.. fire works, flicking lit cigarettes onto the forest floor and unmanned fire pits, loud music and reckless driving. It's so sad to us that most of our neighbors are no longer people we know but a revolving door of strangers who endanger our community.

---

The unfettered growth of STRs and Washoe County's recent revenue-driven, catastrophic change in zoning to allow transient occupancy/commercial lodging in formally residentially zoned IV/CB neighborhoods (without owner occupied requirements or annual unannounced safety and health inspections) has led to housing units once used for long-term housing to be converted into non-resident transient short term use. This not only endangers full-time residents (fire and wildlife risks among other problems), STR growth permanently removes housing options for long-term renters or seasonal workers.

---

The wages do not facilitate being able to live reasonably comfortable in this area. You want good employees BUT the employees budget and struggle to stay here, then move out of the area. Ex: 5.00 per gallon of gas vs 2.93 off the hill. Food prices for the wealthy, not the workers. Senior housing based on income if you work here might help employers and employees

---

There are no issues with str's - there just a few complainers

---

There are so many houses already built! If they were available for long-term renters that would be a huge improvement.

---

There is an extreme need for low income housing and affordable employee housing!

---

There needs to be a limit on short term rentals in the community. They are a nuisance to neighborhoods and they are taking units that were long term rentals previously. People that move down to Reno or Carson due to lack of housing around the lake, will eventually find jobs there and stop commuting. The restaurants and hotels around the lake are already suffering due to a lack of workers. Thank you for looking into this issue but I don't have much hope that anything will be done.

---

There needs to be deed restricted housing options for working people

---

There needs to be more control over STR's (Airbnb and similar) as these type of units cause a lot of noise and garbage pollution. Do NOT allow Picasso or similar into Incline Village as this would exacerbate the problem!

---

There should be a way to help essential workers such as healthcare providers, teachers, firefighters etc to get affordable housing. Not sure how this can be funded but Truckee has set up something like this.

---

this is a serious issue not only in Incline/Crystal Bay, but all around North Lake Tahoe and Truckee

---

Too many disconnects in your survey. Some questions not appropriate for early retirees or those of us who own our home outright and are not subjected to the current housing challenges.

---

Too many short term rentals and limited availability for resident employees will hinder the economy and the tourist industry within a couple years of decline.

---

Too many STRs . No affordable rental opportunities for local workers

---

Trpa, IVGID and washoe county need to help provide housing- not expect others to do it while charging exorbitant fees. This problem is significant and must be fixed

---

turning residential housing units into hotel rooms should be stopped, not regulated

---

unfortunately if I were forced to move, I would be looking for employment elsewhere because the costs associated with commuting to and from the basin are too high

---

Unless you make a considerable amount of money (millions) there is little chance to own in this area, homes are bought by those with billions leaving no other options for everyone else other than renting.

---

Use the Old Elementary School for WORK FORCE HOUSING ONLY !!!!!!!!!!!!!!!

---

Very difficult to find affordable housing in Incline Village

---

---

Very difficult to find affordable housing or any housing.

---

Very Expensive..

---

Very expensive rents

---

We could use the help mostly because the prices have gone up and almost everyone is moving out of town.

---

We desperately need housing for renters and low income workers. I am sick and tired of Incline catering to the wealthy and not helping the lower socio-economic groups. We need the services of these groups but have made it impossible. That Boulder Bay project should be for renters and lower income if we are at all a decent and economically smart.

---

We do need affordable housing here and it seems like there are a few spots that could be. considered for multiple units

---

We do not pay for childcare yet but will soon-- and there are no options// very expensive nanny options. The total lack of childcare in the Tahoe Basin may cause us to move to Truckee or Reno solely to seek childcare options.

---

We don't mind paying rent, it's hard to pay this much.

---

We have a lot of new families that have moved into town and there's no daycare. Teachers can't afford to live here and aren't given a cost-of-living stipend.

---

We have lost our community. The influx of new people has created an area of wealthy people who don't love our mountain town like we do. They have kept local teachers from being able to buy a house as they come here with lots of cash, and now these teachers are looking to move to Reno or Carson, and then will subsequently teach there! My family would love to upgrade homes in the next few years (we live in a very little home), but feel like this possibility is really dwindling.

---

We have so many condos and houses that are not occupied because of they are 2nd homes. Maybe an outreach to those homeowners would be helpful.

---

We long term renters need all the help we can get. We are being displaced and cant afford to live here. We need all the help we can get! Thank you 🙏

---

We moved here because we loved the fact the Incline Village was more of a bedroom community. It was less commercialized, for instance, than South Lake Tahoe. Now we have difficulties finding a table if we want to go out to eat and finding a place where we can enjoy the lake peacefully. Drivers are rude and there are tourists and people in short term rentals everywhere. There is garbage by the sides of the road and we even see graffiti painted on rocks. We have friends who have been pushed out of the community because they can no longer afford housing here. This has been our home and we love it here but we are considering leaving ourselves which is heart-wrenching.

---

We moved to Reno from Incline because we felt we'd never be able to afford a decent sized home with a small yard for the kids to play in. Also, schools in south Reno are just rated so much better than public schools in Incline.

---

We need more housing for critical employees - school, police, firefighters, etc. - and strict limits on STRs in residential neighborhoods. STRs should be limited to the maximum number of people that could legally rent the property under existing zoning, fire, and parking restrictions.

---

We need multiple types of affordable housing for single, married, married w/kids, to assist staff who are seasonal, year-round & those who'd like to buy.

---

We need places to rent for living

---

---

We need to ask the 2nd & 3rd homeowners and STR owners if they would be willing to unlock their homes for long-term rentals. Maybe there is an opportunity for an incentive program for the homeowner?

---

We need to do something now

---

We need to have more long term affordable rentals and no more Airbnb or vrbo. We need to look after our people!

---

We saved bit the bullet and bought a small original condition 1963 cabin a few years ago during the last market correction when many of our peers decided to rent a much larger home with lower rents than our mortgage. Now that rent prices have gone up due to more people living full time in our 'second homes' that were those cheap rentals; that somehow those of us that lived tight to own in Tahoe now have to help those that chose to live high on someone else's mortgage.

---

We should be encouraging long term housing for local workers rather than maximizing STR. Instead of a transit hub at the old elementary school why not pursue HUD grants to build long term low income housing at that location? It could be built as a mixed use housing and retail area. The last thing we need is more traffic in a fragile area.

---

We will get to a point that we will not be able to staff businesses in the Lake Tahoe basin if the housing crisis is not addressed.

---

We're lucky to live in the same rented condo for 16 years. As a single parents my biggest fear is to have to move out unexpectedly before we want to.

---

When I lived in Incline Village, I moved 6-8 different times to 6 different properties. At times, I moved in temporarily with family due to lack of housing. At that time my jobs were also seasonal. There has always been a lack of affordable housing and it's getting worse. As a responsible employee with fairly consistent income, I was unable to afford a studio or 1 bedroom property and had to rely on finding housemates/roommates. Relying on splitting rent with housemates/roommates was a gamble due to the seasonal nature of employment. My primary residence is consistent now only because I choose to move out of town, commute to work, and live with my significant other.

---

While I am not personally in need of housing in the Incline area, I can say that at least half a dozen staff members have been forced out of Incline and have had to move to Reno or Carson, just this year alone. All but one have also resigned there positions. At Incline ES, we have about 7 open support staff positions for 2021-2022 with zero candidates. We still have teacher candidates.

---

Why can't we go to beach. This should be changed!

---

with the shortage in affordable long term rentals in the area local business owner will suffer to find employees and keep their business open. We are already seeing this happen in some of our local business. people are moving out of the area and its not financially feasible for them to commute here to work.

---

Without adequate housing for year round or seasonal employees, service levels will reduce while cost of goods will increase. Unless we'd like to spend an hour in line to enter the beaches, going to ski or getting a hamburger in town, this has to be resolved quickly.

---

Workforce and affordable housing are critical needs in Incline Village

---

Young couples and families would greatly benefit if there were affordable houses available for purchase. Buying verses renting makes a huge difference in the end. When people are given the opportunity to buy something they tend to take more pride in it and it also sets them up to purchase a new house when they are ready.

---

**Washoe Tahoe Housing Tahoe Partnership  
Strategy Session Agenda  
11:00am – 2:00pm, Thursday September 23, 2021**

Introductions – (5 min)

Purpose/Goal of Session – (10 min)

- Refine recommendations/next steps
- Identify path forward from here – organization, structure, core tasks

Housing Needs Assessment overview – “The Story” of what is needed (45 min)

- Includes Q&A

Housing Strategy Components – moving forward in Washoe Tahoe (30 min)

- Unique features of Washoe Tahoe – challenges and resources
- Learning from others – communities that are doing it
- Mapping a path forward – resources, organization, strategies: Group discussion

-10 minute break-

Break out sessions and strategies – three different groups (50 minutes)

- Employers – partnerships, opportunities, and community education
- Funding – federal, state, local, private and marketing
- Community – housing engagement, education, strategies

Wrap up – pull it all together (20 minutes)

Next steps (5 minutes)



**Materials Enclosed:**

Strategy Session PowerPoint – includes needs assessment overview: pp. 3 to 39

Breakout Session Materials:

Please review for session of interest (you will be asked to participate in one session)

- Employers: pp. 40 to 47
- Funding: pp. 48 to 59
- Community: pp. 60 to 69

***Strategy Session:  
Washoe Tahoe  
Local Employee Housing  
Needs and Opportunities***

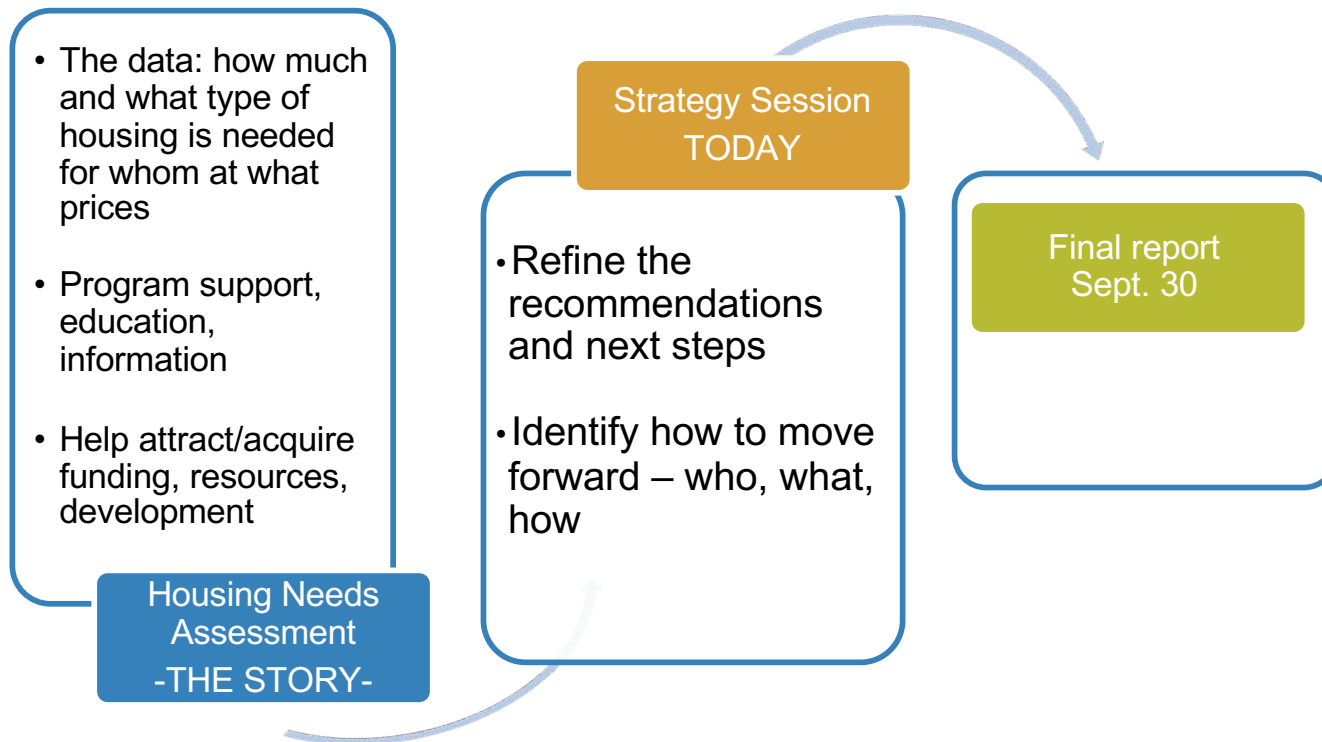
Wendy Sullivan  
[wendy@wswconsult.com](mailto:wendy@wswconsult.com)  
303-579-6702



