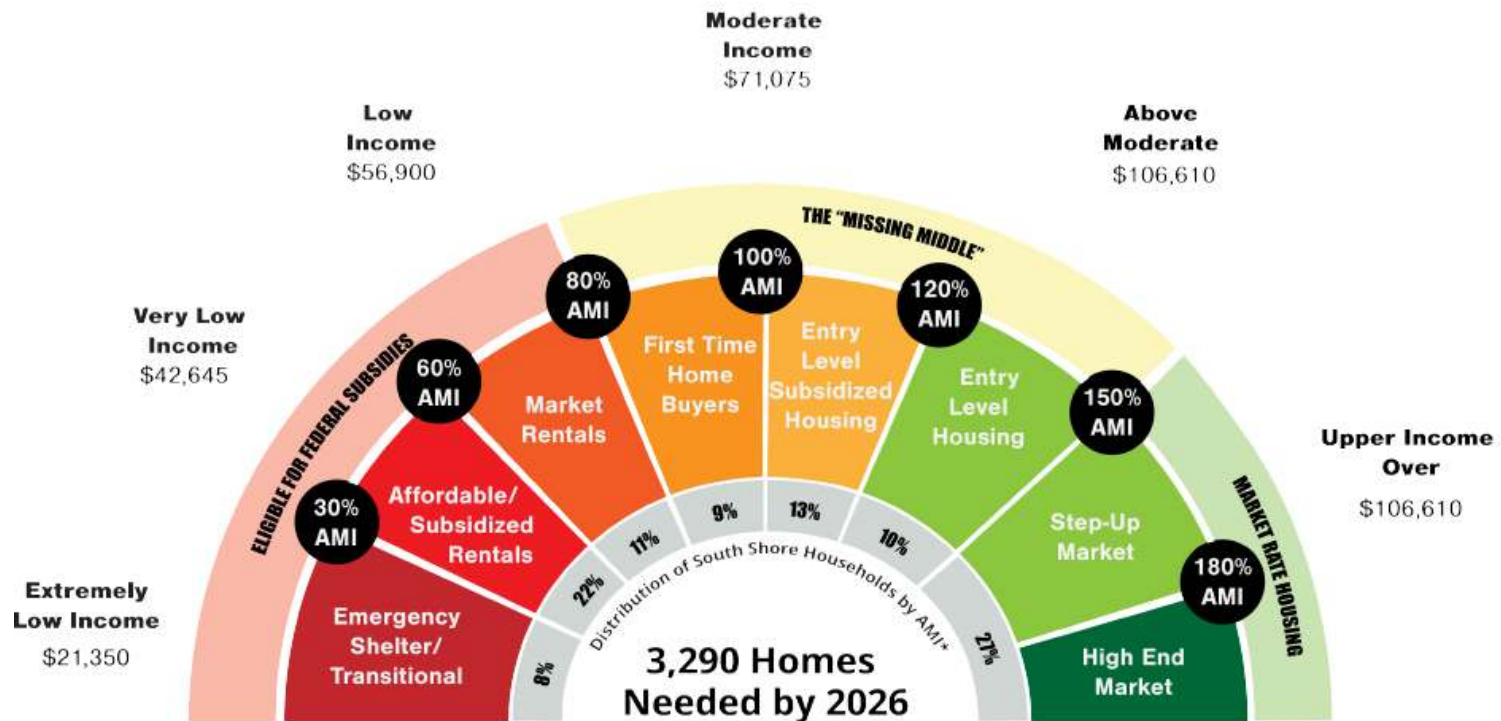


South Shore Region
Local Resident Housing Action Plan
Housing Advisory Group Packet
Oct. 2019 – Mar. 2020



*Income source: 2019 California FRED calculated income limits for 2.5 person household for El Dorado County.

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1. Welcome

Welcome South Shore Region Local Resident Housing Action Plan Advisory Group!

Thank you for your time and dedication to creating a road map, over the next several months, for a community driven and community supported housing action plan for the South Shore Tahoe Region. Your participation in the strategy group is critical to reaching our collective goal of crafting an implementable housing action plan by March 2020. We appreciate and need all that you bring to the table!

Through our collaborative efforts as well as public feedback, we will be working together to develop a 5-year strategic “Local Resident” Housing Action Plan with 1-3 and 5- year goals that identify housing needs from the 2019 Housing Needs Assessment (Part 1).

Additionally, our work together will develop a plan that represents a balanced and coordinated approach to local resident housing that fits with the unique needs of the South Shore Region, including:

- Identifying and prioritizing specific local resident housing needs;
- Setting goals and objectives to target needs;
- Exploring various available tools to addresses identified housing needs;
- Prioritizing tools and developing strategies to implement those tools; and
- Assigning responsibilities and a timeline for implementation.

Thank you for your interest and participation in developing a plan to ensure that the South Shore Region has the housing necessary to support a thriving and sustainable community—housing to support businesses, economic development, community vibrancy, and residents and visitors alike. We look forward to working with you to achieve your local resident housing goals!

Local Resident Housing Action Plan Consulting Team.

