



# Spurring Redevelopment in the Mid-Town Area

**CRE®CONSULTING CORPS RECOMMENDATIONS  
TO CITY OF SOUTH LAKE TAHOE**

**OCTOBER 2024**





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## Executive Summary

The City of South Lake Tahoe is in the enviable situation of being a desirable community in the beautiful Sierras on the shore of Lake Tahoe. An attractive destination, the economy is largely dependent on tourism and recreation. The community faces the challenges of many mountain resort communities, in particular a need for housing attainable for local workers and amenities for year-round residents, in addition to vulnerability to economic fluctuations. The challenge of meeting these needs is complicated not only by the tourist-oriented marketplace but also by the development regulations in place to protect the environment.

The City of South Lake Tahoe has made meaningful steps to address these needs through public investments including Lakeview Commons Beach and Harrison Avenue projects, support for a number of housing developments, and the 56-acre project. Construction is currently underway to implement the 56-acre master plan and create a signature recreation and civic space in the center of South Lake Tahoe across from Lakeview Commons Beach. To build on these investments, update the 1995 local area plan, and spur increased investment, the City of South Lake Tahoe has embarked on development of a new Mid-Town Area Plan.

The Counselors of Real Estate® Consulting Corps was asked to examine underutilized commercial sites within the Mid-Town Area, offer strategic real estate guidance to spur redevelopment, consistent with community priorities and the goals of the Mid-Town Area Plan, and propose actionable solutions that could be incorporated into the Mid-Town Area Plan. In addition, the city requested that The Counselors of Real Estate (CRE) Consulting Corps offer economic development advice, both pertaining to the Mid-Town area and to the city more broadly.

Through the Transforming Neighborhoods initiative, the South Tahoe Association of REALTORS® introduced The Counselors of Real Estate to the City of South Lake Tahoe. The CRE Consulting Corps team visited South Lake Tahoe in August 2024 and met with more than 30 stakeholders, including elected officials, city staff, business and nonprofit leaders, employers, social service agencies, environmental organizations, and others. The team reviewed existing plans and studies, analyzed market data, and provided recommended actions.

The CRE team sees a great opportunity to focus the use of public lands in the Mid-Town area for the benefit of local residents as well as the de-emphasis of serving visitors. There are four areas within the boundary that present particular opportunities:

- 56-Acre Public Center.
- Redevelopment of the shopping Center Site.
- Reinvestment in Bijou Community Park & Golf Course.
- Amortize the “Tail.”

Addressing needed housing that will meet the needs of local workers is a clear priority. Following are recommendations to help tackle housing needs.

- Improve, clarify, and simplify the development process is one needed approach to help create housing options that meet local needs.
  - A valuable tool would be a coordinated Master Checklist to include City, TRPA, and County requirements.
  - Incorporate planning goals as well as regulatory requirements.
  - Provide clear information about process and fees.
- Explore innovative and flexible housing solutions, including:
  - temporary and modular housing
  - vertical mixed-use developments
  - adaptive reuse of commercial spaces
  - accessory dwelling units
  - an Inverse short term rental program.
- Implement a comprehensive data collection and analysis system. By prioritizing regular needs assessments, integrated data platforms, real-time monitoring, and community engagement, the City can build a data-driven approach to urban planning that is both responsive and sustainable.
- Consider innovative financial tools, structures, and incentives to support redevelopment and new construction.

South Lake Tahoe faces challenges including an affordable housing crisis, environmental preservation concerns, tourism dependency, wildfire risk, infrastructure and traffic congestion, social and economic inequality, limited health and social services, and climate change impacts. Economic development can play a vital role in addressing these challenges by diversifying the economy, supporting affordable housing development, enhancing workforce development, promoting environmental sustainability, improving infrastructure, and fostering community engagement. Collaboration among various sectors and stakeholders is crucial for implementing effective solutions. Case studies from other successful ski resort towns highlight best practices in areas such as land use, economic diversification, and community engagement, offering valuable insights for South Lake Tahoe's path towards sustainable and resilient economic growth.

The action steps and recommendations detailed in this report will require focus, collaboration, and participation by a broad set of community stakeholders. An active, coordinated effort, supported by broad involvement, will be beneficial to all parties and provide the housing options and services needed to benefit the South Lake Tahoe community.