# Agenda

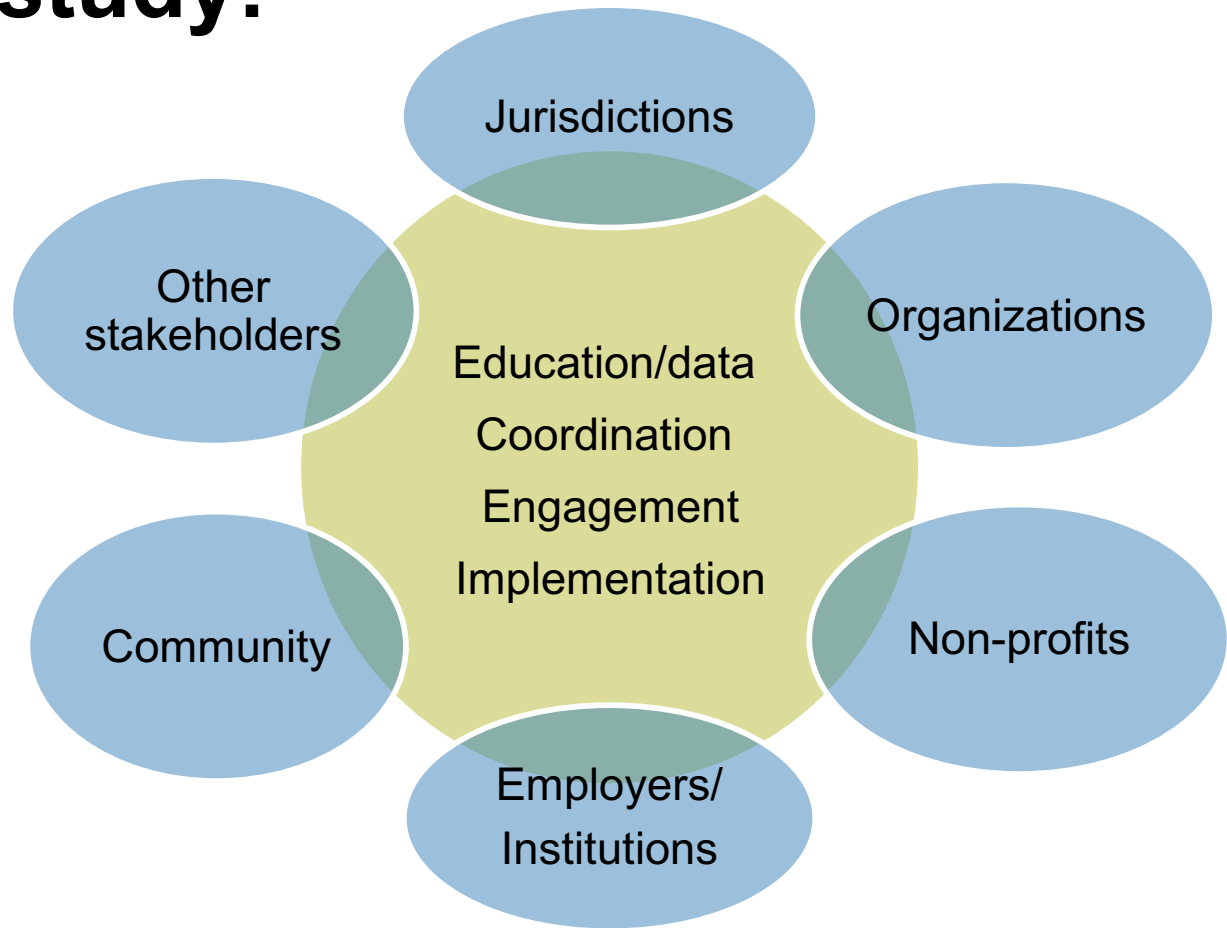
- Welcome and Introductions (5 minutes)
- Purpose/Goal of Session (10 min.)
- Housing Needs Assessment Overview (45 min.)
- Housing Program Components (30 min.)
  - 10 minute break
- Strategies Breakout (50 min.)
- Wrap up (20 min.)
- Next steps (5 min.)

# Purpose of Session



# Beyond this study:

**It takes a  
community to  
build a  
community**





# **Poll: Pick your top 2 strategy breakout groups – you will attend one of them**


- **Employers**

- Partnerships
- Opportunities
- Community Education

- **Funding**

- Federal
- State
- Local
- Private
- Marketing

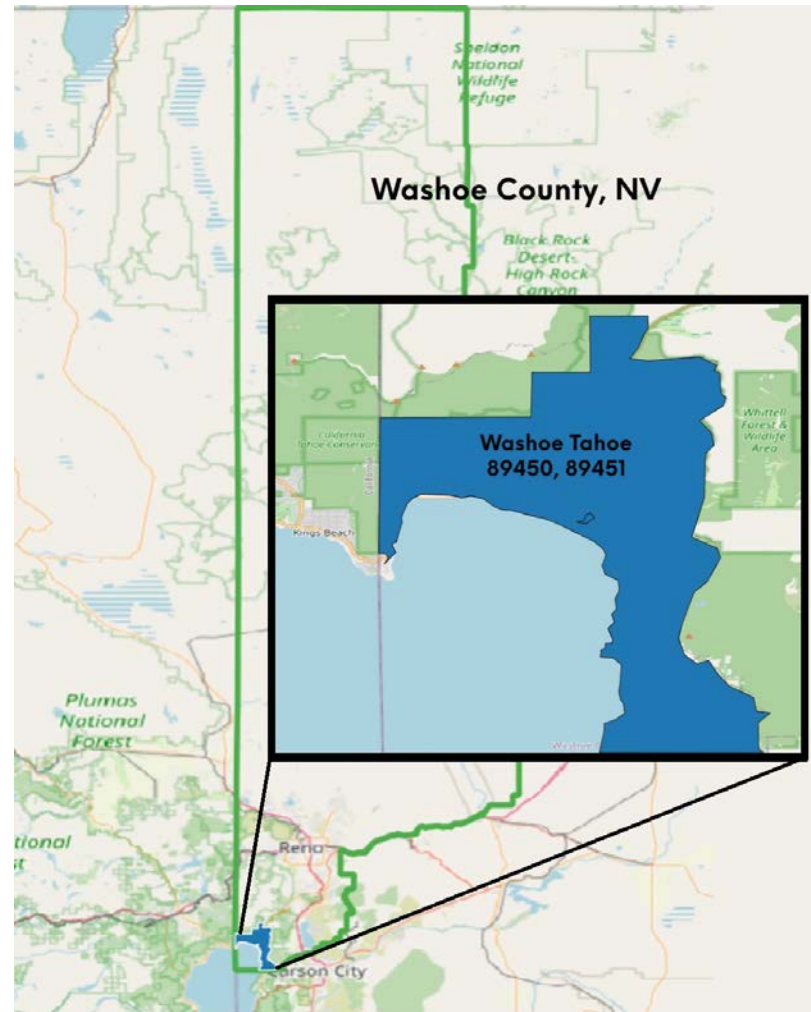
- **Community**

- Housing engagement
  - Education
  - Strategies
- 



# Report Summary

# Study Region





# Housing Needs Assessment

The “Story” of  
your community

## Housing Needs

- How much?
- What price?
- For whom?



Demographics



Economy



Housing inventory



Housing market




Housing problems



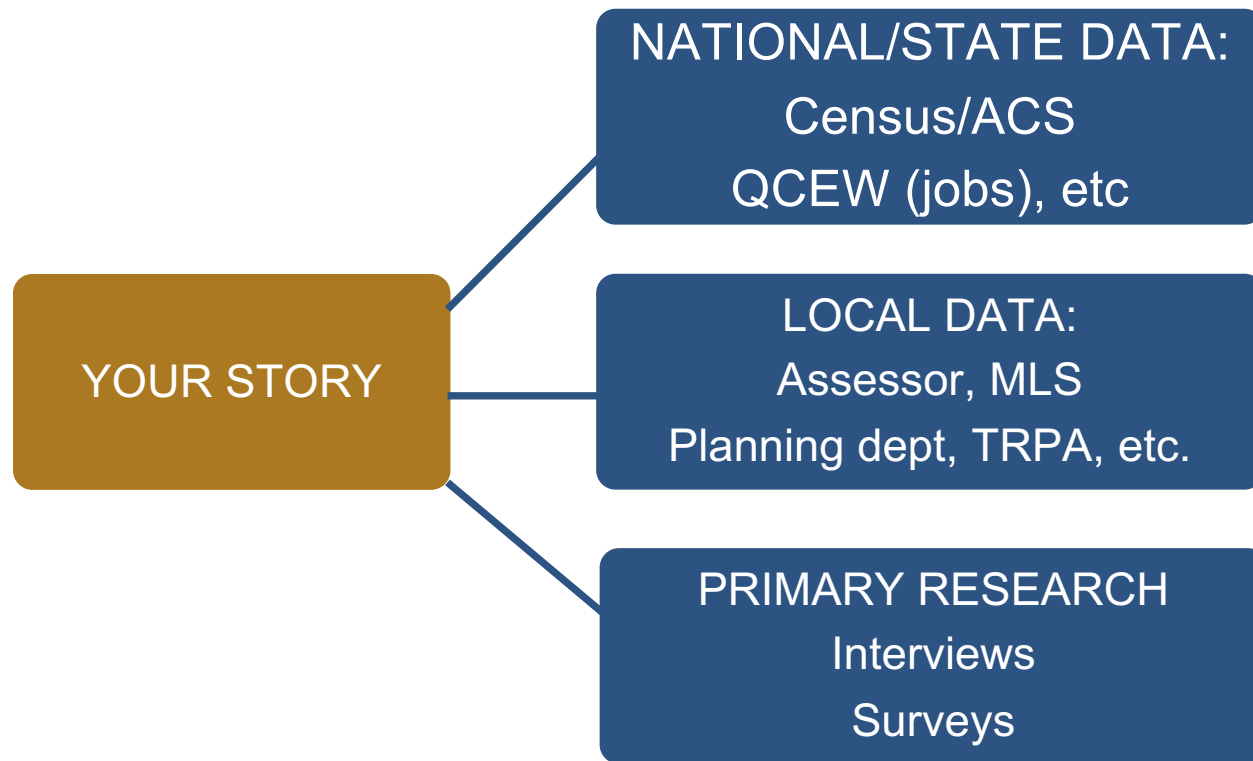
Opportunities, challenges



# Methodology

- *Advisory Group and Housing Partnership*
  - *Employee/Resident survey – 500 responses*
  - *Interviews – employers, organizations, jurisdictions, real estate professionals (25+)*
  - *Local and secondary data*
- 

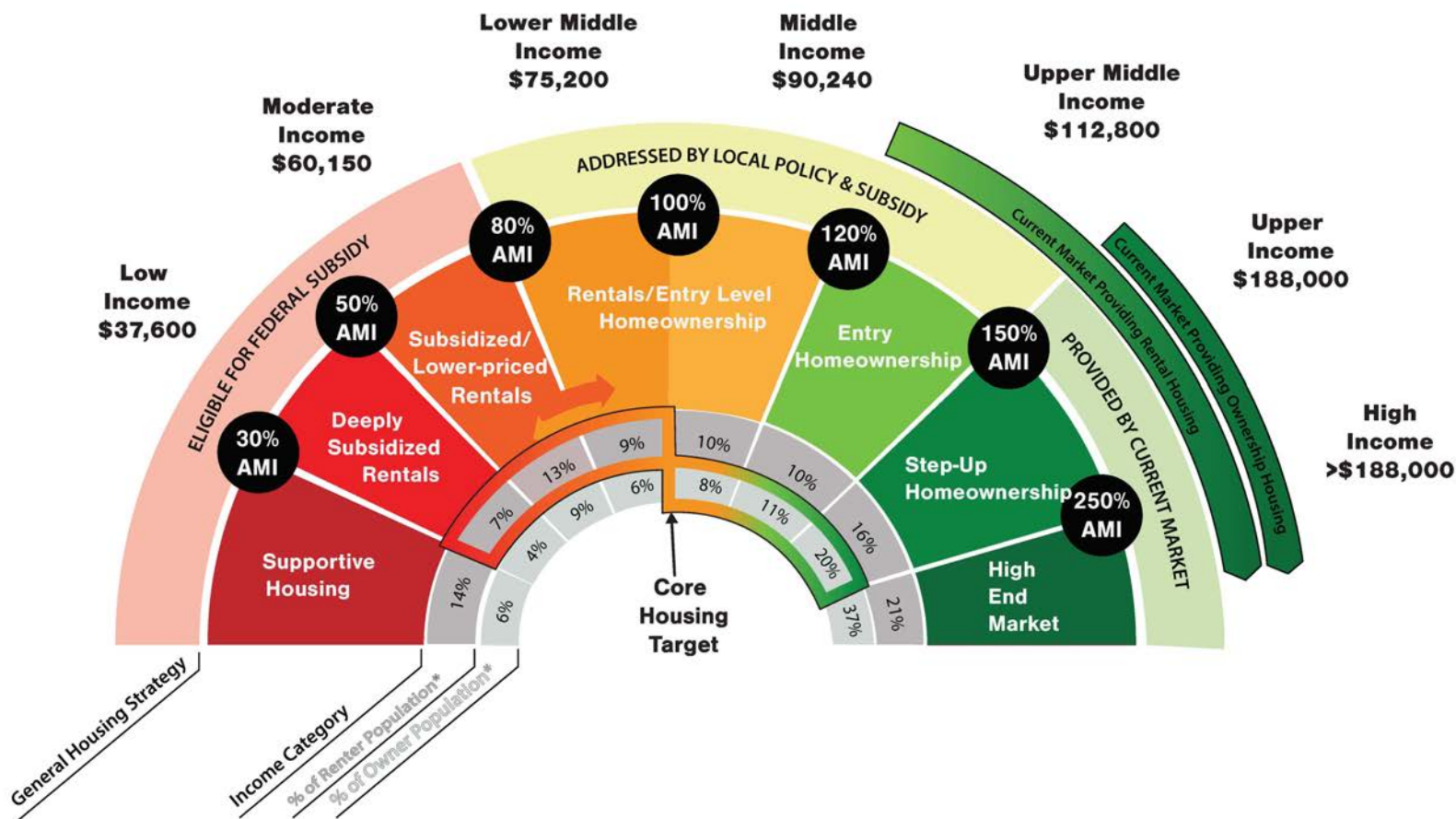
# Data:



# Estimated Housing Needs = #

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

## Washoe Tahoe Spectrum of Housing Needs (August 2021)



\*\*Source: 2021 US Dept of Housing & Urban Development (HUD) area median income limits for 3-person household in Washoe County