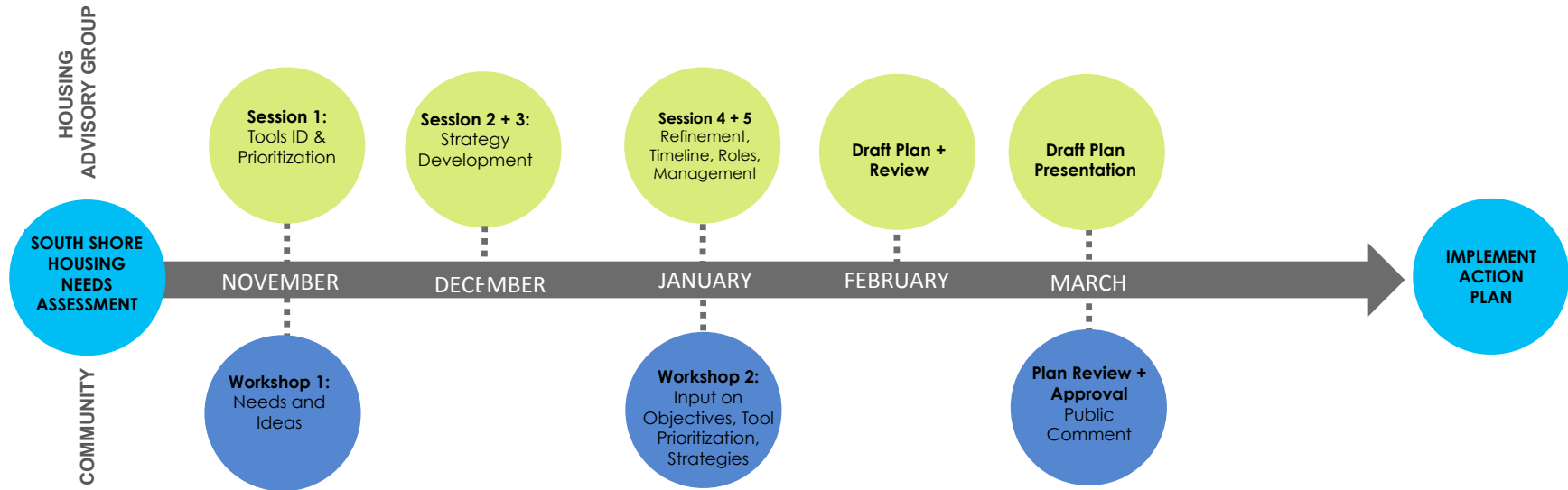
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2. Process Overview and Schedule



Local Resident Housing Action Plan Schedule

	November	December	January	February	March
Public Participation					
Website					
Public Workshops	Nov. 12 th (11am; 5pm)		Week of 6 th (11am; 5pm)		Presentation TBD
Housing Advisory Group					
Work Sessions (5) – 3 hours each	Session 1: Nov. 13 th	Session 2 + 3: Week of 9th	Session 4 + 5: Week of 13 th		
Draft Review				First week	
Final Plan released				Last week	
Public Presentation					TBD

3. Working Group Tasks + Responsibilities

Tasks:

- Review South Shore Region Housing Needs Assessment:
 - Refresh on key findings, housing needs
- Prepare for and attend housing advisory group sessions and public workshops (summarized above):
 - Workshops 2-hours each; Advisory sessions 3-hours each
 - We will seek assistance from some Advisory Group members at each Public Workshop
- Learn about housing tools used in other communities and prioritize use of housing tools both initially and after strategy development through work sessions.
- Learn about financing needs and options and prioritize use of funding options.
- Assign responsibilities to carry out the Local Resident Housing Action Plan.
- Identify a general timeline for achievement of the Local Resident Housing Action Plan and regular housing program updates.
- Review the draft Action Plan and participate in the draft plan discussion (mid-February – day/time TBD).
- Attend the presentation of the Local Resident Housing Action Plan (and some will help present) – Early March.

Responsibilities:

- Commit to the process and the shared goal of “how to” (not “whether to”) improve local resident housing opportunities in the South Shore Region.
- Communicate with your organization after each work session about the items under consideration and represent their position to the Advisory Group.
- Come prepared to each session: review the agenda and supporting materials. Keep a record of materials provided – we will add to them as we progress through each advisory group work session.
- Stay engaged to ensure continued evolution and success of the Local Resident Housing Action Plan.

4. Components of Successful Community Housing Action Plans

- **Customized to Community**, building upon unique opportunities and addressing local challenges.
- **Multiple Tools** used in combination to create a diverse supply of housing for the spectrum of needs. There is no “silver bullet.” Tools vary in terms of the population they can serve and the type of housing they can provide.
- **An Incremental Approach** to implementation that builds upon successes and grows over time as expertise, needs, challenges and opportunities evolve.
- **Fairness** with responsibility for the provision of workforce housing broadly shared throughout the community. Both “carrots and sticks” are needed as well as tools that generate broad community support.
- **Well Informed** with decisions grounded in up-to-date information on needs, housing market conditions, the economy and demographic trends.
- **Local Funding** to fill the gap between housing costs and affordability. Federal, state and foundation grants will likely provide a relatively small portion of the resources needed.
- **Expertise and Capacity** to implement and manage over time with skills in site analysis, development, financing, mortgage lending, property management, communication, and regional planning. Staffing/management needs will grow over time as the number of housing units managed and complexity of tools used increases.
- **Clear Responsibilities** assigned and accepted. While no organizational model is superior, supportive local governance participation and leadership is a component of the most successful programs.
- **Community Ownership and Support** to generate and maintain political will and counter opposition that will arise to specific sites, planned projects, and new regulations and incentives.
- **Ongoing Education** to educate the community about the value of meeting local resident housing needs, to demonstrate progress, and show success.
- **Political Will** that remains strong over time.
- **Adaptable over Time** with periodic evaluation and modification based on lessons learned, changing needs, and new opportunities.

5. Core Needs for Local Resident Housing Action Plan Implementation

- **Housing Action Plan governance – whom, structure**
 - Management, coordination, oversight
 - Monitor progress
 - Plan adaptation/updates
- **Capacity and expertise – Jurisdictions, Organizations, Other Partners**
 - Staffing
 - Program and housing management
 - Grant writing, fund management
 - Partnership building, land acquisition, development
- **Local Resident Housing Program management**
 - Local Resident Housing Guidelines – provide information needed to comply with development requirements/specs, own or rent homes, and manage units over time – specify income categories; allowable rents/sale prices; unit types, sizes, quality standards, HOA allowances; resale procedures; etc.
 - Restrictive Covenants – rental, ownership, consistency, effectiveness, permanence
 - Local Resident Housing Inventory tracking – database of local resident housing by type (own/rent), size, affordability level, occupancy and turnover; used to monitor compliance, continued affordability, and progress toward meeting housing goals.
 - Local Resident Housing unit management – sales/rental occupancy, qualifications, maintenance, compliance, etc.
- **Public involvement, ongoing outreach and education**
 - Transparency, engagement, education, successes, input/modifications

6. Summary of Community Housing Needs

(see South Shore Housing Needs and Opportunities (Oct. 2019): Section 9 – Current and Projected Housing Needs)

Summary of Housing Needs through 2026	
Catch-Up	2,085
Overcrowded Households	165
In-commuters	1,245
Unfilled jobs	675
Keep-Up	1,205
Retiring employees	630
New jobs	575
TOTAL through 2026	3,290
Market rate (43%)	1,410
Housing gap (lower than market) (57%)	1,880