## Introduction

Lake Tahoe has long been a premier destination for visitors from around the world and also has drawn residents who desire to live in a resort mountain community close to outdoor recreation. The City of South Lake Tahoe, California, situated at the south end of the lake adjacent to the Nevada state line, has a population of approximately 21,330 (2020 Census). It lies within El Dorado County, which has a population of about 191,185 (2020 Census). The population swells dramatically with the influx of visitors both in winter and summer, and housing costs have increased, becoming out-of-reach in particular for many year-round residents who work at local jobs.

Local growth and development decisions are managed not only by the City of South Lake Tahoe but also by the Tahoe Regional Planning Agency. A unique bistate entity, the Tahoe Regional Planning Agency (TRPA), oversees land use and planning throughout the Lake Tahoe basin. Created in 1969, TRPA “is governed under the Compact enacted by the states of California and Nevada, affirmed by the United States Congress, and then signed by the states’ governors and the President of the United States.”<sup>1</sup> In addition to a governing board, an Advisory Planning Commission assists with technical and scientific issues, bringing together water quality, natural resource, planning staff, community members, and other experts. Metrics tracked include water quality, air quality, soil conservation, vegetation, fisheries, wildlife, scenic quality, recreation, and noise.

As stated in TRPA’s 2014 Strategic Plan, TRPA’s “vision is for a Lake environment that is sustainable, healthy, and safe for the community and future generations.” Its “mission is to cooperatively lead the effort to preserve, restore, and enhance the unique natural and human environment of the Lake Tahoe Region, while improving local communities, and people’s interactions with our irreplaceable environment.” It is not the intent of The Counselors of Real Estate to evaluate TRPA’s role or to express opinions about the oversight nor to assess the interaction between TRPA and local requirements and processes.

TRPA is directed by the Compact to “establish environmental threshold carrying capacities and to adopt and enforce a regional plan and implementing ordinances which will achieve and maintain such capacities while providing opportunities for orderly growth and development consistent with such capacities,” (Compact Article I(b)) and to “ensure an equilibrium between the Region’s natural endowment and its manmade environment.”<sup>2</sup>

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<sup>1</sup> *Strategic Direction - 2020 and Beyond - Tahoe Regional Planning Agency, November 2020.* [https://www.trpa.gov/wp-content/uploads/documents/archive/Agenda-Item-No.-VII.A-TRPA-Strategic\\_Plan\\_2020.pdf](https://www.trpa.gov/wp-content/uploads/documents/archive/Agenda-Item-No.-VII.A-TRPA-Strategic_Plan_2020.pdf)

<sup>2</sup> *Tahoe Regional Planning Agency Strategic Plan, June 2014, p3.* [https://www.trpa.gov/wp-content/uploads/documents/archive/Strategic\\_Plan\\_2014\\_June2014\\_Final\\_rev1-21-15.pdf](https://www.trpa.gov/wp-content/uploads/documents/archive/Strategic_Plan_2014_June2014_Final_rev1-21-15.pdf)



The City of South Lake Tahoe is undertaking development of the Mid-Town Area Plan to guide future land uses and development to meet the needs of residents, businesses, visitors, and the environment. This will update the 1995 Bijou/Al Tahoe Community Plan which was consistent with the city's 1988 General Plan and the 1987 TRPA Regional Plan. Since that time, the city has updated its General Plan twice (1999 and 2011), and the TRPA Regional Plan was updated in 2012. Since 2011, the city has been working to update and replace outdated community plans with area plans consistent with the 2012 TRPA Regional Plan. The Tourist Core Area Plan was adopted in 2013, and the Tahoe Valley Area Plan was adopted in 2015.

The TRPA Code of Ordinances allows local jurisdictions to develop and adopt area plans that implement the TRPA Regional Plan, reflect a local community vision, and streamline the development permitting process.

The Mid-Town Area Plan will encompass land included in the current Bijou/Al Tahoe Area Plan as well as additional surrounding commercial and recreation land. Area Plans allow the city and counties in the Lake Tahoe Basin to implement the TRPA Regional Plan policies with greater flexibility and at the community scale. These plans are intended to reflect the community's vision for its future and are created with community members and stakeholder involvement.