# Estimated Housing Needs

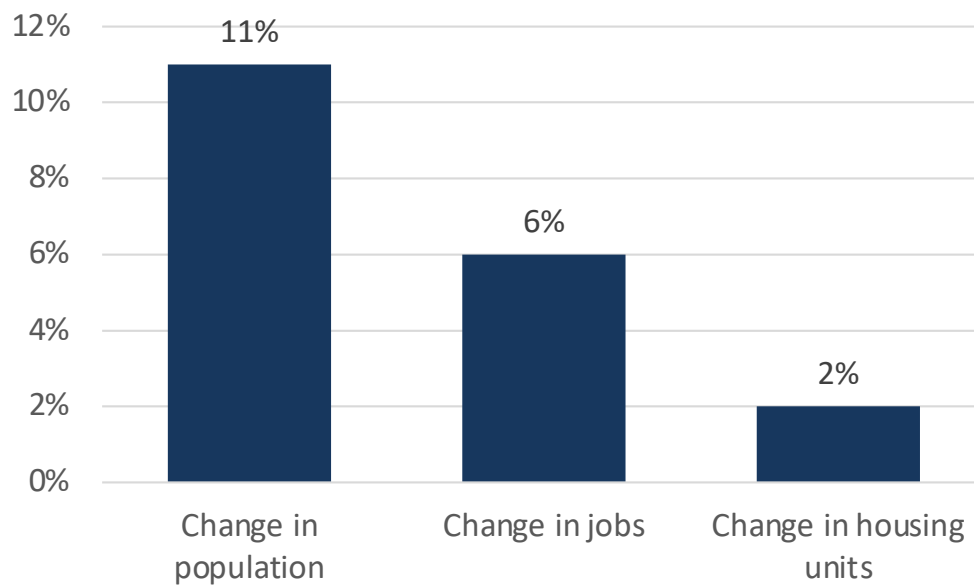
AMI Equivalent*	Household Income	Max Rent	Max Purchase Price**
30%	\$22,550	\$560	\$93,500
50%	\$37,600	\$940	\$156,000
80%	\$60,150	\$1,500	\$250,000
100%	\$75,200	\$1,880	\$312,500
120%	\$90,240	\$2,260	\$375,000
150%	\$112,800	\$2,820	\$468,500
250%	\$188,000	\$4,700	\$781,000

\*Average 3-person household



- Questions? -

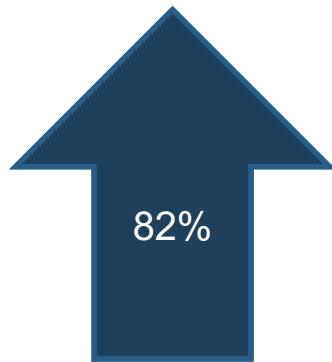
# Key Trends: Jobs/Housing Change Since 2010



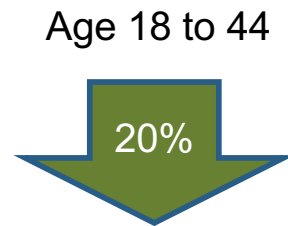


# Key Trends: Loss of Core Employees/Workforce

Change in population by age: 2011-2019



Age 65 and over



Age 18 to 44

Students



High school student enrollment

But students applying for jobs are down



Public elementary school enrollment would have been up last year if local families had not been displaced.



Elementary and junior high enrollment

# Key Trends:

## Loss of Rentals/Unstable Inventory

Over 570 renters (40%) forced to move in past 3 years

- 26% - unit sold by owner
- 14% - owner moved in
- 13% - unit converted to short-term rental

*“The situation here is beyond a crisis. I resided in 16 different places in 5 years. I have finally found a decent place and a nice landlord. The lack of housing caused ongoing extreme stress in my life for 6 years.”*

2021 Survey comment

# Key Trends: Rising Commuting

**53% commute in for work**



Primary service/education workers living locally dropped from 54% (2009) to 35% (2021)

2,600  
people/day

12,000 VMT  
person/year

\$500  
cost/mo

*"[A]t least half a dozen staff members have been forced out of Incline and have had to move to Reno or Carson, just this year alone. All but one have also resigned their positions..."*

2021 Survey comment

# Key Trends: Maintaining Services

Unfilled jobs – 10% average (varies by business)

Turnover – up to 80% last year!

Reduced services, service hours, and closed businesses

- Affects golf/beach services and recreation
- Bars, restaurants, hardware/essentials, home and community services, etc.

COVID accelerated the problem; existed pre-COVID... longer term trend

**Housing is a competitive advantage to hiring in this environment**

*“The number one issue is housing and it has prevented [Lake Tahoe School] from hiring some very talented people.”*

*Stakeholder interview*

*“The almost total absence of affordable housing options for local employees is hurting my business and others! We have to close certain days because we can't find employees which hurts our bottom line.”*

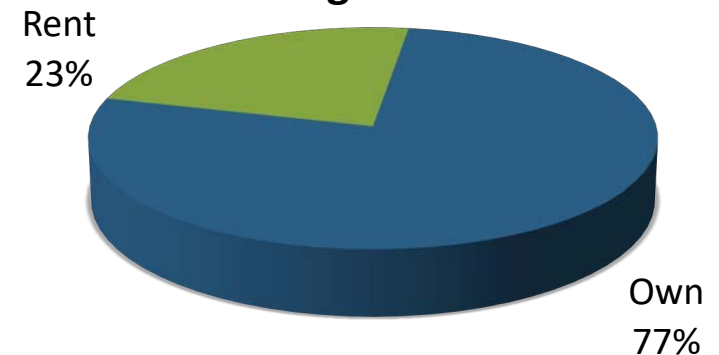
2021 Employee Survey comments

# Key Trends: Pending Retirement

15% of local workers plan to retire in the next five years

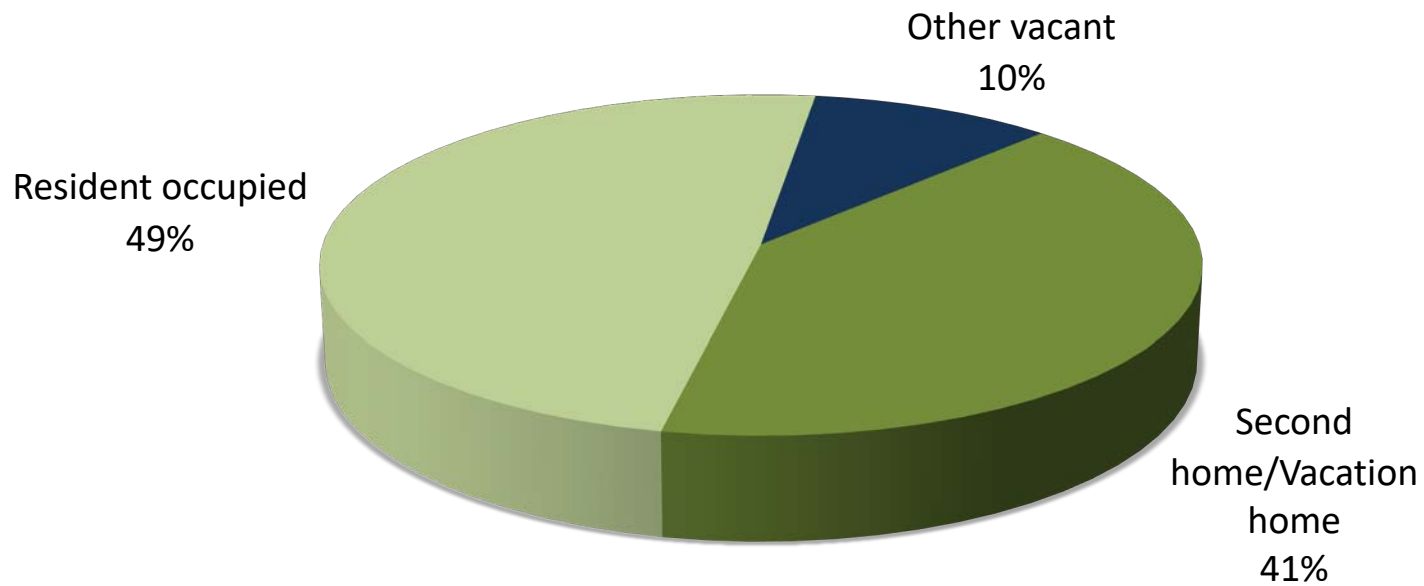
- Senior staff, owners (stable housing)
- Effectively 0% rental vacancy, rising rents
- Employees making over \$100,000 cannot find housing
- All employers have had employees decline positions, or leave shortly after taking them, due to the inability to locate suitable housing in the area

**Tenure of Employees  
Planning to Retire**



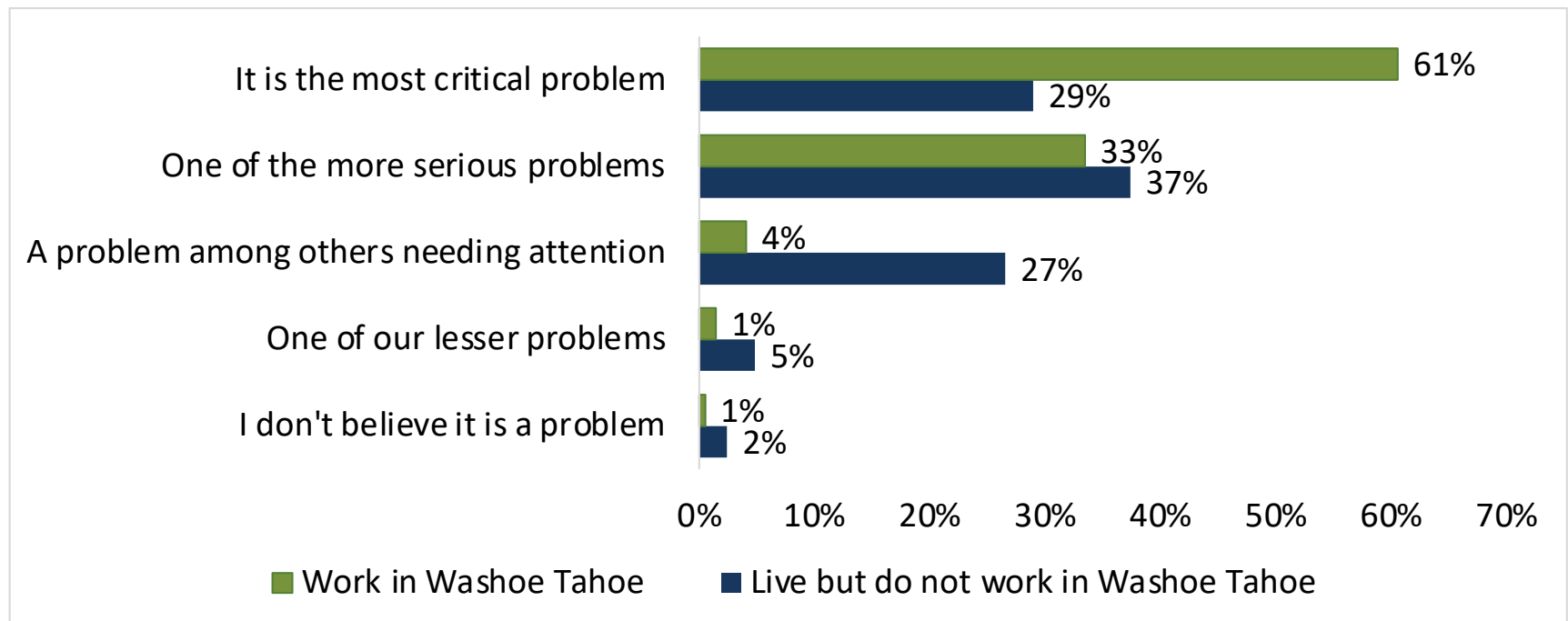
*"There's going to be a crisis!"*  
2021 Employer interviews

# Challenge: Housing Occupancy



# Challenge: Community Perception

*“How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?”*

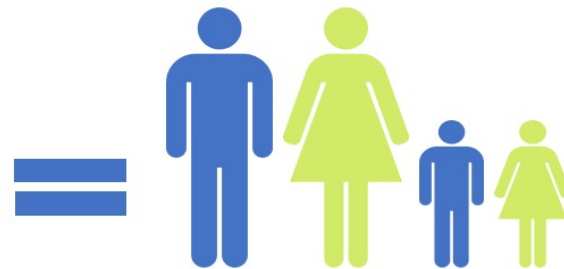


# Challenge: Cost of Development

## Homeownership

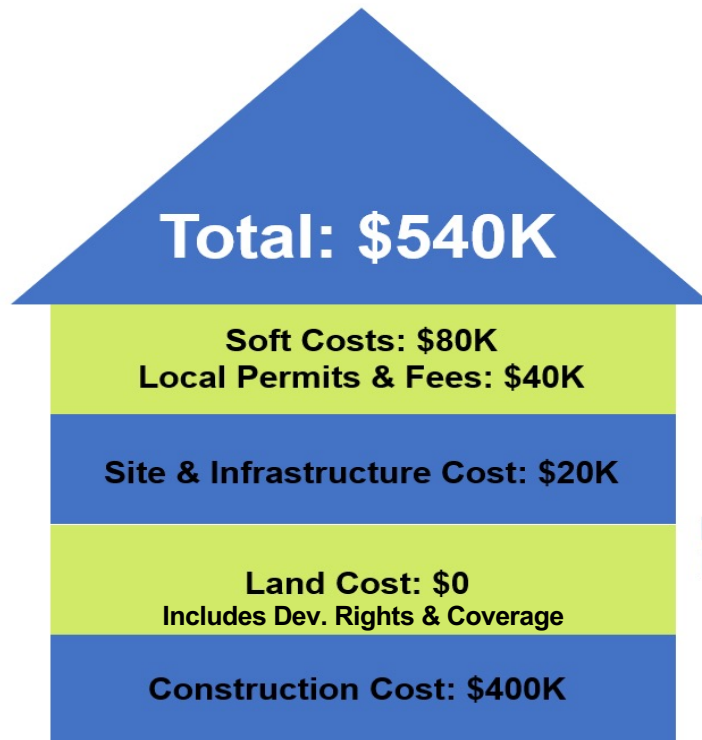
Duplex: 1,000 square feet

175% AMI Households/  
\$131K annual income



\$546K Purchase Price

As a household's income goes down, their buying power goes down which increases the gap that would need to be filled.