Note: Employee to housing unit conversion based on 1.5 jobs/employee and 1.78 employees/unit

Housing Needs by Own/Rent		
Units needed through 2026	3,290	100%
Ownership	1,265	38%
Rental	2,025	62%

Needs by Income

Needed OWNERSHIP Housing by AMI

Income Level	Maximum Affordable Sale Price	Owner Income Distribution	All Listings
Under \$20,000	Under \$100,000	3%	1%
\$20 to \$39,999	\$150,000	18%	1%
\$40 to \$49,999	\$200,000	7%	0%
\$50 to \$59,999	\$250,000	7%	0%
\$60 to \$74,999	\$300,000	13%	4%
\$75 to \$89,999	\$350,000	7%	6%
\$90 to \$99,999	\$400,000	8%	9%
\$100 to \$124,999	\$500,000	13%	16%
\$125,000 or more	Over \$500,000	23%	62%
TOTAL	Units needed:	1,265	100%

NOTE: Shading indicates where there is a shortage of housing supply for residents and employees. The lighter shade indicates that a gap exists, but providing ownership priced under \$200,000 will require significant subsidy; rentals are more typical.

Needed RENTAL Housing by AMI

	Maximum Affordable Rent	Renter Income Distribution	Available Rentals*
Under \$20,000	\$500	8%	0%
\$20 to \$39,999	\$1,000	26%	13%
\$40 to \$49,999	\$1,250	13%	11%
\$50 to \$59,999	\$1,500	8%	7%
\$60 to \$74,999	\$1,875	17%	16%
\$75 to \$99,999	\$2,500	13%	39%
Over \$100,000	Over \$2,500	15%	14%
TOTAL	Units needed:	2,025	100%

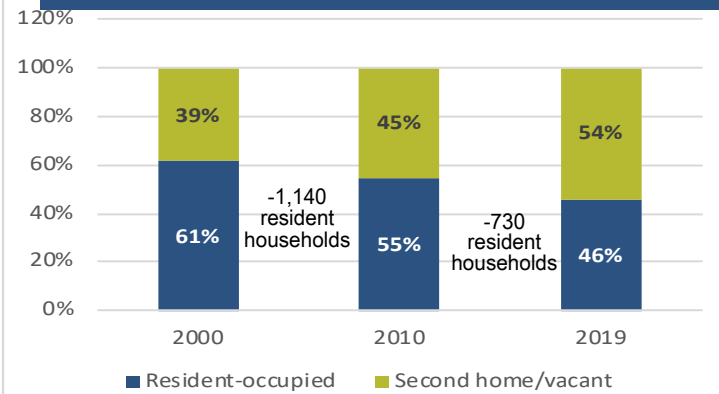
*Available rentals include rentals available in September 2019

NOTE: Shading indicates where there is a shortage of housing supply for local residents and employees. Units in the lighter shade are also needed, but are priced above core employee needs.

7. Key Trends and Metrics for Targeting Housing Program Goals and Objectives

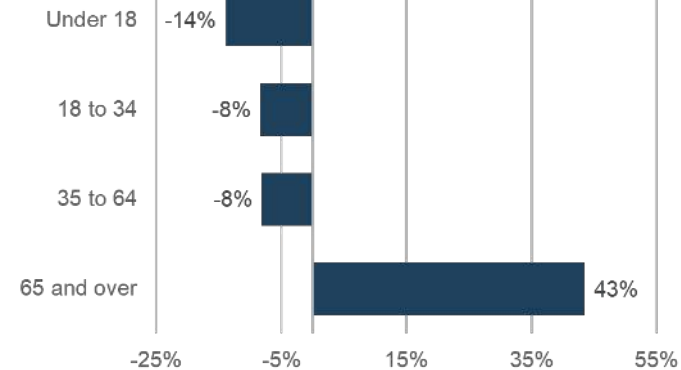
HOUSING UNIT OCCUPANCY (Sec. 3, p. 42)

Declining Year-Round Resident Households



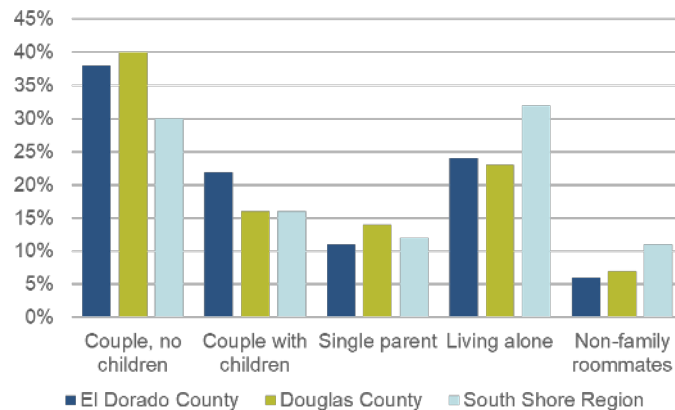
POPULATION AGE (Sec. 1, p.25)

Aging Population: 2010 to 2017



HOUSEHOLD TYPE (Sec. 1, p. 26)

Fewer Households with Children



AGE OF UNITS (Sec. 3, p. 45)

New Development Largely for 2nd Homeowners

South Shore Units	
Since 2010	3%
2000-2009	7%
1990-1999	7%
1980-1989	10%
1970-1979	33%
Prior to 1979	40%

Of 825 homes built since 2010:

75% valued over \$550,000

23% (190 homes) locally-owned (assessor records)

48 were low-income rentals (The Aspens)

Source: El Dorado and Douglas County Assessor

HOUSING PROBLEMS (Sec. 5, pp. 69 et. Seq.)