The City's General Plan directs changes to this area to incorporate more opportunities for mixed use and higher density residential development to provide much needed housing in the community and more economic development possibilities associated with year-round population in the area. These new land use opportunities would be developed to complement the vision of the 56-acre Master Plan. The 56-acre Master Plan, adopted in 2022, builds upon the success of the Lakeview Commons and Harrison Avenue projects to create a signature civic and recreational park in the center of the South Lake Tahoe community and within the Mid-Town area to further transform the Mid-Town area into a recreation, arts, and community hub. The 56-acre Master Plan focuses on recreational and civic needs, the creation of meaningful world-class facilities and public open space, environmental sustainability, cultural preservation, water quality, traffic mitigation, aesthetic improvements, and habitat preservation. With the recent adoption of the 56-Acre Master Plan and the current construction of a new recreation/ swim center, the opportunities for recreation in this area will continue to improve.

The Mid-Town area is the heart of South Lake Tahoe, with the most scenic views of Lake Tahoe in the City and is a central hub between other local and visitor destinations in the Tahoe Valley and the Tourist Core/Heavenly Village areas. The Mid-Town area includes several commercially focused areas that are popular resident and visitor amenities. The Mid-Town area also contains many opportunities for recreation featuring Bijou Park (bike park, skate park, dog park, disc golf, and picnicking), Bijou Golf Course, South Lake Tahoe Recreation and Swim Complex, South Lake Tahoe Ice Arena, South Lake Tahoe Campground, several multi-use sports fields, and a launch point for boating, paddleboarding, and

swimming at Regan Beach and Lakeview Commons. Civic and education uses within the Mid-Town area include the Lake Tahoe Community College, South Tahoe Middle School, El Dorado County Library, US Forest Service office, and US Post office. Unfortunately, the area also has a number of properties which are vacant or underutilized.

In 2024, the city is conducting extensive community outreach and engagement to develop goals, policies and implementation priorities to revitalize the Mid- Town area. Once approved by the City and Tahoe Regional Planning Agency, the Mid-Town Area Plan would provide guidance for all future redevelopment and development opportunities and would identify infrastructure needs to support the future vision of the Mid-Town area.

## Statement of Problem

The Mid-Town area contains several properties that have remained vacant or underused for over 120 days. These sites represent wasted potential for business opportunities, contribute to a dismal visual appeal that deters investors, residents and visitors, and in some cases, present unsafe and blighted conditions. Redeveloping these sites offers an opportunity to bring in new businesses and potentially housing units, advancing City planning goals and enhancing the overall quality of life for residents. The City of South Lake Tahoe and the South Tahoe Association of REALTORS® requested the expertise and recommendations of the CRE Consulting Corps to identify strategies for attracting and facilitating redevelopment of these underutilized properties consistent with community goals and provide advice that may spur revitalization, including area-wide economic development recommendations.

## CRE® Consulting Corps Team Process

Through its Transforming Neighborhoods Program, the National Association of REALTORS® is collaborating with The Counselors of Real Estate's Consulting Corps to deliver strategic real estate problem-solving to select projects. NAR issued a call for applications and submitted those received for review by the CRE Consulting Corps. The South Lake Tahoe project, submitted by the South Tahoe Association of REALTORS®, in conjunction with the City of South Lake Tahoe, was selected.

The CRE Consulting Corps team visited South Lake Tahoe in August 2024. The team reviewed applicable plans and studies pertaining to the area, toured the neighborhood, and interviewed more than 35 individuals. Stakeholder meetings included city elected leaders and staff, business and industry representatives, local Realtors®, and other stakeholders. The team formulated their recommendations and presented them to South Lake Tahoe city staff at the end of their week onsite.