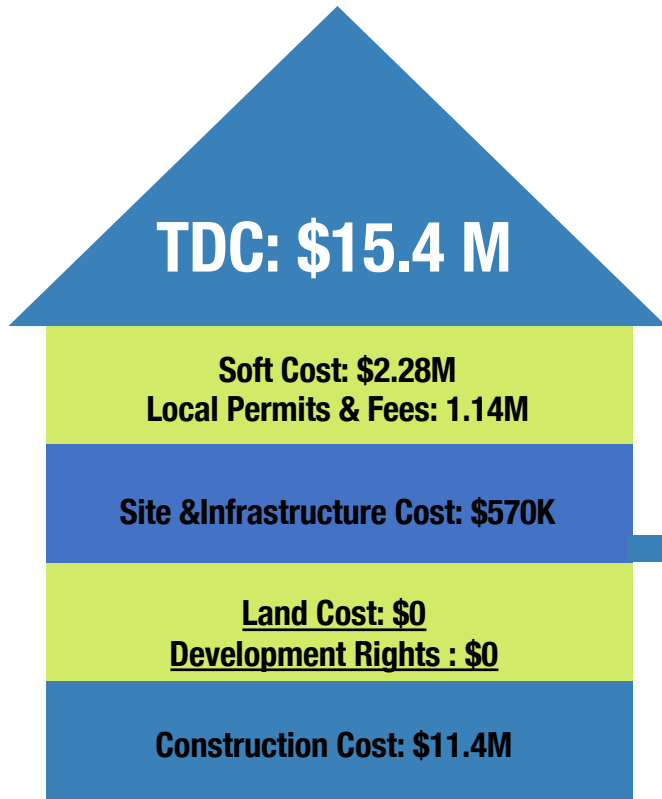


**What it costs...**

**(excludes the cost of land, development rights, coverage)**

**Who will purchase...**



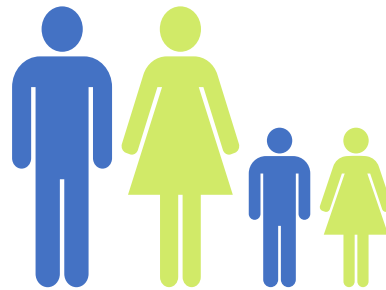


**What it costs...**

## Rental

**30 APARTMENTS**

90% AMI Households



**\$1,750 Monthly Rent**

**Supports \$7.45 M Perm Debt**

**Who we are trying to serve...**



OR  
**\$265K/ Unit**

**Needed Community investment ...**

**TDC: \$15.4 M**

Soft Cost: \$2.28MK  
Local Permits & Fees: 1.14M

Site & Infrastructure Cost: \$570K

Land Cost: \$0

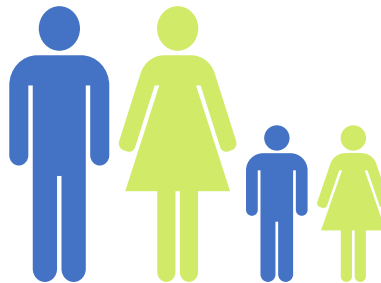
Construction Cost: \$11.4M

**What it costs...**

## Rental

**30 APARTMENTS**

**65% AMI Households**



**\$1,250 Monthly Rent**

**Supports \$5.05 M Perm Debt**

**Who we are trying to  
serve...**

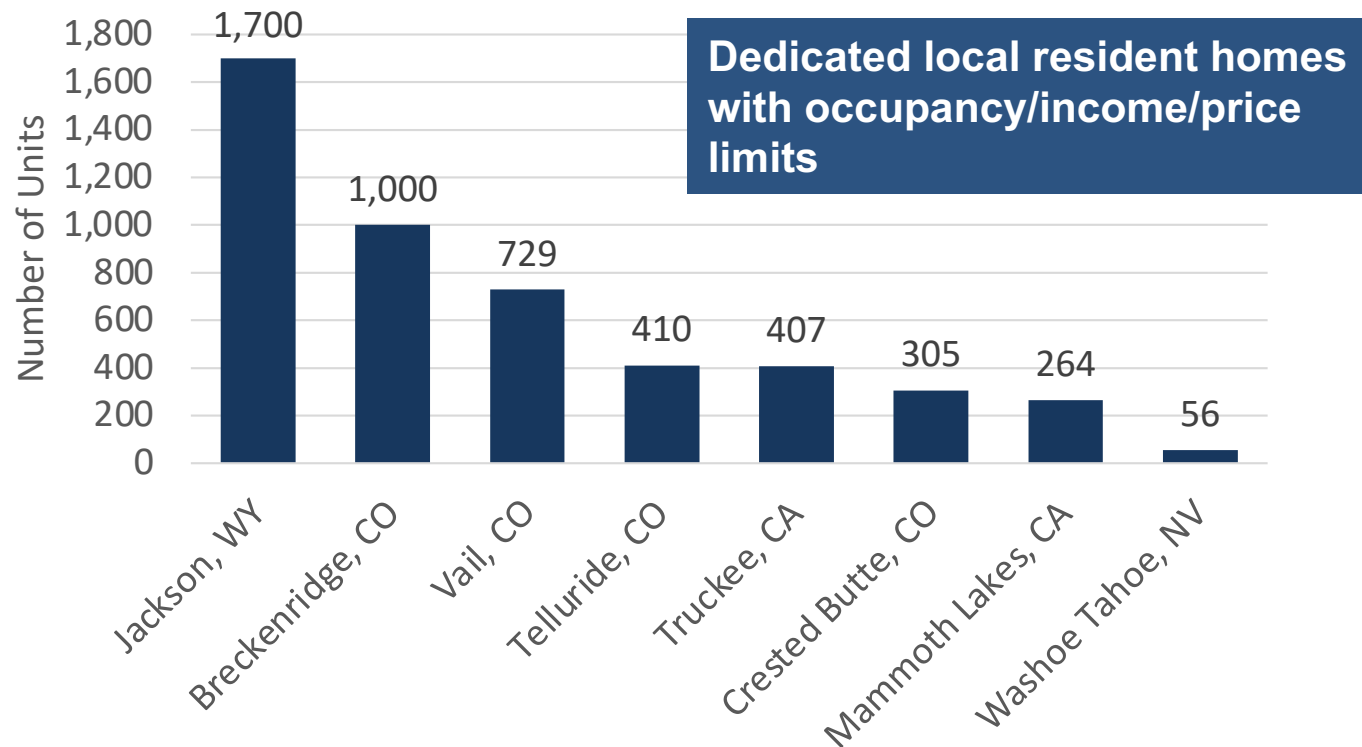


**\$10.35M  
Capital  
Gap**

**OR  
\$345K/ Unit**

**Needed Community  
investment ...**

# What Has Been Done: Affordable Inventory



# What Has Been Done: Employers

## Some Employers Providing Housing

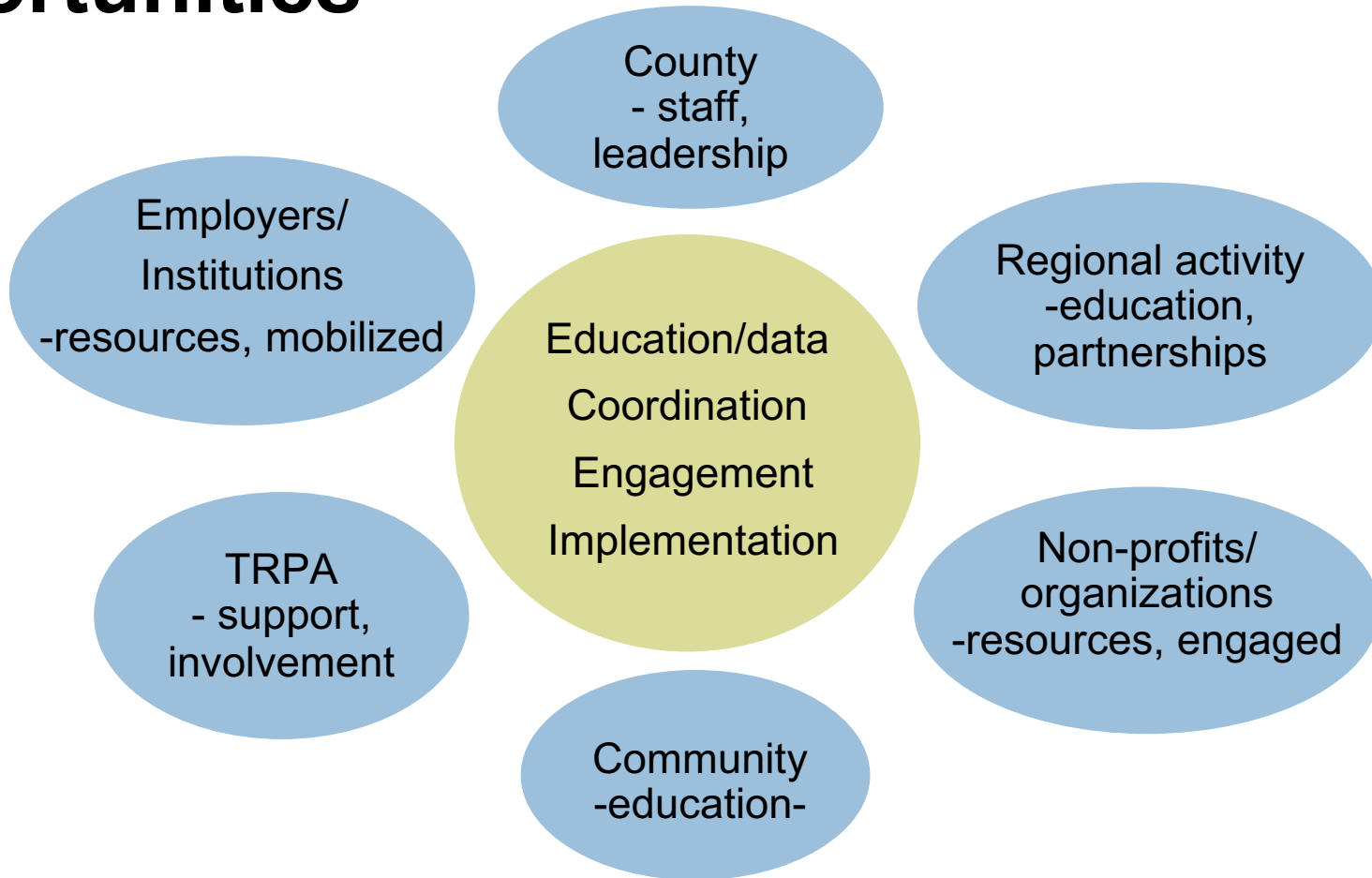
- Biltmore Casino
- Hyatt Regency
- IVGID
- Sierra Nevada University
- Fire District

## Combination of:

- Onsite housing/rooms
- Crystal Bay Hotel housing
- Apartment leases
- Office renovation
- Dorms




# Opportunities





# Opportunities

Mobilize and organize resources to achieve:

- Housing campaign/community support
  - Development support – recent Area Plan changes, more is possible (streamline, support, simplify)
  - Short term rental permitting – build on this
  - Development opportunities – school site, public land, redevelopment
  - Transit opportunities – Tahoe Transportation District, etc.
  - Funding for projects, programs, management – state/federal, local
- 



- Questions? -

# Building a Housing Strategy






# Washoe Tahoe Considerations

- Unincorporated – leadership?
- High cost community
- Complex land use regulations
- Competitiveness for resources:
  - State/federal financing – rural/high cost disadvantage
  - County – prominence, visibility?
- Resources available – roles/coordination? (*see Potential Resources handout*)



# Housing Strategy Examples

Examples from other communities:

- Vail, CO – resort first, town second
  - Big Sky, MT – unincorporated, within two counties
  - Aspen, CO – the first housing program to the table (started in 1970's)
  - Breckenridge, CO – slogan: “Real town, great skiing”
- 

# Building the Washoe Tahoe Strategy: Breakout groups – 10 min break

- **Employers**

- Partnerships
- Opportunities
- Community Education

- **Funding**

- Federal
- State
- Local
- Private
- Marketing

- **Community**

- Housing engagement
- Education
- Strategies



---

# Go to Breakout Sessions

- 50 minutes
- 

# Wrap Up

- Pulling it all together

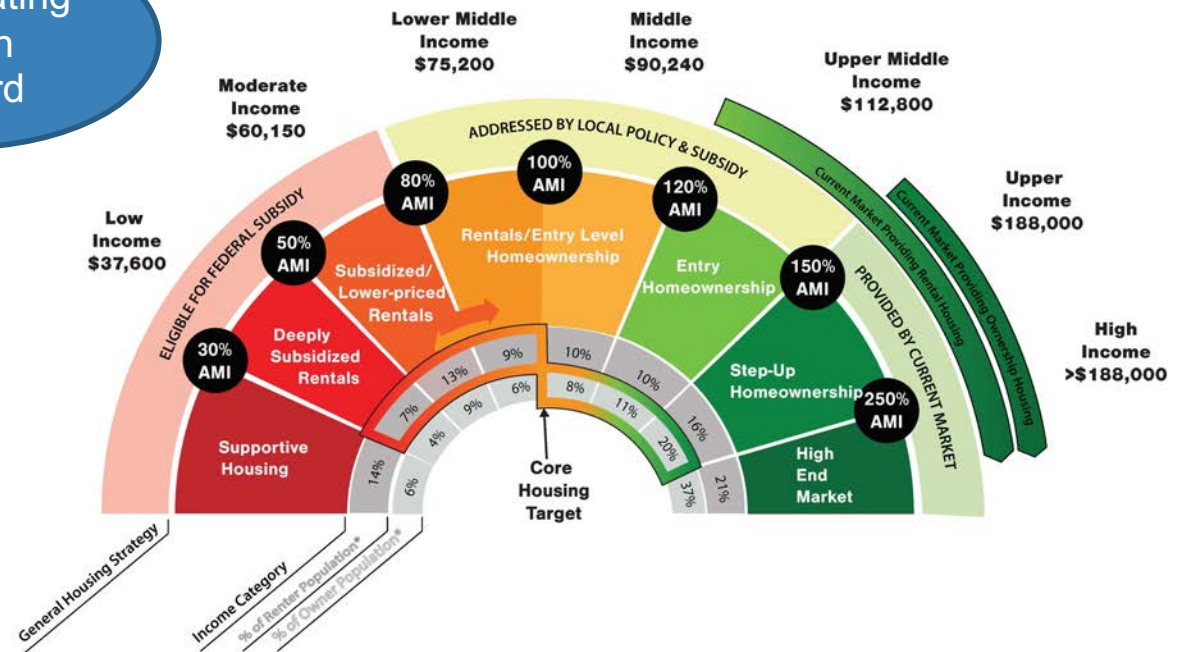
Employers

Funding

Community

Coordinating  
a path  
forward


Washoe Tahoe Spectrum of Housing Needs (August 2021)