Loss of Units

- Renter households forced to move in past five (5) years:
 - 15% (930 total) due to owner selling rental
 - 10% (625 total) due to conversion to short-term rental
- Redevelopment:
 - Loss of 155-unit mobile home park; 54 existing rentals were deed restricted as mitigation
- Condemnation/condition:
 - 6 families displaced last year (condemnation)
 - 4% renters (270 total) moved due to “poor conditions/irreparable” home

AFFORDABILITY (Sec. 4, p. 57)

Fast Home Price Increases; Low Availability

	Single Family	Attached (condominium, townhome)
Median Sale Price (2018/19)	\$524,775	\$437,000
Average yearly % increase since 2012	8% to 12%	14% to 15%
Average yearly % increase in household income	2.5%	
Income to afford 2018/19 price:	\$133,800	\$111,420
Median household income	\$68,000	
Average wage	\$41,845	

RENTS (Sec. 4, p. 64)

Fast Home Price Increases; Low Availability

	Average Rent Paid (survey)	Available rentals (Sept. 2019)
Average Rent	\$1,270	\$1,895
Yearly income to afford average rent	\$50,800	\$75,800
AMI average (2.5-person household)	71%	107%

Rental vacancy rate:	0% to 2%
Rent increase (recent years):	10% to 20%/yr

48% of renters pay over 30% of household income for rent + utilities (i.e, cost-burdened)

BUILD-OUT (Sec. 8, pp. 92 et seq.)

- Tahoe Basin is 93% built-out
- 3,826 residential units remain to be distributed in the entire Basin
- 2,380 multi-family residential units of use (MF) can be “found” if all unused development rights were converted to MF.

	Residential Units	% of Units
Total Development Potential	51,097	100%
Built or allocated	47,271	93%
Bonus units (unused)	1,452	3%
Remaining allocations (through 2032)	2,374	5%
TOTAL to be allocated	3,826	-

COMMUTING (Sec. 2, p. 35-36)

Employees Who IN-COMMUTE to Jobs in the South Shore Region

Average Yearly Vehicle Miles Traveled: in-Commuters, 2019			
% in-commuters	31%	25%	
# in-commuters	5,555	4,480	
Average one-way commute distance (miles)	29.3		
Yearly vehicle miles traveled per in-commuter	13,000		
Yearly cost per in-commuter (Federal IRS rate: \$0.58 cents/mile)	\$7,540		

"Housing in the South Shore is not affordable. I commute from Placerville every day. This racks up an average of 20,000 miles a year on my personal vehicle, and leaves me missing 3 hours a day that I could be spending with my family."

EMPLOYEES AND HOUSING OPTIONS (Sec. 2, p. 39)

"Seasonal employees are living in subpar conditions and people take advantage of them. Upper management can't live in the area especially if they have families. It's too expensive."

"Too many rental units are in poor condition and poorly managed."

"We are fortunate to house our seasonal employees on-site but we are dealing with our own housing crisis where more and more staff/management are opting and wanting to live on-site due to the un-affordable housing in town and lack of suitable housing options."

2019 South Shore Employer Survey comments

HIRING/RETAINING EMPLOYEES (Sec. 2, p.38)

Did anyone refuse a job offer or did anyone leave your employment in the past 12 months because they:

Found the cost of living in the area to be too high	41%
Found a different job outside of the South Tahoe area	39%
Found a different job in the South Tahoe area.	36%
Lacked transportation	19%
Long commute/tired of commuting	13%
Lacked day care	10%
Other	4%
NONE OF THE ABOVE / UNCERTAIN	33%
TOTAL*	211%

*Employers able to select multiple responses (adds to over 100%)

8. Housing in Current Plans and Policies

Excerpts from: TRPA Regional Plan, City of South Lake Tahoe 2014-2022 Housing Element Update, El Dorado County Housing Element, Douglas County South Shore and Tahoe-Douglas Area Plans (drafts)

TRPA Regional Plan (2012): Chapter 2, Land Use Element

The purpose of this Subelement is to assess the housing needs of the Region and to make provisions for adequate housing. The Bi-State Compact does not specifically mandate this Subelement nor do the environmental thresholds address this topic. However, the states of Nevada and California both require housing to be addressed as part of a General Plan. It is the intent of this Subelement to address housing issues on a regional basis with Area Plans handling the specifics of implementation.

- **Goal HS-1** Promote housing opportunities for full-time and seasonal residents as well as workers employed within the region.
- **Goal HS-2** To the extent feasible, without compromising the growth management provisions of the regional plan, the attainment of threshold goals, and affordable housing incentive programs, moderate-income housing will be encouraged in suitable locations for the residents of the region.
- **Goal HS-3** Regularly evaluate housing needs in the region and update policies and ordinances if necessary to achieve state, local, and regional housing goals.

City of South Lake Tahoe 2014-2022 Housing Element Update (pp. HE-1 et seq.)

Under California law, the housing element must include the community's goals, policies, quantified objectives, and housing programs for the maintenance, improvement, and development of housing. This Housing Element includes eight goal statements.

- Goal HE.1. NEW CONSTRUCTION. To provide housing opportunities for South Lake Tahoe residents of all economic levels.
- Goal HE.2. AFFORDABLE HOUSING. To encourage construction and maintenance of affordable and/or workforce housing in South Lake Tahoe.
- Goal HE.3. REHABILITATION/CONSERVATION. To preserve and enhance the existing supply of housing.
- Goal HE.4. SPECIAL NEEDS HOUSING. To provide a range of housing services for households with special needs within South Lake Tahoe.
- Goal HE.5. EQUAL OPPORTUNITY HOUSING AND DISCRIMINATION PREVENTION. To provide decent housing and quality living environment for all South Lake Tahoe residents regardless of age, race, religion, sex, sexual orientation, marital status, ancestry, national origin, disability, or economic level.
- Goal HE.6. ENERGY CONSERVATION OPPORTUNITIES. To ensure energy efficiency and appropriate weatherization for all new and existing housing.
- Goal HE.7. NEIGHBORHOOD PRESERVATION. To provide for a variety of housing types, sizes, price ranges, and densities compatible with the existing character and integrity of residential neighborhoods.
- Goal HE.8. IMPLEMENTATION MONITORING. To ensure that Housing Element programs are implemented on a timely basis and progress of each program is monitored and evaluated annually.

QUANTIFIED OBJECTIVES

The City has established a target for the maximum number of housing units for each income category that can be constructed, rehabilitated, and conserved over an eight-year time period based on available resources (see Table HE-1).