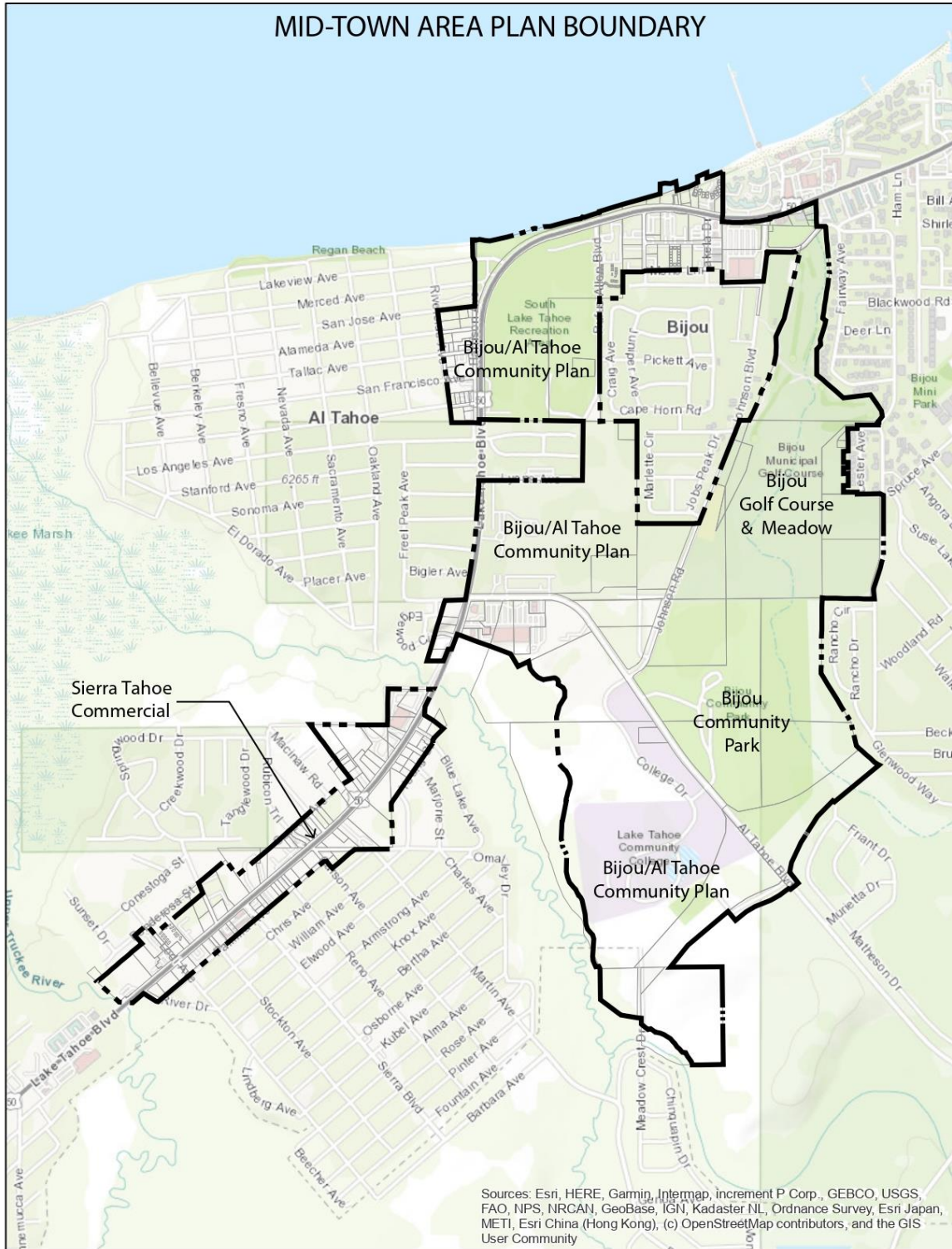
## Site Opportunities and Planning Process

There is a great opportunity to focus the use of public lands in the Mid-Town area for the benefit of local residents and to deemphasize visitor services and amenities. The now-under-construction community recreation center, located at the north end of the Mid-Town plan area, represents new investment and a fresh commitment to the use of public lands in the Mid-Town area for the benefit of local residents. Resident-serving land uses in the Mid-Town area will likely balance the historic emphasis of public and private investment on visitor serving commercial and recreational uses near the state line visitor area (heavily gaming, skiing and hospitality uses) and the commercial center located south near the intersection of US 50 and US 89. The Mid-Town plan area is also significantly influenced by the presence of existing and future open space, used to maintain and manage the water quality in Lake Tahoe. As a consequence of the geography of the area, the alignment of US 50 along the southern lake shore and the location and scale of estuary areas, the Mid-Town plan area is irregularly-shaped, mostly in a north-south orientation, but with a portion of highway-fronting lands located to the south, and severed from the balance of the plan area by other residential neighborhoods creating what we will refer to later as “the Tail.”