\*\*Source: 2021 US Dept of Housing & Urban Development (HUD) area median income limits for 3-person household in Washoe County



# Next Steps

- Summary of session
  - Report strategy/recommendation revision
  - Final report: September 30<sup>th</sup>
- 

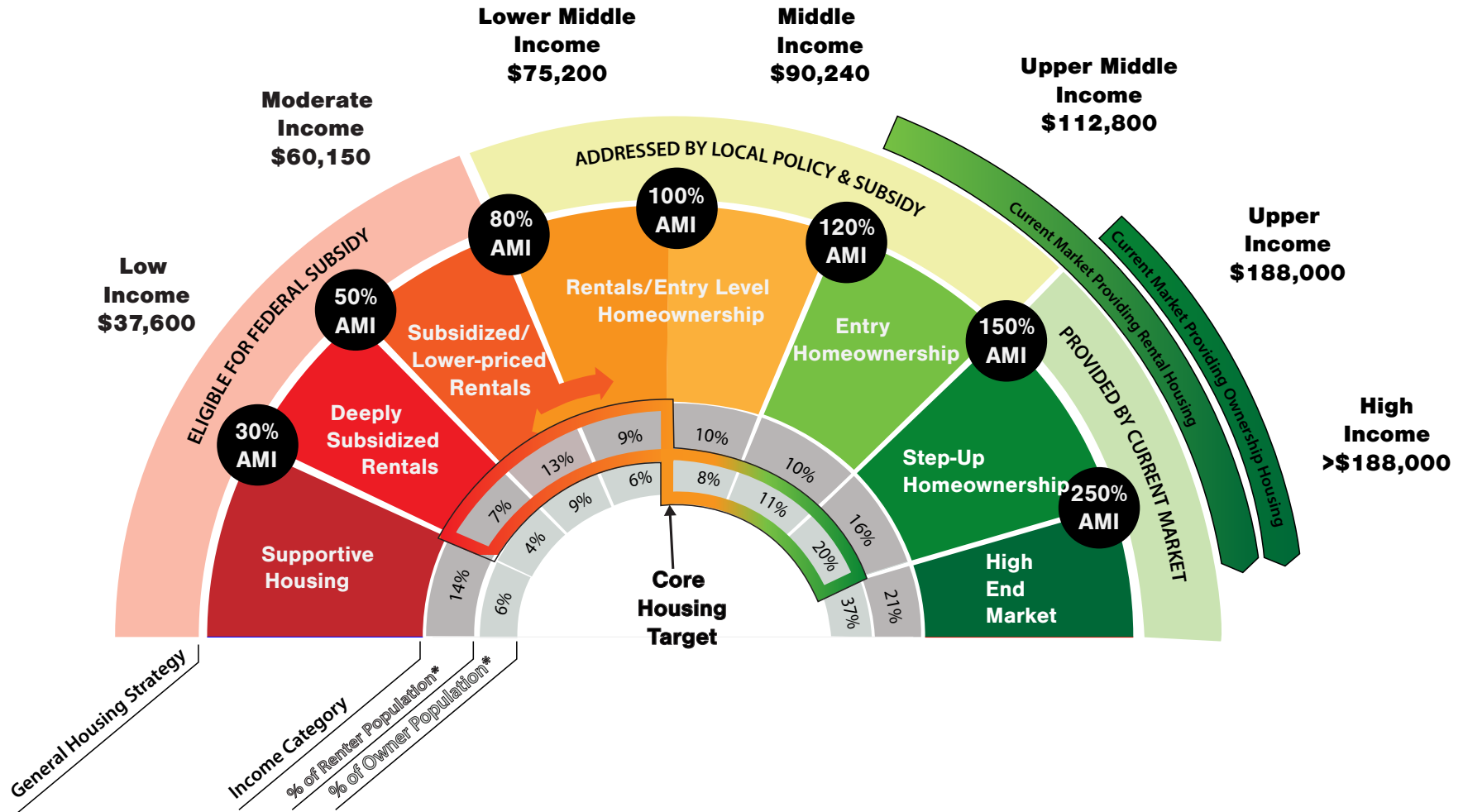
- Thank You -

Wendy Sullivan  
[Wendy@wswconsult.com](mailto:Wendy@wswconsult.com)  
303-579-6702



# Break Out Session: Employers – Partnerships, Opportunities, Education

## Washoe Tahoe Spectrum of Housing Needs: 2021



\*\*Source: 2021 US Dept of Housing & Urban Development (HUD) area median income limits for 3-person household in Washoe County



## EMPLOYER ASSISTED HOUSING

**Employer Assisted Housing (EAH)** = providing housing support to employees. EAH is often direct employee support:

- Help **Finding** Housing
- **Down Payment** Assistance
- **Rent/Mortgage** Assistance
- **Relocation** Assistance
- **Master Leasing/Purchasing** Rentals
- Provide **Land, Redevelopment** Opportunities and Partner in the **Development** of Housing.

**In General:** Employers may have land or capital for housing. (Quasi)-public, private and non-profit agencies can partner with employers to provide **technical assistance, property management**, support for **homeownership programs** and/or **development** of housing to facilitate EAH.

For example:

- Property management entities can assist employers in sharing, managing and maintaining housing. It allows employers to stay out of the “in the housing business,” yet still help supply housing for their employees. The (quasi)-public sector OR private sector hires public/non-profit developer.
- EAH can facilitate housing development that is affordable for employees by coordinating financing or partnerships with multiple employers to develop housing or coordinating an upfront master lease program for rental projects to ensure developers have tenants and rents for developers (mitigate risk).
- Helping employers with the guidelines/contracts/technical assistance needed to establish down payment assistance programs or other programs; pooling employer resources to help employers leverage combined funds and be more effective.

**Barriers to EAH:** High **cost** of housing, **desire not to be involved** in employees lives outside of work, desire to **not be in the housing business**, or lack of **capacity**.

Getting employers to coordinate is challenging. In Jackson, WY, for example, employers have been reluctant to commit to the long-term (10+ year) master leases that are needed to support favorable developer financing for a project. Similar challenge in Winter Park, CO.

### Potential Impact

**How much:** TBD

**For whom:** Often rentals below 100% AMI; larger employers may pursue ownership.

**Examples of Programs in Other Resort and High Amenity Communities:**

PROGRAM	OPTIONS
Housing Search Assistance	<ul style="list-style-type: none"> <li>– Help applying for income-restricted rentals (for those that qualify)</li> <li>– "Employees leasing to employees" rental inventory</li> <li>– Landing Locals partnership</li> <li>– Realtor contacts to help employees learn neighborhoods and research homes</li> <li>– Property manager list and contacts – the Town has desirable tenants</li> </ul>
Housing Unit Inventory	<ul style="list-style-type: none"> <li>– Purchase units (allows you to control rents, lease terms (pets), etc.)</li> <li>– Lease/master-lease agreements (easier to dispose of if no longer needed)</li> <li>– Invest in new construction (rentals or ownership)</li> <li>– Conversion / Redevelopment of other types of property</li> <li>– Hotel or dorm options for short-term/emergency needs</li> <li>– Temporary housing options - tiny home villages, RV lots</li> </ul>
Renter Assistance Programs	<ul style="list-style-type: none"> <li>– First/last/deposit assistance</li> <li>– Housing (rent) stipend</li> <li>– Utility assistance/emergency needs (medical bills, etc.)</li> <li>– Moving expenses/relocation assistance</li> </ul>
Ownership Programs	<ul style="list-style-type: none"> <li>– Down payment assistance for first time homebuyers or move-up buyers</li> <li>– Purchase a deed restriction from new or existing homebuyer</li> <li>– Homebuyer education/financial counseling (for first time homebuyers in particular)</li> <li>– Home renovation/repair/rehabilitation support</li> <li>– Housing stipend</li> <li>– Low-interest refinancing opportunities</li> <li>– Utility assistance/emergency needs (medical bills, etc.)</li> <li>– Moving expenses/relocation assistance</li> </ul>
Commuting Costs	<ul style="list-style-type: none"> <li>– Mileage reimbursement/travel stipend</li> <li>– Compensation for drive time</li> </ul>
Other Assistance	<ul style="list-style-type: none"> <li>– Student loan forgiveness</li> <li>– Child care and tutoring/homeschooling assistance</li> <li>– Food or grocery discounts</li> <li>– Utility/emergency need assistance</li> <li>– Improved transit/transit options/passes</li> <li>– Insurance - medical, house/fire, pet</li> </ul>

### Wide-Ranging Examples:

- Santa Barbara Coastal Housing Partnership, CA (employer memberships open access to various EAH opportunities; short, helpful videos at <http://www.coastalhousing.org>)
- Jackson, WY (school district provided the land upon which the Community Housing Trust developed and manages ownership project for school employees)
- Big Sky, MT (Habitat for Humanity is constructing homes for school district employees on school district land)
- Sierra Business Council, Truckee, CA (first/last/deposit rent assistance; Martis Fund down payment assistance program management)
- Vail Resorts, multiple locations (master lease program, housing development (early years))

### Washoe Tahoe – The Struggle is Real

The lack of housing that employees can afford in Washoe Tahoe costs employers:

- Unstable and unavailable housing increases employee turnover; hurts ability to recruit high quality employees (cannot compete)
- Lost revenue and productivity related to the lack of housing affordable for employees: missed work days/tardiness (commuting); reduced morale; over-worked/under-staffed; customer service suffers; high turnover; reduced business hours/days of operation.
- Training is expensive: both monetary (e.g., \$20K to train new fire fighters) and customer service (“familiar face” – knowledge of customers and business)
- Housing unavailability and cost gap: Households earning up to \$100K struggle to afford even rentals in Washoe Tahoe, if they can find them. Reno and Carson City are also rising in price and decreasing in availability – this “release valve” is shrinking.
- Cost to commute/lack of reliable transit options between communities (e.g. Reno/Carson City and Tahoe, etc.): \$500/month (average) per commuter.

### Washoe Tahoe Employees Receiving Assistance

Five percent of survey respondents indicated that their employer provides them with some housing assistance. This includes:

- Housing provided by the employer (3%)
- Rent subsidy (1%)
- Down payment assistance to buy a home (1%)

## Participating Washoe Tahoe Employers

Interviews with employers indicated that many provide housing options for employees, as summarized in the table below. Some have been providing housing options for a few years, and others started recently. All have been **offering housing out of necessity to fill jobs and retain employees:**

- The Biltmore housed Vail employees for the first time during winter 2020/21. This was a beneficial partnership – it helped the Biltmore during low occupancy periods in 2020 and three seasonal Vail employees took jobs with the Biltmore for the summer.
- The Biltmore has found the housing to be invaluable in recruiting employees and in keeping them on longer. They had trouble filling 10 positions this May, then advertised that they could offer housing and hired 6 people in one day. They pay lower wages than some employers, but offering housing gave them a competitive edge.
- Sierra Nevada University has programs in place to provide housing for student interns needed at local businesses – a beneficial partnership. They have recently provided temporary accommodations for new SNU hires to give them time to locate more permanent housing. The University is restricted by zoning to utilize dorms only for educational purposes, meaning that interns must be enrolled in classes to reside on campus.
- Hyatt worked directly with a private developer to convert units to provide dorm style living

*We offered housing and filled 6 positions the next day. One new hire was “sick of sleeping in their car.”*

2021 Employer interviews

### Employer-Provided Housing: Washoe Tahoe, 2021

	Type of units	Description	Use
<b>Biltmore Casino</b>	Onsite housing	36 rooms, no kitchen, single occupancy	Vail employees, winter 2020/21; Biltmore summer employees
	Crystal Bay Hotel	18 units, 1 or two people per room, no kitchen	Biltmore employees
<b>Hyatt Regency</b>	Apartments	Leasing 2 units, studio and one bedroom, short term units	Hyatt employees
	Apartments	Lease 2 bunkhouse style units, 9 rooms per unit, 40 employee capacity	Summer 2021 employees, J-1s
<b>IVGID</b>	Apartments	2 units, one 1-bedroom, one 2-bedroom, kitchens	Public works employees, on-call use
<b>Sierra Nevada University</b>	88 dorm rooms	(summer) Local business student interns (e.g., Hyatt, Ridgeline), SNU students; (school year) SNU students, visiting faculty; occasional short-term use for new staff	
	Single family home	one home, also used for university functions	SNU president
<b>Fire District</b>	Fire station	Fire station	Employees on shift

Source: Employer interviews, consultant team

Other employers noted an interest in helping to provide housing:

- Considering opportunities (e.g., renovating underutilized space for housing).
- Multiple employer discussions and education around available options can help expand employee housing opportunities and benefit businesses and employees alike.

## Potential Resources

### **Incline Village/Crystal Bay Business Association (IVCBA):** <https://inclinevillagecrystalbay.com>

- Who: IVCBA is a community and business association dedicated to building and growing cohesiveness for the sustainability of Incline Village and Crystal Bay.
- What: Dedicated to building and growing cohesiveness for the sustainability of Incline Village and Crystal Bay. We are bringing the businesses and nonprofits of Incline Village and Crystal Bay together for advocacy to create a more cohesive community.