TABLE HE-1 Summary of Quantified Objectives						
Objective Category/Program	Extremely Low ¹	Very Low	Low	Moderate	Above Moderate	Total
FAIR SHARE ALLOCATION						
Total RHNP Allocation (Jan. 1, 2013-October 31, 2021)	27	27	38	63	181	336
Development Activity (Jan. 1, 2013-	47 ²			5 ³	36	88
Remaining Need (2013– 2021)	45			58	145	248
QUANTIFIED OBJECTIVES: JANUARY 2013 TO OCTOBER 2021						
New Construction	18	22	28	55	103	226
Rehabilitation	-	-	16	4	-	20
Conservation/Preservation ⁴	8	101	76	-	-	185
TOTAL	26	123	120	59	103	431

1. The RHNA does not include units for extremely low-income housing; however, assuming that extremely low-income households make up half of the very low-income housing need, there is a need for 27 extremely low-income units in the city.

2. These 47 units are part of the Aspens project, currently under construction, which will provide deed-restricted units affordable to low and very low-income residents.

3. One of these units is the manager unit for the Aspens project. Four of these units have been permitted and are expected to provide units affordable to moderate-income households based on square footage and average price per square foot in the City.

4. The 185 units to be conserved/preserved correspond to the assisted units at risk of converting to market-rate during the planning period.

Source: City of South Lake Tahoe and PMC, 2013.

El Dorado County 2013-2021 Housing Element

GOALS AND POLICIES (p. 4-75)

These policies are targeted toward supporting and increasing the supply of housing affordable to lower income households by providing broad guidance in the development of future plans, procedures, and programs and by removing governmental constraints to housing production. They also attempt to foster increased communication and cooperation among stakeholders.

General

Goal HO-1 (General): To provide for housing that meets the needs of existing and future residents in all income categories.

Conservation and Rehabilitation

Goal HO-2: To provide quality residential environments for all income levels.

Goal HO-3: To conserve the County's current stock of affordable housing.

Special Needs

Goal HO-4: To recognize and meet the housing needs of special groups of county residents, including a growing senior population, the homeless, agricultural employees, and the disabled through a variety of programs.

Energy Conservation

Goal: HO-5: To increase the efficiency of energy and water use in new and existing homes.

Equal Opportunity

Goal HO-6: To assure equal access to sound, affordable housing for all persons regardless of age, race, religion, color, ancestry, national origin, sex, disability, familial status, or sexual orientation.

QUANTIFIED HOUSING OBJECTIVES (p. 4-95, 4-96)

Table HO29 summarizes the housing objectives for each measure and shows if the units will be provided by new construction, rehabilitation, or conservation. New construction refers to the number of new units that could potentially be constructed by each measure. Rehabilitation refers to the number of existing units expected to be rehabilitated. Conservation refers to the preservation of affordable housing stock. A subset of the conservation objective in the preservation of units defined as "at-risk."

**Table HO29
Quantified Housing Objectives**

2013-2021			Construction					Rehabilitation				Conservation			
Measure	Goal	2013 Objective (Byr)	Extremely Low	Very Low	Low	Moderate	Above Moderate	Extremely Low	Very Low	Low	Moderate	Extremely Low	Very Low	Low	Moderate
HO-2013-6	Incentives	300	20	50	140	90									
HO-2013-8	SDUs	300 second units	25	175	300	100									
		300 mobile homes*													
HO-2013-13	Fast Track	300		100	100	100									
HO-2013-14	Infill	150		25	50	75									
HO-2013-15	Tahoe	255				89	166								
HO-2013-19	FTHB	24		4	20										
HO-2013-20	Rehab VHX	735						175	500	60					
HO-2013-24	Code Enf	300										5	170	100	25
HO-2013-33	Rehab	25						2	5	18					
HO-2013-37	Rental Insp	200							25	25			50	50	50
	Total	2,889	46	354	810	464	188	177	630	103	0	6	220	180	76
Land Inventory Summary (Table HO-28**)					2,338	764	10,151								
Grand Totals			46	354	2,948	1,218	10,317	177	630	103	0	6	220	180	76

* California Water Board actions may become a constraint to SDU mobile homes due to separate septic requirements

** Table HO-28 numbers for Low Income include Extremely Low, Very Low and Low Income Units

Douglas County South Shore Area Plan (Second Draft 2018)

GOALS, POLICIES AND ACTIONS (pp. 79 et seq.)

- Goal 1. To coordinate with TRPA in achieving mutual objectives and simplify the development review process.
- Goal 2. To continue to participate in efforts to improve the clarity of Lake Tahoe and surrounding environment.
- Goal 3. To increase availability of affordable housing units at Lake Tahoe.
- Goal 4. To develop public-private partnerships in order to promote environmental redevelopment, expand recreational opportunities, and achieve Tahoe revitalization.
- Goal 5. To encourage alternative modes of transportation in order to reduce vehicle miles traveled (VMT) and improve the Lake Tahoe experience.
- Goal 6. Enhance the aesthetic character of the built environment to preserve and complement the natural environment.
- Goal 7. To retain special polices and environmental safeguards from the community plans and plan area statements in the area plan.

Douglas County Tahoe Douglas Area Plan (Draft 2018)

GOALS, POLICIES AND ACTIONS (pp. 103 et seq.)

- Goal 1. To coordinate with TRPA in achieving mutual objectives and simplify the development review process.
- Goal 2. To continue to participate in efforts to improve the clarity of Lake Tahoe and surrounding environment.
- Goal 3. To increase availability of affordable housing units at Lake Tahoe.
- Goal 4. To develop public-private partnerships in order to promote environmental redevelopment, expand recreational opportunities, and achieve Tahoe revitalization.
- Goal 5. To encourage alternative modes of transportation in order to reduce vehicle miles traveled (VMT) and improve the Lake Tahoe experience.
- Goal 6. Enhance the aesthetic character of the built environment to preserve and complement the natural environment.
- Goal 7. Improve the safety of existing roadway designs in coordination with TRPA and NDOT, and in coordination with the corridor management process.

9. Housing Goals and Objectives – for Review

A. Other Community Examples

See “Community Comparison” section below: p. 25

B. Income Targeting and Tenure

The most housing need for local residents is for: (*see above data, p. 8*)

- Ownership units priced below 150% AMI (\$100,000/year income; \$400,000 purchase price);
- Rental units priced below 80% AMI (\$50,000/year income; \$1,200/month rent).