The new Recreation and Aquatic Center plays a significant role in our evaluation of the Mid-Town plan area opportunities. It is located prominently at the curve of US 50 as it meets the shoreline of Lake Tahoe and turns east towards the balance of the community and visitor and gaming area at the state line. Now under construction, this \$65 million public investment is one of the largest recent public investments by the City of South Lake Tahoe, with completion anticipated in late 2025 or early 2026. The new recreation center strengthens the public recreational land uses already within the Mid-Town plan area, including several public uses of facilities (city, county and state), a transient publicly-owned campground (Campground by the Lake), South Tahoe Middle School and offices of the local school district, the Bijou Golf Course and Meadow, the Bijou Community Park, and the Lake Tahoe Community College. We informally estimate that within the Mid-Town plan area, some two-thirds of the land area is either in public ownership and use, or is otherwise dedicated to continuing preservation and conservation uses. Also notable is the exclusion of the Bijou residential neighborhood area, effectively the “doughnut hole” in the northern portion of the plan area. As such, there is only limited ability to rely upon traditional private property ownership and redevelopment activities to stimulate and drive neighborhood revitalization and renewal; public investment in the area will be central to any revitalization efforts.

The exception to the heavy concentration of public ownership of lands in the plan area is located mid-district, in the southeast quadrant of the intersection of US 50 and Al Tahoe Boulevard, where there is a community shopping center site. Like many community shopping centers today, this shopping center is showing signs of clear distress, having lost its grocery anchor. While apparently owned by separate owners of different parcels, the shopping center site represents one of the only sites of sufficient size to attract developer interest and a site that would permit a variety of styles of mixed-use development. Not

surprisingly, to the extent that affordable residential housing is most effectively accomplished through mid-rise, attached construction, this is the obvious site for such an alternative.



Our reconnaissance and inquiries suggest that there are four areas within the plan area that deserve special attention and represent an opportunity to fulfil the plan area’s objective of being “community focused” and meeting the needs and activities of local residents (versus visitors):

- The 56 Acre Public Center
- Redevelopment of the mid-district Shopping Center site
- Reinvestment in the Bijou Community Park and Golf Course
- Amortization of the “Tail”

## The 56 Acre Public Center

Located at the north end of the plan area, and representing the “corner” in which US 50 turns from north-south to east-west along the shore of Lake Tahoe, this approximately 56 acre site is serving as the site of the new Recreation and Aquatic Center, as well as serving as the site for other existing public buildings and the Campground by the Lake, a city-controlled campground. Due to the important “gathering” capability of the new recreation center, and the intended focus of the plan area to meet the needs of local residents, we believe that significant effort needs to be given to the post-completion of the recreation center and the balance of the tract be “re-planned” to cause the relocation of the campground to other portions of the plan area, and the programming of the newly-available public lands for other appropriate public and community-serving land uses. While new building sites may be made available for appropriate public uses, we believe that a significant focus of the planning needs to include public-gathering for uses such as public markets, crafts and arts events, circulation and outdoor activities, perhaps a small concert venue, accompanied by opportunities for some commercial activities (temporary in nature, but appropriately accommodated with hardscape, utilities services, and related site improvements). The underlying intent of our recommending this “fresh look” is – in the presence of the soon-to-be completed recreation center – to ask what other public and community uses should be located at or near the recreation center, and which will strengthen its perception as a gathering plan for the year-round residents of South Lake Tahoe. With care and community support, the natural gathering that will occur around the recreation center can be strengthened and built-upon, again, for the benefit of year-round residents.

Our assessment is that there is more than sufficient land area within the public land inventory of the plan area to allow the relocation of the Campground by the Lake, both freeing up the site for more intense and local-resident focused uses, as well as allowing modernization and re-visioning for the campground (as an asset of the community).