### **St. Joseph Community Land Trust:** <https://www.saintjosephclt.org>

- Who: A 501(c)(3) non-profit organization, that was founded in 2002 in response to the rising housing costs and the negative impacts of these costs to the broad social fabric, well-being, and sustainability of communities around Lake Tahoe.
- What: Programs, funding, management, development (up to 120% AMI)
- Where: Entire Lake Tahoe region (CA and NV)

### **Mountain Housing Council (MHC):** <https://www.mountainhousingcouncil.org>

- Who: The Mountain Housing Council of Tahoe Truckee (MHC) is a project of the Tahoe Truckee Community Foundation and brings together 28 diverse partners to accelerate solutions to achievable local housing.
- What: Education, partnerships
- Where: North Tahoe region; currently CA partners only

### **Tahoe Truckee Workforce Housing Agency (TTWHA):** <https://ttjpa.org>

- Who: The Truckee Tahoe Workforce Housing Agency (TTWHA) is a Joint Powers Authority that was formed to support the development of workforce housing for member agencies by acquiring, developing, or contracting for workforce housing and supporting housing programs for agency employees.
- What: Education, partnerships
- Where: Tahoe Forest Health is a founding member

### **Tahoe Prosperity Center (TPC):** <https://tahoeprosperity.org>

- Who: The Tahoe Prosperity Center is the regional community and economic development non-profit for the Tahoe Basin. We work regionally with local businesses, jurisdictions, non-profits, and community members to advance identified, data-driven initiatives that better the environment, community, and economy for everyone living and working in Tahoe.
- What: Education, partnerships, research/data, advocacy
- Where: Entire Lake region (CA and NV)

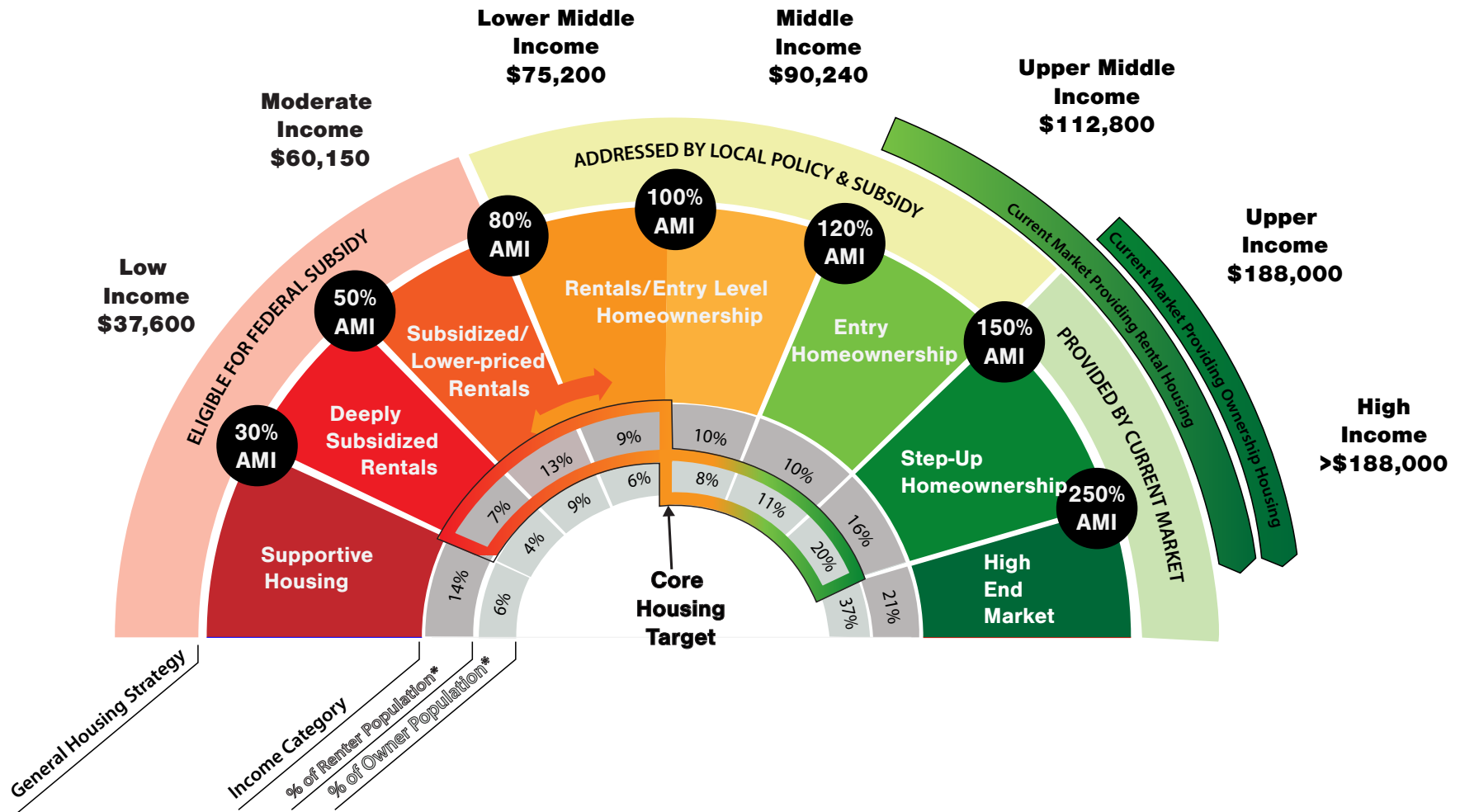
# Implementation Discussion Questions

## Employer Assisted Housing (EAH)

1. What have you done and how has it helped?
2. What, if any, options are you exploring or interested in?
3. What challenges have you run into when providing or trying to provide assistance?
4. What would help you move forward?
  - a. Education?
  - b. Partnerships?
  - c. Messaging/ Marketing?

# Break Out Session: Funding – federal, state, local, private, and marketing

## Washoe Tahoe Spectrum of Housing Needs: 2021



\*\*Source: 2021 US Dept of Housing & Urban Development (HUD) area median income limits for 3-person household in Washoe County



## FINANCING HOUSING

Ensuring your community has housing available for local residents and employees comes with a price tag, particularly in high cost communities. It takes financing to fill in the gap between what it costs to build homes and how much residents and employees can afford – either to purchase or rent. This gap is called the ‘subsidy’ or the ‘capital gap’. It also takes financing to start and operate housing programs, such as down payment assistance or rent assistance; and it takes financing to steward housing inventory to protect the financial investment and ensure homes are being utilized as intended.

To provide some context, this section:

- Introduces various forms of financing available for housing and some example communities that have implemented.
- Presents an estimated cost to develop in Washoe Tahoe (ownership and rental product) to understand construction financing gaps (capital gap or subsidy).
- Provides some examples of recent projects for local residents and employees in the North Tahoe area.
- Provides information on housing programs in other high-cost mountain communities, including expenditures and housing inventory.
- Provides a list of existing regional and local resources for exploring or accessing financing options.

## Primary Housing Funding Options

Funding	Definition	Own or Rent	Income**	Examples
Impact Fees	A fee directly linked to the need for housing generated by new development through jobs created. Nexus required. Fees imposed on a per-unit, as opposed to per square foot, basis is a disincentive to smaller unit development.	Both	Low - Middle	Mammoth Lakes, CA Gunnison Co, CO Summit Co, CO
Taxes dedicated for housing	Sales, property, lodging, excise tax. Voter approval required in most states. Revenue stream can be used for most housing-related activities. Recent ballot initiatives have had mixed results. Approval requires extensive public education. Legislative change required to increase Big Sky Resort Tax, but existing Resort Tax can assist housing. <u>Supplemental service govt tax</u> option in Washoe County – voter approval not required.	Both Can respond to changing needs	Varies	Aspen, CO Breckenridge, CO Jackson, CO Telluride, CO
Real Estate Transfer Assessment/Fee (voluntary)	Voluntary/negotiated fee on real estate sales. May occur as part of a development or other agreement. May be limited to higher-priced properties that are unaffordable for most locals. Revenue stream can be used for most housing-related activities.	Both Can respond to changing needs	Varies	Winter Park, CO Summit County, CO
LIHTC (Low Income Housing Tax Credits)	Provides project equity for public, non-profit and private developers. Market for credits uncertain with reduction in corporate tax rate. Widely used in mountain towns. Often done through public/private partnerships. Multifamily sites needed.	Rental	Low (<80%)	Mammoth Lakes, CA Breckenridge, CO Crested Butte, CO Vail, CO
Tax Increment Financing (TIF)	Allocation of new property and/or sales tax in defined districts. In Nevada, NRS 278C “Tax Increment Areas” establishes the authority for local county and municipal governments to use tax increment financing to finance specific types of infrastructure projects that are determined to be critical to attracting new economic development projects to a community. Currently does not include housing.	Both	Varies	Portland, OR Denver, CO Sacramento, CA Washoe County, NV (not for housing)
Debt Financing with Favorable Terms	Low interest loans, tax exempt bonds, certificates of participation and other forms of development financing available to housing authorities, cities, counties and some non-profits.	Both Mostly rental	Varies	Breckenridge, CO Telluride, CO Eagle County, CO
Private Donations/Grants*	Tax deductible contributions to a non-profit organization, which purchases or develops housing. Housing campaign helpful to facilitate funds. Competes with other charitable causes.	Both	Varies	Jackson, WY Placer Co., CA Truckee, CA Washoe County, NV
Federal and State Grants/Loans – CDBG, HOME, USDA/Rural Development	Can only serve low income households (<50%, 60% or 80% AMI), limiting their use in mountain towns. Competitive and complicated grant application and administration process.	Both	Low (<80%)	Mammoth Lakes, CA Truckee, CA

## Developing in Washoe Tahoe

The cost to develop housing varies by multiple factors, including location, target demographic, density, product type and developer interest and experience. The primary residential development costs include land acquisition, construction costs, soft costs, site work, and financing.

The information below is intended to provide an estimated cost of residential development in the Washoe Tahoe community, including construction costs and soft costs. Cost estimates were obtained through interviews with local developers and contractors but are particularly difficult to determine in this area because there is an overall lack of recently constructed multi-family developments to compare. Many interviewees we spoke with were also generally hesitant to describe development costs. Many acknowledged that their developments had been bid well before the COVID crisis, meaning that they underwent entitlement and pre-development of their projects in a different economic and political environment. It was estimated that construction costs have increased at least 10% to 15% in the last year.

One factor that all interviewees stressed, however, is the uncertainty in the marketplace in terms of development codes and requirements across multiple jurisdictions (Washoe County and TRPA) and community opposition to development. Uncertainty in the marketplace always drives higher construction budgets.

Uncertainty in the marketplace always drives higher construction budgets – and this is a significant problem in Washoe Tahoe.

Developer interviews

### Land Acquisition, Coverage

The price of vacant land is a component of residential development costs. Land costs can vary considerably, depending on the location of the parcel. In the region, development rights that exist on a parcel affect the cost, as well as the parcel's proximity to the shoreline, and whether it is located in a Town Center, as defined by the TRPA Area Plan governing development in Washoe Tahoe. While many parcels have sufficient coverage, some require substantial additional coverage to be purchased.

One Developer suggested the Nevada Division of State Land charges approximately \$30 per square foot of coverage. For illustrative purposes, a 2014 Low Income Housing Tax Credit (LIHTC) development located in South Lake Tahoe on previously undeveloped land required 70,000 square feet of coverage to be developed into 48 units of affordable rental housing. Based on \$30 per square foot, such a project would have an additional \$2.1 million in land coverage costs. Spread out over a 48-unit project, this would add roughly \$44,000 per unit. By almost any standards, this would create an unfeasible project without additional subsidy to cover the difference.

Land coverage costs \$30 per square foot to purchase. This additional cost can make otherwise feasible projects unfeasible.

## Total Development Costs

In Washoe Tahoe, a modest 1,000 square foot unit in a duplex would cost \$540,000 to develop, *assuming no land cost and no cost for development rights or coverage*. This would be affordable for a household earning about 175% AMI.

A larger multi-family development would benefit from economies scale, estimated to create an overall 5% cost saving. This would suggest approximately \$513,000 per unit to develop a 30+-unit development, also excluding the cost of land, development rights, or coverage.

### General Cost to Develop 1,000 Sq. Ft. Unit

Development Costs	Cost by %	1000 sq. ft. unit
Land Acquisition	0	\$0
Construction Costs	65%	\$400,000
Local Impact & Permit Fees	10%	\$40,000
Soft Costs <i>(includes 5% for financing and 5% for local fees)</i>	20%	\$80,000
Site Work*	5%	\$20,000
	<b>100%</b>	<b>\$540,000</b>

Source: Interviews, consultant team.

*\*Cost of site work is particularly variable based on location.*

The table below illustrates a rental scenario for a multi-family development, with the continued assumption of no land cost. This example is for a 30-unit rental development. Rents are \$1,250 per month (for households at 65% AMI) and \$1,750 per month (for households at 90% AMI).

- Assuming rent is \$1,250/month there would be approximately \$345,000 per unit needed to subsidize the development cost of this development.
- Assuming rent is \$1,750/month there would be approximately \$265,000 per unit needed to subsidize the development cost of this development.

Funds to fill in the gap in construction costs for these below-market rents could come from a combination of federal, state and local sources.

Gap Analysis	30-unit Multi-Family Development	30-unit Multi-Family Development
<b>Rent</b>	\$1,250 (65% AMI)	\$1,750 (90% AMI)
<b>Debt Supported*</b>	\$5,050,000	\$7,450,000
	Free Land	Free Land
<b>Total Development Cost @ 540,000/ unit</b>	\$15,390,000	\$15,390,000
<b>Total Gap Needed per unit</b>	\$344,667	\$264,667

*\*Debt assumes \$2,500 operating expense/unit/ year and assumed debt terms are 4% interest, 30-year term, 1.3 DSCR*

## Regional Project Examples

No recent local resident and employee housing developments have been completed in Washoe Tahoe. The most recently developed low income housing tax credit (LIHTC) rentals in the North Tahoe area was completed in Kings Beach in the mid-2010's. LIHTC developments completed within the past year or currently under construction in the region have been developed in Truckee.

Nevada, like the state of California, receives an allocation of LIHTC from the federal government. Washoe County has access to LIHTC through the Nevada Housing Division. Each state has their own agency and system by which they award tax credit allocations. The LIHTC program is the most common financing for the development of housing for families earning 60% of the AMI and below. Over 100,000 LIHTC rentals are developed each year across the nation.

To illustrate the financing involved to complete LIHTC projects, the below table outlines the two most recently developed LIHTC projects in Truckee, California.

- Artist Lofts was completed in early 2021 and includes 77 rental apartments.
- Frishman Hollow 2, is a 68-unit development, built on land previously owned by the Town of Truckee. It is the second phase of a two-phased project; the first phase was completed over a decade ago.

The total subsidy for each project is more than \$450,000 per unit. This includes all tax credit equity, state funding sources, local monies, and traditional long term debt. It is estimated that the town of Truckee contributed just over \$20,000 per affordable unit in order to bring the two developments to fruition.