Suggested goal: Facilitate the provision of local resident housing for the full range of incomes in need, but focus housing subsidies and assistance on homes for local residents that the market cannot afford to produce. Currently, this means renter households earning below 80% AMI (about \$50,000 per year) and owner households earning below 150% AMI (about \$100,000 per year).

Background:

- As market housing prices increase, the income levels targeted by local resident housing efforts are increased to fill the gap
- Focusing on low-income housing primarily helps workers in tourism-related industries, which predominate in the community (over 50% of jobs).
- Serving a diversity of incomes allows income diversification to remain in the community – low-income (renters, entry-level workers) through middle- and upper-incomes (entry- or upper-ownership, management).

Input from Housing Tahoe Partnership Meeting (October 31, 2019):

- Increase the diversity of the type of housing for local residents – not just single family homes and duplexes: co-living, micro units, ADU, townhome/condo, etc.
- Focus housing programs/subsidies on the 1,880 needed below market
- Support the community environment as well as the natural environment

Question:

1. *Should local resident housing be developed for the full range of incomes in need OR should priority be placed on building local resident housing for certain income groups over others?*

C. Jobs/housing relationship

Development of housing affordable for the local workforce is and has been well below needs.

Suggested objective: Provide local resident housing at a rate that exceeds the number of units needed to accommodate new job growth – at least in the near term. This will help address the current housing shortage and provide opportunities for in-commuters who want to move to the South Shore Region.

Background:

Jobs/Housing relationship is often a primary housing goal/objective:

- Breckenridge, CO, goal is to house 47% of workforce in town.
- Jackson, WY, goal is to house 65% of workforce in town.
- Mammoth Lakes, CA, wants to retain at least 58% of the workforce in town.

South Shore Region:

- 26,880 jobs; 17,920 employees
- 575 new jobs by 2026; 630 retiring employees by 2026
- About 25% to 30% of employees commute in (4,500 to 5,500 workers); 40% of in-commuters prefer to live in the South Shore Region

Considerations:

- In-commuters are living and working in the area
- About 60% of in-commuters prefer to live outside of the Region
- In-commuting adds to housing costs; loss of employees (take jobs near home)
- In-commuting increases public service/parking expenditures in the community; VMT; environmental impacts

Questions:

Should the goal be to:

1. *Match the rate of growth in jobs by providing up to 575 units by 2026*
 - *This about 100 units/year – similar to the current rate of new development, except 57% of homes should be priced under market.*
2. *Occur at a slower pace meaning more in-commute in the future as growth continues, employees retire, etc.*
3. *Occur faster than job growth (build more than 575 units), addressing some of existing (catch-up) housing deficiency, accounting for retiring employees, etc.*
 - *550 homes/year will be needed to fill the entire 3,290 local resident housing gap.*

D. Build-out considerations

Suggested objective: Incorporate local resident housing as a necessary component of build-out in the South Shore. At least 46% of housing units in the South Shore Region should be occupied by year-round residents upon reaching buildout in 2032 to support local employers and preserve the community environment.

Background:

Other community examples:

- Breckenridge set a numerical target: Build **900 workforce housing units** in the Upper Blue by build out.
- Crested Butte set a percentage target: Ensure that **25% of the housing inventory** is deed restricted for locals.

Considerations:

- The Tahoe Basin is about **93% built-out**. What this means in numbers:

3,836	allocations remaining to be distributed through 2032 (Tahoe Basin)
62%	allocations distributed in 2019/2020 went to the South Shore Region (146 of 236 total)
2,373	South Shore allocations through 2032 (assuming 62% rate)
1,090	Number of new allocations that should be resident occupied based on 46% occupancy
90	resident-occupied units per year (2020 to 2032)

- **3,290 local resident homes are needed through 2026 (550/year) in the South Shore Region** through a combination of new development, rehabilitation, preservation and reuse of existing homes and structures.

Questions:

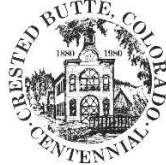
1. *Can/will affordable housing development occur to the extent it is needed without setting buildout targets?*
2. *What is a realistic target for allocating new and existing/unused/underutilized allocations? Is local resident occupancy the right focus?*
3. *What role does redevelopment/repurposing of existing properties need to play in “finding” local resident homes?*
4. *What is an achievable numerical target through 2026 (if one is desired)?*
 - 100 per year?
 - 100 to 200 per year?
 - 200 to 300 per year?
 - More?

10. Comparative Communities Tables

HOUSING PROGRAMS IN OTHER MOUNTAIN RESORT COMMUNITIES



Breckenridge, CO



Crested Butte, CO



Jackson, WY



Telluride, CO



Truckee, CA



This section explores the following attributes of the affordable housing efforts across the five comparison communities:

1. Policies and Goals
2. Capacity and Roles
3. Strategies and Tools
4. Deed Restricted Housing Inventory

Key themes include:

- **Political Commitment** – Communities with long-standing, consistent commitments to affordable housing programs have the most success creating and maintaining a diverse and effective inventory. Regular public outreach and education are key to maintaining political commitment over time.
- **Vision and Goals for Housing** – Communities know who they want to be and structure their housing programs to get them there. Measurable goals, such as identifying the number of units to produce or percentage of the workforce to house locally, allow communities to track progress on a regular basis.
- **Evolution over time** – Each community has evolved their strategies and tools over time. They have built upon successes, incorporated lessons learned, and moved away from or altered programs that did not work well. Diligence and willingness to engage in self-evaluation, regularly monitor programs, and adapt the program to changing conditions are hallmarks of successful programs.
- **Local Funding** – Most communities use at least one local funding source; the most successful have several strategies for generating local funds dedicated to affordable housing. Local funding and resources are key to increasing the diversity of housing and creating opportunities for locals who exceed the income limits of state and federal programs.
- **Diversity of Incomes Served** – Comparison communities create ranges of incomes to guide housing production and produce a spectrum of opportunities for locals. The compared communities use between three to eight income ranges. Some include incomes as low as 30% AMI; some serve as high as 200%, depending on local needs and priorities. Several have units that are not limited by income, but rather by resident or employment status.
- **Diversity of Housing Types** – With the exception of Truckee, comparison communities have a good balance of deed restricted rental and ownership housing choices. Communities understand that they need to have different projects to meet all segments of the local community.
- **Capacity and Roles** – Each community takes a different approach to the roles of the local government, the housing authority, and other housing organizations. Some of the most successful communities (Telluride and Breckenridge) have Town staff take the lead in developing housing. In Breckenridge, the housing authority then takes the lead in managing and monitoring deed restricted units. Regional collaboration and active coordination between the Town and the housing authority or other organizations are key ingredients for success.