## Redevelopment of the Mid-District Shopping Center Site

The assessment and financial feasibility analysis of the redevelopment of the community shopping center located mid-plan area is beyond the scope of this study. However, this shopping center is generally

perceived as the sole assembled site that could service for significant private reinvestment and revitalization, as well as being of sufficient size to allow for a meaningful number of residential units for year-round residents, including affordable housing units for eligible households. The shopping center itself shows many of the signs of distress and under-performance, particularly in relationship to the underlying value of the land beneath the center. This is an all-too-common occurrence in today's shopping centers, a product of changing patterns of retail shopping, convenience shopping and associated specialty uses, such as restaurants, etc. Many qualified observers believe today that as the property markets and retail spending patterns stabilize – after the onslaught of new online retail vendors (Amazon.com, etc.) and the effects of the disruption of Covid are taken into account – there will be as few as one-third of the number of retail establishments in communities across the country. South Lake Tahoe is not immune to these trends and development patterns, and the door is open at this shopping center site for a reinvestment and revitalization project – largely funded by the private sector.

We estimate the site area of the community shopping center and adjacent uses at approximately 11 acres. This suggests to us that were the site developed solely for multi-family residential development, there could easily be from 250 to 500 residential units at the site. With a terminal maximum of, say, 500,000 gross square feet, the site could accommodate significant continued retail uses – say 25,000 sf to 50,000 sf, and still provide a significant number of multi-family residential units. We suspect that were such development to occur, there would be a strong community desire for affordable housing for eligible households; depending upon developer interest and the ability of the community to organize and/or provide additional public investment, the ratio of affordable units to market-rate units would vary. Given the scarcity of sites for mid-rise development, and the desire to focus on the needs of year-round residents, both residential development and affordable housing at this site appear to be very appropriate.

We caution that land assembly for such redevelopment may be complicated by fractionalized ownership, and we suggest the City of South Lake Tahoe recognize that it can play a significant role in facilitating land assembly and “organized” redevelopment of the site. There are a variety of strategies and tools that can be employed by local government to incentivize private land owners to cooperate and coordinate in such instances; there appears to be a clear incentive to do so at this site.

## Reinvestment in the Bijou Community Park and Golf Course

Because of the size and scale of public land ownership associated with the community park and golf course, and the adjacency of the Community College site, as well as in conjunction with our recommendation to relocate the Campground by the Lake to the southern portion of the plan area, we believe that there is a significant opportunity to reinvest in the golf course and adjacent park lands to the benefit of year-round residents that are the focus of this Mid-Town plan area. While no detailed quality and condition survey of the golf course and its amenities was completed by the project team, all indications are that the course and its land and recreational amenities are aging, in average to poor

condition, and in need of maintenance and reinvestment. Recognizing that a significant “refresh” of the golf course and parkland amenities is both (i) a driver of fresh market interest and private investment, and (ii) another strategy to focus the revitalization within the plan area on local, year-round residents, improvements to these portions of the plan area are consistent with the long-term goals of the community and represent a very tangible improvement in the public facilities for use by local residents.

The adjacent lands now dedicated to the community college also represent an asset for the plan area that should be evaluated; we suspect that there are a variety of ways in which both the needs of the community college students and staff and the needs of plan area residents can be shared or coordinated to the benefit of both groups. Here again, the place-making that will accompany improvements to the golf course and parkland can enhance and improve a wide-range of appropriate activities on public lands, including some of the same types of community uses discussed above for the recreation center tract.

### Amortization of the “Tail”

“Amortization” in this land use context is the process by which nonconforming land uses and structures must be discontinued or made to conform to the requirements of current zoning at the end of a specified period of time. While a term that few are familiar with, “amortization” is a way in which communities can cause a change in land use, while avoiding the financial cost or exposure of a taking of private property through eminent domain. We believe that the “tail” of the plan area (that portion of the plan area severed from the main body by existing single family detached development) should be “amortized” and existing commercial uses be allowed to expire over a long period of time (typically amortization takes approximately 20 years).