### Total and Local Subsidy Per Unit: Town of Truckee LIHTC Developments

	Artist Lofts (Truckee, recently completed) LIHTC, 9%, modular construction, inclusionary land value)		Frishman 2 (Truckee, under construction) LIHTC, 4%, modular construction, town provided low interest soft land loan)	
	Project Total	Per Unit	Project Total	Per Unit
# of units	77	-	68	-
Total Public Financing (LIHTC Equity,	\$29,275,334	\$380,199	\$21,881,836	\$321,792
Deferred Developer Fee	\$883,622	\$11,476	\$2,068,529	\$30,420
Local jurisdiction subsidy	\$1,650,000	\$21,429	\$1,360,000	\$20,000
Permanent Debt/ Bonds	\$5,671,457	\$73,655	\$5,800,000	\$85,294
Subsidy per unit	-	486,759	-	457,506

**Examples: Housing Investments in Other Communities**

It will be challenging to provide local and resident employee housing in Washoe Tahoe. Like other high-cost mountain communities with strong second homeowner, visitor, and affluent retiree demand, ensuring a stable and affordable supply of homes for local and resident employees will require substantial commitment and investment from the community. As shown below, however, this is nothing new. Most mountain resort communities have invested in substantial housing programs to retain a thriving community – and many have been doing so for decades. These communities recognize that having housing available and affordable for local employees is essential to retain their competitiveness as a visitor destination, provide quality services for full-time and part-time residents, support local businesses and economic development, maintain a year-round population, and maintain their quality of life and community vibrancy.

**Housing Investments in High-Cost Mountain Communities  
- Expenditures and Sources of Funding -**

	Breckenridge, CO	Crested Butte, CO	Telluride, CO	Vail CO	Mammoth Lakes, CA**	Jackson, WY	Truckee CA
<b>Population</b>	4,938	1,339	1,965	5,479	8,169	10,553	16,474
<b>2020 Municipal expenses</b>	158,139,880	\$11,071,368	\$12,328,811	\$71,465,275	\$31,239,566	\$22,768,674	-
<b>2020 Municipal revenues</b>	180,411,975	\$11,718,981	\$12,787,934	\$93,394,874	\$34,151,101	\$23,501,127	-
<b>Total expenditures on housing program:</b>	\$6,103,932	\$438,300	\$4,723,452	\$7,745,285	\$1,298,753	\$2,900,000	\$200,000 first year, plus \$2MM for programs
<i>Staffing/management</i>	\$233,581	\$162,144	\$543,415	\$635,488	\$728,753	NA	
<i>Other - projects, etc.</i>	\$5,870,351	\$276,156	\$4,180,037	\$7,109,797	\$570,000	NA	
<b>Revenue sources for housing:</b>	Real estate transfer tax, sales tax, impact fees, loan payments, rental income, housing program payments	Short term rental excise tax, real estate transfer tax, housing fees in lieu, rents	2.5% short term rental tax, 0.5% sales and use tax, 2 mils from property tax, development mitigation fees	Employee housing fees in lieu, sales tax, use tax (Capital Projects Fund)	HOME grant, Transient Occupancy Tax (TOT), housing impact fees	Housing Trust, special purpose excise tax, license & permits, general fund, mitigation fees	Measure K (TOT), general fund

- Housing Supply and Prices -

Housing Inventory and Prices	Breckenridge, CO	Crested Butte, CO	Telluride, CO	Vail CO	Mammoth Lakes, CA**	Jackson, WY	Truckee CA
<b>Housing Summary:</b>							
<b>Total Housing Units</b>	7,304	1,077	2,060	7,475	9,795	5,024	13,904
<b># Resident Households</b>	1,695	583	849	2,296	2,514	3,970	6,050
<b>% Housing Occupied by Locals</b>	23%	54%	41%	31%	26%	79%	44%
<b>Average Residential Sale Price (2020)</b>	\$1,186,177	\$1,302,474	\$2,167,363	\$2,473,778	\$680,000	\$800,000	\$1,100,000
<b>Deed Restricted Units</b>	1,000	305	410	729	264	1,700	407
<b>% Local Households in Deed Restricted Units</b>	59%	52%	48%	32%	11%	43%	7%
<b>2021 Area Median Income (HUD)</b>	\$96,100	\$80,600	\$87,800	\$98,300	\$90,100	\$115,600	\$89,800
<b>Home affordable to median household</b>	\$394,010	\$330,460	\$359,980	\$403,030	\$369,410	\$473,960	\$368,180
<b>Affordability gap*</b>	\$792,167	\$972,014	\$1,807,383	\$2,070,748	\$310,590	\$326,040	\$731,820

\*Affordability calculations assumes a 30-year mortgage at 4.5% interest with 5% down and 20% of the monthly payment covering taxes, insurance and HOA fees



## Potential Local and Regional Resources

Reno Housing Authority: <https://www.renoha.org>

- Who: The mission of the Housing Authority is to provide fair, sustainable, quality housing in diverse neighborhoods throughout Reno, Sparks and Washoe County that offers a stable foundation for low-income families to pursue economic opportunities, become self-sufficient and improve their quality of life.
- What: Programs, funding, management, development (mostly <60% AMI)
- Where: Can serve Washoe County-wide; currently focused on Reno/Sparks area

St. Joseph Community Land Trust: <https://www.saintjosephclt.org>

- Who: A 501(c)(3) non-profit organization, that was founded in 2002 in response to the rising housing costs and the negative impacts of these costs to the broad social fabric, well-being, and sustainability of communities around Lake Tahoe.
- What: Programs, funding, management, development (up to 120% AMI)
- Where: Entire Lake Tahoe region (CA and NV)

Washoe County Affordable Housing Trust Fund: <https://washoelife.washoecounty.us/washoe-county/washoe-county-receives-first-donation-to-affordable-housing-trust-fund/>

- What: Established in 2019 to offset the cost of building affordable housing projects in Washoe County. The Washoe County Board of County Commissioners approved an agreement in 2021 with the Community Foundation of Northern Nevada to establish the Washoe County Affordable Housing Trust Fund.
- Focus: Priority for very low income projects (up to 50% AMI)

Parasol Community Foundation

<https://www.parasol.org>

- Who: A non-profit public charity that is dedicated to supporting the Lake Tahoe region.
- What: We are building a more prosperous community by partnering with donors to make their charitable giving more meaningful, by supporting quality programs provided by local non-profit organizations and by providing community leadership on emerging issues.

Incline Education Fund

<https://www.inlineeducationfund.org>

- Who: Committed to providing an exceptional education to Incline Village students through the creation of both long-term financial and leadership resources.
- What: By working directly with each school Administrator as well as each of the Booster/PTA groups in a strategic and on-going capacity, IEF helps to provide an overarching vision to support Students, Educators and Parents. Through our programming, advocacy and fundraising, IEF helps to ensure academic achievement and skill development across generations of Incline students.

#### Incline Tahoe Foundation

<https://inclinetahoe.org>

- Who: Incline Tahoe Foundation is a Non-Profit 501(c)3 in started to provide an alternative funding strategy for the Incline Village/Crystal Bay Community.
- What: The Incline Tahoe Foundation was created to enhance the overall well-being of the Incline Village and Crystal Bay Community's public parks, recreation facilities, programs and services through private donations, grants and endowments.

#### Tahoe Fund

<https://www.tahoefund.org/about-us/>

- Who: Tahoe Fund is a registered nonprofit in the states of Nevada and California.
- What: The goal of the Tahoe Fund is to become a major source of private funding for environmental projects around the Lake Tahoe Basin with an emphasis on forest health, lake clarity, sustainable recreation, transportation and stewardship.

#### Dave & Cheryl Duffield Foundation

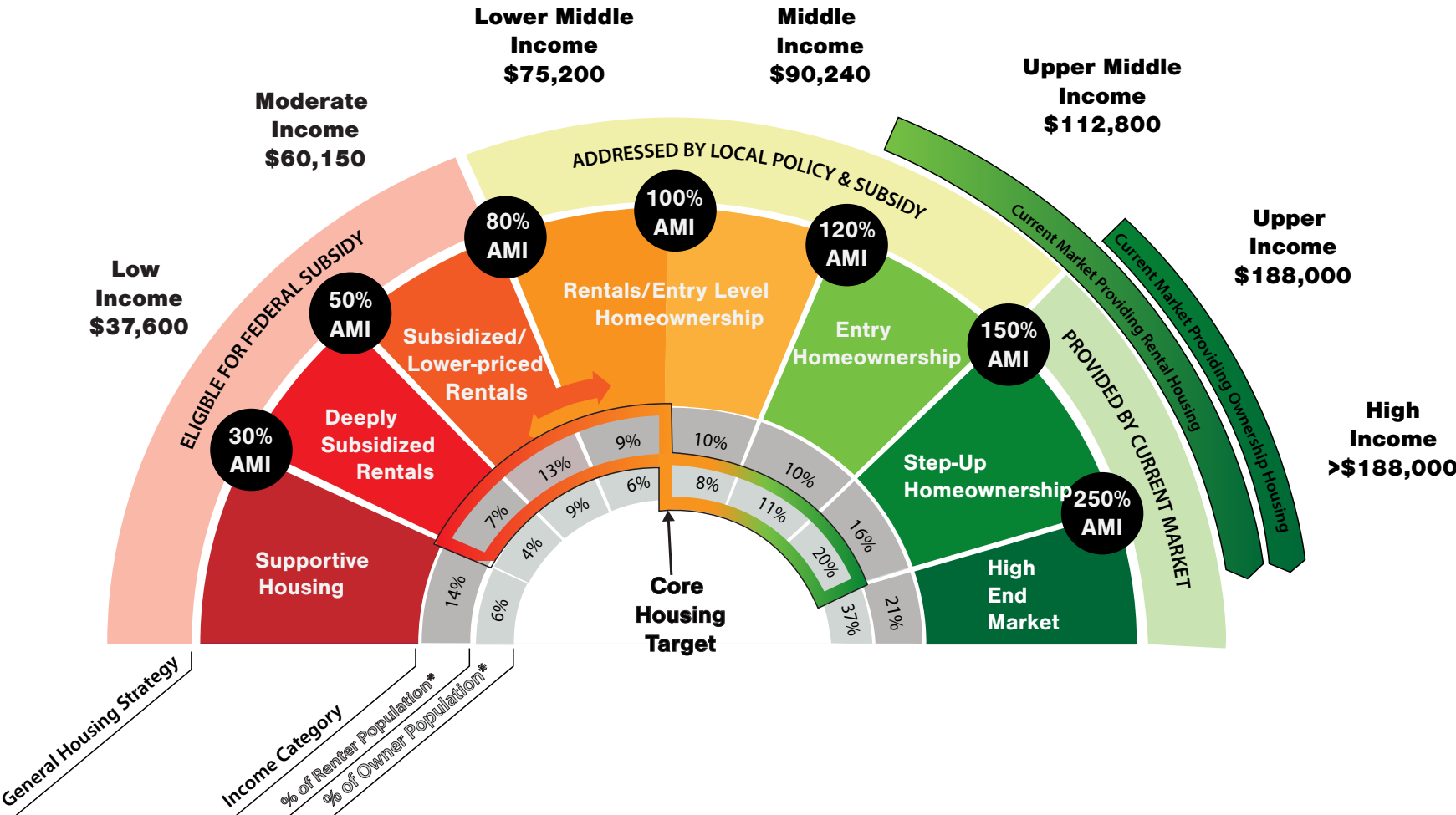
- Who: Foundation founded in 2016 benefiting animal welfare and the Incline Village/Crystal Bay community.
- What: Animal welfare (Maddie's Fund); community service and assistance grants supporting a wide range of benefits, such as essential services (sheriff, schools, health care, etc.) and local organizations (IVCBA, Rotary, etc.).
- See, e.g., <https://www.maddiesfund.org/dave-duffield.htm>; <https://www.tfhd.com/news/incline-village-community-hospital-foundation-receives-grant-its-covid-19-emergency-response>; <https://www.tahoedailytribune.com/news/2-deputies-slated-for-iv-after-duffield-grant/>; et al

## Implementation Discussion Questions – Housing Financing

1. What financing tools resonate with you to create housing for local residents and employees?
  - a. Core rental units:
  - b. Core ownership units:
2. What are the barriers/challenges to accessing these financing tools?
  - a. State/federal financing (LIHTC, HOME, etc.):
  - b. Philanthropy:
  - c. Local financing (e.g., taxes, impact fees, general fund):
3. What opportunities do you see in Washoe Tahoe/resources are available for capacity building to:
  - a. Foster partnerships to build housing:
  - b. Create messaging and educate the community about the shared values of investing in housing:
  - c. Manage programs and provide stewardship of housing inventory created:
4. How do we begin –
  - a. What steps are needed to facilitate discussions, foster development partnerships, learn about, and prioritize programs? Who takes the lead?
  - b. What about community messaging/marketing: how do we create and consolidate our message? “Get the word out” to the broader community? Generate support for initiatives?

# Break Out Session: Community – housing engagement, education, strategies

## Washoe Tahoe Spectrum of Housing Needs: 2021



\*\*Source: 2021 US Dept of Housing & Urban Development (HUD) area median income limits for 3-person household in Washoe County

## COMMUNITY ENGAGEMENT

**“Community Engagement Combined with Philanthropy and Leadership is Key to Making a Lasting Difference.”**

Community Foundation of Northern Nevada website (<https://nevadafund.org/about/about-us/> )

Community Engagement - Community engagement seeks to better engage the community to achieve long-term and supported outcomes, processes, relationships, discourse, decision-making, or implementation. It includes using a variety of tools and strategies to ensure the community is informed, consulted, and involved in issues that affect their well-being.

Multiple components:

- Education, outreach, input: building a “culture of housing”; shared community vision and understanding
- Messaging, support: Housing campaign to educate and build support for housing; to provide support for proposed housing initiatives, projects, and programs.
- Specifics: shaping and implementing strategies, programs, development, financing

Potential engagement and education strategies:

A Seat at the Table: A Seat at the Table is a proven civic engagement initiative that activates community members to engage in local decision making. Inspired by the On the Table program initiated in 2013 by The Chicago Community Trust to promote civic engagement, the Knight Foundation has invested over three million dollars over three years to expand the idea in ten communities across the country.