Comparison Communities – Key Metrics

	Mammoth Lakes, CA	Breckenridge, CO	Crested Butte, CO	Jackson, WY	Telluride, CO	Whitefish, MT (zip area)	South Lake Region (2019)
Population (2016/2017)	8,000	4,900	1,600	10,500	2,500	14,500	36,000
Total Housing Units	9,722	7,267	1,114	5,240	2,480	9,044	32,150
# Resident Households	3,252	2,160	770	4,386	1,158	6,438	14,790
% Housing Occupied by Residents	33%	30%	69%	64%	47%	71%	46%
Median Sale Price (all housing units) (2019)	\$494,000	\$750,000	\$624,728	\$1,000,000	\$728,500	\$450,000	\$495,000
Deed Restricted Units	222	849	231	1,546	327	276	558
% Local Households in DR Units	7%	39%	30%	35%	28%	4%	4%
Area Median Income 2019	\$81,200	\$89,100	\$71,000	\$102,200	\$78,800	\$69,600	\$83,600 (El Dorado County)
Home affordable to median household	\$318,304	\$349,272	\$278,320	\$400,624	\$308,896	\$272,832	\$327,712
Affordability gap*	\$175,696	\$400,728	\$346,408	\$599,376	\$419,604	\$177,168	\$167,288

Sources: Census/ACS, HUD, Ca. HCD, CO State Demographer, Local MLS, Local Assessor/Parcel records, Land Title, Consultant Team

*Underrepresents the actual gap in each community. Single-family homes sell for much higher than the median shown; condominium price points do not include HOA fees (\$300/month effectively adds \$45,000 to the sale price), nor do prices reflect the condition of units or special assessments.

1. Policies and Goals

	Adopted Plan(s)	Housing Goals and Objectives
Breckenridge	Affordable Housing Action Plan 2008	<p>Provide a variety of housing options; sustain the local economy and preserve the character of the community. Build 900 workforce housing units in the Upper Blue by build out. House 47% of the employees working in Town;</p> <ul style="list-style-type: none"> • Maintain at least 25% of homes occupied by primary residents; • Increase the homeownership rate of 41% • Provide housing for all income levels up to 180% AM • House employees who work in the Upper Blue • Share responsibility: private sector, Town, County, non-profits
Crested Butte	Housing goals and strategies in Land Use Plan 2010	<p>Build 50 units in 5-7 years. Ensure that 25% of the housing inventory is deed restricted for locals.</p> <ul style="list-style-type: none"> • Create a diverse housing inventory, by location, price point and own/rent • Prioritize deed restricted units for local employees, year-round residents • Prioritize essential workers and majority of household income from within the Gunnison Valley • Partner on rental housing for low and very low wage earners • All new housing is consistent with the historic character
Jackson	Jackson/Teton County Comprehensive Plan 2012 Housing Action Plan 2015 Annual Housing Supply Plan	<p>Ensure a variety of workforce housing opportunities - at least 65% of those employed locally also live locally</p> <ul style="list-style-type: none"> • Maintain a diverse population • Strategically locate a variety of housing types • Reduce the shortage of housing that is affordable to the workforce • Use a balanced set of tools.
Mammoth Lakes	Community Housing Action Plan 2017 Mammoth Lakes Housing, Inc. Strategic Plan 2019	<p>Provide 200 to 300 community housing units within 5 years, through a combination of new development, redevelopment, housing programs and policies. Update this objective as dictated by housing needs.</p> <ul style="list-style-type: none"> • Target the full range of community housing needs currently not being met by the market, including rentals for households earning less than 80% AMI and ownership housing for households earning up to 150% AMI; • Produce community housing at a rate faster than job growth in the near term to help address the current housing shortage, unfilled jobs and provide opportunities for in-commuters who want to move to town; and • Retain a strong base of residents living in town by ensuring about 58% of employees continue to live in Mammoth Lakes.
Telluride	Telluride Master Plan 2012 Telluride Affordable Housing Strategic Plan (TAHST) 2004	<p>Ensure a minimum of 70% of workers reside in Telluride Region. Build 70-90 units over the next five years.</p> <ul style="list-style-type: none"> • Generate a range of unit types affordable to a range of AMI • Maintain geographic distribution through site identification/evaluation • Explore additional local funding sources • Use Master Plan and TAHST to guide development; update employment, income, and need data regularly

2. Capacity and Roles

	Political Commitment	Education/PR	Regional Cooperation	Partnerships
Breckenridge	Strong Solid funding sources and commitment Strong policies and dedicated oversight Continued program monitoring and improvement	Strong Yearly updates on housing progress, publications made to public, information updated and available.	Strong Have periodic SCHA/regional board meetings - strives for coordination.	Strong Public/private partnerships widely used in past – now Town acts as developer and hires project manager/contractor
Crested Butte	Medium/Strong Long history of policies, goals, and investments Some challenges learning from mistakes and investing in capacity	Limited Primarily through Housing Authority	Strong Created Regional Housing Authority, provides funding and Board members; Regional Needs Assessment and Strategic Plan	Strong Works closely with Housing Authority; Public/private development; Gunnison Valley Housing Foundation – funding source
Jackson	Mixed High level of community/stakeholder Slow to reach decisions Looking for free market solutions No dedicated source of public funding Housing Organizations complete for limited funds - uncoordinated efforts	Limited Housing Authority has helpful web site and email blasts when homes become available	Limited Labor force dependent on commuter communities Strategic planning and solutions don't extend to commute shed	Strong Partner with non-profit and for-profit developers
Telluride	Strong Consistent policies over decades Firm support for deed restrictions Local revenue source (sales tax) has been leveraged by bond issue to build rental housing	Medium Housing Authority presents to realtors, community leaders; strong community interest; frequent press coverage	Medium Regional Housing Authority manages programs and inventories of three jurisdictions. Strong participation by Town on housing outside muni boundary	Medium Town leads development; partnership with Housing Authority
Truckee	Variable Current Council is stronger than in the past; recent commitment to take action and development/strengthen programs Lost many deed restrictions in recession	Medium Current outreach through workshops; Ongoing awareness through non-profits	New Regional Housing Council formed this year – providing initial funding	Medium Some public/private development, land donation, financial assistance

2. Capacity and Roles, continued

	Town Council Role	Town Staff Role	Housing Agency/Housing Authority Role(s)
Breckenridge	Set policy and goals Oversee funding and development Appoint a Commissioner to Summit County Housing Authority Participate in regional goals	Implement housing policies Develop housing Regulate land use Provide enforcement	<i>Summit County Housing Authority</i> – Manages deed restrictions Manages income and purchase qualifications Administers funding Leads some regional efforts Performs compliance monitoring Some property management
Jackson	Set policy and goals Oversee funding and development Appoint Commissioners to Joint Town/County Housing Authority and Housing Demand Boards	Implement housing policies Regulate land use with support of HA staff Provide resources to HA	<i>Jackson/Teton County Housing Authority</i> – Manages deed restrictions Reviews development applications <i>Strong Habitat for Humanity</i> chapter; builds homes <i>Jackson Hole Community Housing Trust</i> ; builds homes and manages deed restrictions
Mammoth Lakes	Set policy and goals Oversee funding and development Council member and County Commissioner sits on Mammoth Lakes Housing, Inc. Board	Implement housing policies Regulate land use Provide enforcement Work with Mammoth Lakes Housing, Inc. for state/federal funding applications and management	<i>Mammoth Lakes Housing, Inc.</i> - Manages deed restrictions Unit renovations/rehabilitation Help partners secure state/fed housing grants, tax credits, and bonds Support workforce housing development Manages down payment assistance program Also assists Inyo County and City of Bishop, Mono County, Alpine County
Telluride	Set policy and goals Oversee funding and development Serve as Telluride HA Board; Appoint Town Manager as Commissioner to SMRHA Participate in regional goals	Implement housing policies Develop housing Regulate land use Manage rental housing through THA Provide enforcement Town staff are also Telluride HA staff	<i>San Miguel Regional Housing Authority</i> - Manages deed restrictions Manages income and purchase qualifications Administer Section 8 rent subsidies Provides homebuyer education Applies for State/Federal funding
Truckee	Set policy and goals Oversee funding and development Participate in regional goals	Implement housing policies Regulate land use Provide enforcement Provide annual report on housing activity	Housing consultant manages deed restrictions and grants Nonprofits <i>Mercy Housing</i> and <i>Domus</i> build /manage housing <i>Regional Housing Authority for Nevada and Sutter Counties</i> administers Section 8 rent subsidies; very limited role in Truckee

3. Strategies and Tools

	Incentives	Regulations	Local Funding	Partnerships	Other Strategies
Breckenridge	Fee waivers Density bonuses Annexation fee waivers Real Estate Transfer Tax exemption	Performance zoning Annexation policy - 80% Impact fee - commercial and residential	County-wide sales tax – now .725% In-lieu fees from regulations Annual general fund appropriations	Public/private developments Regional Housing Authority	Acquisitions Land banking
Crested Butte	Fee reductions ADUs Density, height, and FAR bonuses	Inclusionary housing – 60% in new subdivisions Impact fee - commercial and residential	In-lieu fees from regulations General fund appropriations	Public/private developments Regional Housing Authority School district, transportation authority	Subsidized lots sales Long term rental requirements for ADUs
Jackson	Floor area bonus ADUs Some fee waivers Shared parking	Mitigation Requirement for generation of year-round employees, (residential, commercial)	General fund 1% voluntary transfer fee Specific Purpose Excise Tax (2001, 2006, 2017)	Public/private developments Town/County Housing Dept. Habitat for Humanity JH Community Housing Trust	Employer provided housing Preservation program
Telluride	Density bonuses ADUs Fee waivers Use by right in all zones	Impact fee - 40% commercial, 60% residential - favors on-site units.	In-lieu fees from regulations .5% sales tax for affordable housing (since 1994)	Public/private developments Regional Housing Authority Current project: art, school/parking district collaboration	Mixed income development Seasonal worker dorms Tiny homes Out of town option - mitigation compliance
Truckee	Density bonus ADUs Priority processing Regulatory concessions	Inclusionary housing - 15% Impact fee - commercial and residential Commercial linkage (various rates) Minimum density standards Preservation for condo conversions (15% to 33% must remain affordable)	In-lieu fees from regulations General fund appropriations	Public/Private developments (Town as support, not lead)	Employee housing First-time homebuyer program: <ul style="list-style-type: none"> • CDBG-reuse (up to 80% AMI) • BEGIN-reuse (up to 160% AMI) • Martis Fund in Placer County, real estate transfer fee (up to 180% AMI)

3. Deed Restricted Housing Inventory

	Total Units	Owner #	Renter #	Owner %	Renter %	< 60% AMI	60- 80%	80- 100%	100- 120%	120- 150%	150- 200%	No Income Limit
Breck- enridge	849	449	400	52%	48%	8%	18%	26%	17%	1%	0%	31%
Crested Butte	231	73	158	32%	68%	14%	3%	7%	0%	1%	0%	74%
Jackson	1,546	561	985	36%	63%	13%	10%	7%	27%	6%	0%	38%
Mammoth Lakes	222	51	171	23%	77%	59%	10%	10%	13%	2%	3%	-
South Lake Region	558	1	557	0.2%	99.8%	75% (est)	22% (est)	0%	3%	-	-	-
Telluride	310	106	204	37%	72%	Restrictions and targeting range from 70% AMI to 200% AMI; % breakouts not available						
Truckee	409	25	384	6%	94%	94%	2%	3%	1%	-	-	-

Abbreviations used in these tables include:

ADU –accessory dwelling unit	HH – household
AH – affordable housing	Hrs – hours
AMI – Area Median Income	Mos - months
Avg – average	Pmt - payment
BR – bedroom	SF – square feet
DR – deed restriction	Wk - week
EDU – employee dwelling unit	Yr – year
LIHTC – Low Income Housing Tax Credit	