Conducted in a relaxed setting – around a dinner table, at friend’s homes, in informal gatherings – Seat at the Table invites easy conversation about topics important to the community. It relies on community members and organizations to join and host conversations and then consolidate those conversations to get a picture of community issues, solutions, and direction. It is a method to identify important issues to the community and desired solutions forward outside of the typical government-driven planning processes, which can be intimidating and exclusive of many affected by issues in the community.

A potential starting point to bring forth community concerns, can be as simple as asking, what makes Washoe Tahoe a good place for you to live; what are the most pressing challenges; and what are your ideas for making your community better. (Example: Gallatin County, Montana, is using this process to develop regional knowledge and strategies around local resident housing issues; see e.g., <https://vimeo.com/596297772/eafe543169>, <https://vimeo.com/596304739/7da2ac37db>, [www.atthetablev.org](http://www.atthetablev.org))

Housing Campaign. Campaigns are ongoing initiatives, generally managed by an advocacy group or membership organization, which local communities or organizations can sign on to and participate in at various levels of engagement. Campaigns typically provide pre-packaged activities, messages, and informational resources, as well as some level of staff support for participating communities or organizations. Some campaigns have a very specific focus on a particular policy or issue area, while others have a more general goal of supporting housing affordability. Much like campaigns are conducted for political candidates, environmental causes, etc., a housing campaign conducts a campaign in support of local resident/employee housing. (see e.g., <https://nhc.org/6-tips-for-crafting-a-successful-housing-campaign/>; Enterprise Community Partners playbook on how to talk about housing, available at: <https://www.frameworksinstitute.org/publication/piecing-it-together-a-communications-playbook-for-affordable-housing-advocates/>)

### Community visioning (typically government driven)

Community visioning is a collaborative process of giving the people who live, work, and play in a place the opportunity to have a say about what they want their community to be like in the future. The process creates a shared community vision that is aspirational and forward-thinking. It provides a blueprint to guide key decisions about that community, particularly those made by government. It can also help guide how services and products are provided by community-based and non-government organizations, and how developers and other investors shape and contribute to that community. A clear community vision can take the guesswork out of shaping local planning and policies and provide the basis for exploring and implementing policies or programs that shape that vision – even when specific individual policies may encounter some resistance within a community.

Community visioning is often prompted by one or more of the following:

- an election cycle, where an incoming elected body wants to check in with the community on strategic direction
- a change impacting your community, e.g. rapid growth, boundary change, an economic shift, social challenge, or changing demographic profile
- the need to consolidate and refocus a large number of existing or outdated strategies.

For local governments, community visioning can play a critical role in corporate and strategic planning, land use planning, developing short and long-term budgets, and short and long-term planning for infrastructure and services. With specific regard to local resident and employee housing, it can help inform community needs and expectations, shape goals and objectives, focus the application of resources and policy changes with housing outcomes, and coordinate efforts toward a common direction.

## The Issue (Washoe Tahoe Housing Needs and Opportunities report excerpts)

### Housing as a “Problem”

Survey respondents were asked, “How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?”

Based on responses, the housing problem is significantly impacting all employees – owners, renters, and at all income levels. Almost all employees (94%) stated that housing is either the most critical (61%) or more serious (33%) problem in the area.

94% of employees responding to the survey feel housing is the most critical or serious problem in the Washoe Tahoe area.

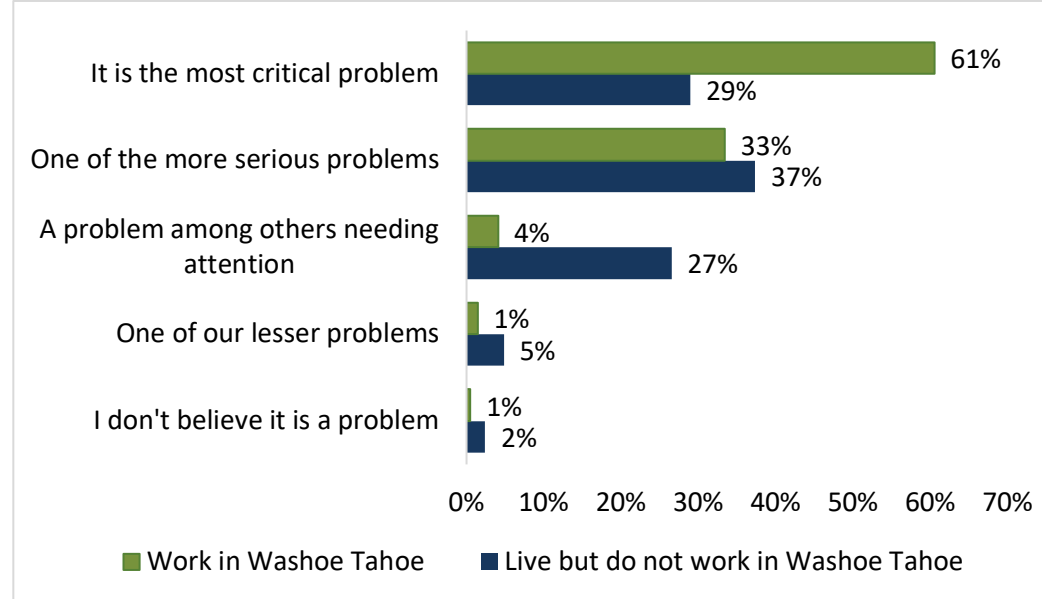
*“Something needs to be done! You don't have a community when your workers are not living here.”*

*“We will get to a point that we will not be able to staff businesses in the Lake Tahoe basin if the housing crisis is not addressed.”*

2021 Survey comments

Responses indicate, however, that there is less urgency felt by residents who are not part of the local workforce. While 66% recognize that it is a critical or serious issue, this is much lower than the impacted employees. To make substantial headway on this issue, education is needed to illustrate the extent to which this issue affects employees, residents, visitors, and businesses alike.

*“How do you feel about the issue of people who work in Incline Village/Crystal Bay being able to find housing they can afford?”*



Source: 2021 Employee Survey

## **Development Challenges**

### Community Sentiment

- Developers stated that they expect to receive a lot of negative sentiment from the community and neighbors when suggesting multifamily housing development. There is no advocacy group that is assisting developers and communities in understanding the need for housing for local employees and helping to address the community’s concerns. The general lack of community support is a barrier to providing local resident housing.
- Obtaining community support is a barrier to development of any type and especially residential development affordable to local workers.



## **Next Step Recommendations**

### Community Direction

Washoe Tahoe needs to decide if they want to continue to be “a town of predominately high-end homes for vacationers and retirees, with very little middle income and enclaves of substandard housing for service employees,”<sup>1</sup> or if they are ready to provide the diversity of housing necessary to support a thriving community. This means housing to support businesses, economic development, community vibrancy, full- and part-time residents, and visitors alike.

### Recognition that the Lack of Local Resident Housing is a Problem for All

It is apparent that many in the community are ready to address the shortage of housing in Washoe Tahoe for local residents and employees. It was also very apparent through conducting this study that many are not. There is a significant difference in the “awareness of the problem” between those who are directly affected by the housing issue (e.g., employers, employees, and service agencies), and those who are one-step removed from the direct impacts (e.g., part-time residents and residents not making their living locally). (*see Section 5 – Housing Problems*). While complete consensus around this issue will never be achieved, educating the community on how the lack of housing for local employees impacts their quality of life can make addressing the problem significantly easier. This ground work is necessary in Washoe Tahoe – the community housing problem needs to become an open discussion.

Community Education. Active and passive education programs should be explored to expand the housing message in the community.

- Employer messaging – The town of Vail, Colorado, much like Washoe Tahoe, is an example of a community that was built as a resort community first and foremost. Vail began turning the corner as a community when employers spread the message that the reason part-time residents were seeing reduced services is because they could not compete with down-valley businesses where the housing for their employees was located. Businesses shutting doors also relayed the message. Employers can play an important role in educating and eventually facilitating change by unifying the message to the community about the staffing and service challenges resulting from the lack of housing for employees.
- Community recognition – Education of the effect of housing on the shared quality of life in the community can happen directly through a coordinated outreach program or housing campaign. It can also be facilitated through community discussions regarding what residents value about their community and envision for their community.

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<sup>1</sup> See 2009 Workforce Housing Needs Assessment of Incline Village and Crystal Bay, p. 11

## Strategies for Mobilization – Observed Needs

Mobilize and organize resources to achieve:

- Housing campaign/community support
- Development support – recent Area Plan changes, more is possible (streamline, support, simplify)
- Short term rental permitting – build on this
- Development opportunities (apartments) – school site, public land, redevelopment
- Transit opportunities – Tahoe Transportation District, etc.
- Funding for projects, programs, management – state/federal, local

## Tackling Projects and Programs – What is Needed for a Lasting Housing Program

Shared direction. If you don't know where you are going, how can you get there? The information from the Washoe Tahoe Local Employee Housing Needs and Opportunities study, along with input through shared discussions with community stakeholders, can help Washoe Tahoe form a shared goal and vision for local employee housing in the community. Many organizations and resources exist in the community – focusing on a targeted housing goal and vision for the community can pull these resources in the same direction and help progress happen.

Leadership. Strong political support from elected officials to tackle local housing problems is typically a core component that helps drive solutions; however, this is not the only path. Unincorporated communities, such as Washoe Tahoe, typically need to find leadership for change from within. Big Sky, Montana, is an unincorporated community that spans two different counties. This community began expanding local employee housing options within the past five years, driven first by affected local residents and primary employers. The small town advantage, with community members wearing multiple “hats” in the community based on their involvement in local boards and committees, expanded their reach to effect change in the community. The Washoe Tahoe community voice paired with commissioner support will be most effective.

Funding. Adding to the local employee housing inventory and building programs requires significant financing ... see the Funding Break Out materials for more information.

### Capacity.

- Pooling the resources in the community can help address some of the capacity needed to make pursuing local employee housing successful: community engagement, employer collaboration and partnerships, non-profit and philanthropy support.

- Capacity at the government level to assist with the housing development process, help developers and the public navigate the system, and point employees to potential housing programs as options grow, will be important. Paid staff focused on this issue is necessary.
- Developers noted that a lack of local contact for the development process complicated the entitlement process. Bring back Washoe County and TRPA support dedicated to Washoe Tahoe, preferably in a local office. Consider adding capacity at IVGID to focus on the local employee housing problem and solutions. Paid staff dedicated to the housing issue will be important to facilitate forward momentum.

Management. The work is not done when housing is built or programs are put into place. Housing created with the intent for local resident occupancy and continued affordability need to be monitored or they will be lost. This is especially important when public subsidies are used to create the homes or fund programs; the public investment needs to be protected. Likewise, make sure that any product produced will succeed in fulfilling its purpose by developing program guidelines and deed restrictions that ensure local employee housing goals will be achieved.

A locally-funded county housing department, housing authority, or housing organization is best suited to this purpose, and is a core component of successful housing programs in high-cost, mountain communities.

## Potential Local and Regional Resources

**Mountain Housing Council (MHC):** <https://www.mountainhousingcouncil.org>

- Who: The Mountain Housing Council of Tahoe Truckee (MHC) is a project of the Tahoe Truckee Community Foundation and brings together 28 diverse partners to accelerate solutions to achievable local housing.
- What: Education, partnerships
- Where: North Tahoe region; currently CA partners only

**Tahoe Prosperity Center (TPC):** <https://tahoeprosperity.org>

- Who: The Tahoe Prosperity Center is the regional community and economic development non-profit for the Tahoe Basin. We work regionally with local businesses, jurisdictions, non-profits, and community members to advance identified, data-driven initiatives that better the environment, community, and economy for everyone living and working in Tahoe.
- What: Education, partnerships, research/data, advocacy

**St. Joseph Community Land Trust:** <https://www.saintjosephclt.org>

- Who: A 501(c)(3) non-profit organization, that was founded in 2002 in response to the rising housing costs and the negative impacts of these costs to the broad social fabric, well-being, and sustainability of communities around Lake Tahoe.
- What: Programs, funding, management, development (up to 120% AMI)
- Where: Entire Lake Tahoe region (CA and NV)

**Washoe County:** <https://www.washoecounty.us>

- Who: Housing and Grants Specialist (staff capacity, housing campaign experience); Political Leadership (support, partnerships, funding, etc.)
- Where: Washoe County

**Rotary Club of Incline Village:** <https://tahoerotary.org>

- Who: Rotary is made up of three parts: our clubs, Rotary International, and The Rotary Foundation. Rotary is 1.2 million passionate individuals in 35,000+ clubs worldwide.
- What: Solving real problems takes real commitment and vision. For more than 110 years, Rotary's people of action have used their passion, energy, and intelligence to take action on sustainable projects. Together, we see a world where people unite and take action to create lasting change — across the globe, in our communities, and in ourselves.
- Official mottos: Service Above Self and One Profits Most Who Serves Best can be traced back to the early days of the organization.

**Parasol Community Foundation:** <https://www.parasol.org>

- Who: A non-profit public charity that is dedicated to supporting the Lake Tahoe region.
- What: We are building a more prosperous community by partnering with donors to make their charitable giving more meaningful, by supporting quality programs provided by local non-profit organizations and by providing community leadership on emerging issues.

**Incline Education Fund:** <https://www.inclineeducationfund.org>

- Who: Committed to providing an exceptional education to Incline Village students through the creation of both long-term financial and leadership resources.
- What: By working directly with each school Administrator as well as each of the Booster/PTA groups in a strategic and on-going capacity, IEF helps to provide an overarching vision to support Students, Educators and Parents. Through our programming, advocacy and fundraising, IEF helps to ensure academic achievement and skill development across generations of Incline students.

**Local employers** (see Employer Break Out session)

## Implementation Discussion Questions – Community Engagement

1. What opportunities do you see in Washoe Tahoe for starting to build a “housing culture”?
  - a. What tools resonate with you?
  - b. What resources are available?
  
2. What are the barriers/challenges to moving forward?
  - a. Community organization
  - b. Messaging
  - c. Coordination
  
3. How do we begin –
  - a. What steps are needed to begin discussions, market housing education? Who takes the lead?
  - b. How do we consolidate our message? “Get the word out” to the broader community/generate support for initiatives?
  - c. How do we coordinate action on housing initiatives with education to better ensure positive outcomes (i.e., a “housing campaign”)?