We believe that amortization represents an appropriate course of action for this portion of the plan area because of the narrow depth of the commercial uses located along US 50, and the low likelihood that private redevelopment can be effective in causing revitalization or meaningful improvement in the character and quality of properties now fronting along US 50. Furthermore, the development rights could be transferred to other locations, generating more successful developments elsewhere that better meet community needs and priorities. While the City of South Lake Tahoe could attempt to raise funding for a series of public acquisitions using eminent domain, this would be costly and may not have community support due to the costs involved. Amortization removes the element of cost from the equation, with the trade-off being the amount of time that it takes to complete. While such ordinances and practices can have an outside time limit (say 20 years), the land use impacts may occur sooner, because with the inevitable decline in property condition, existing owners have some motivation to seek some form of transaction with the City well before the amortization period has run its course.

Our conclusion that amortization of the “tail” merits careful evaluation is largely a function of the adjacent residential land uses, and the recognition that clustering certain kinds of compatible land uses

(versus allowing the spread or sprawl of development along the highway) is in the long-term interests of the community. In this instance there are also preservation or conservation benefits that may inure to the nearby estuaries and lake front. We also note that there may be benefits associated with amortization to the resolution of conflicts with nearby airport flight path planning and other community land use conflicts.

## Other Strategies of Interest

Two other land use management strategies should be acknowledged: (1) a focus and advocacy for mixed-use development in many new and redevelopment projects, and (2) the formation and active use of a land bank to assist in the assemblage of sites of substance for redevelopment.

Mixed-use development is more common in an urban setting, and may strike some as not appropriate amidst the rural and recreational communities around Lake Tahoe. That said, mixed-use development is entirely appropriate in any setting where land is scarce, and where the demands upon the land for use and utilization are more intense than might be historically indicated. Furthermore, mixed use development increases walkability. Like most parts of California, South Lake Tahoe is a community that has grown (and is growing), and we suspect that most residents (both visitors and year-round residents alike) would like to believe that the beauty and recreational amenities of the region will be available to all for years to come. With that in mind, and recognizing the urgent need to manage the Lake Tahoe habitat and environmental setting, mixed-use development represents one of the few tools available to communities to meet the needs of residents, to cope with the economic pressures of rising residential property values and declining affordability, and to manage the environmental impact of growth. Especially within a centrally-located community area (such as our subject plan area), mixed-use development should really be the norm, and not an exception as it is now. We strongly recommend that the Mid-Town plan area be evaluated with a strong mandate for mixed-use development, and, of course, using higher-than-historical development density, to allow the development of more affordable housing and more lower-cost market rate housing.

Land banking traditionally means an activity or program in which a land-banking (owning) entity is formed and funded for the purposes of acquiring land for a temporary period during which other unrelated activities may occur that then allow a land holding or parcel to be deployed (sold or leased) for appropriate new development or redevelopment. We believe that the City of South Lake Tahoe should evaluate, and if possible, adopt or form a land bank that will allow it to acquire private land offered for sale, for the purpose of assembling that land with other adjacent land that is likewise suitable for development. Land banking is commonly used as a tool for redevelopment and revitalization where the land inventory is limited, where ownership is concentrated, or where the size of land parcels is too small to allow profitable redevelopment by the private development community. It is this last cause – where land parcelization is a barrier – that we see in South Lake Tahoe. To the extent that the community



would like to see private capital used for reinvestment and revitalization, land banking by the community could be an effective tool to increase development project size and to attract private capital. While we acknowledge that a land bank must start with initial funding, and usually in a meaningful dollar amount, with some duration, it can be a very suitable tool for use by the community to stimulate and encourage private revitalization and reinvestment.

## Affordable Housing and Development Process

The need to address the underserved supply of affordable housing in South Lake Tahoe was a clear priority of the individuals participating in discussions between the CRE consulting team and stakeholders from the local community. Reference to housing issues was one of the first topics mentioned during these discussions. The creation of market rate and affordable housing suitable for local workers and residents is of the utmost importance to the majority of South Lake Tahoe stakeholders interviewed by the CRE team.

Significant efforts have been made in the city to address this concern. The city has assisted in the development of the following housing projects.

- The Aspens at South Lake Tahoe—47 units of family affordable housing for low- and very low-income households.
- Evergreen Apartments—26 units of family affordable housing for low- and very low-income households.
- Kelly Ridge—32 units of affordable senior housing for very low-income individuals aged 62 years and older.
- Sierra Garden Apartments—75 units of family affordable housing for low- and very low-income households.
- Sky Forest Acres—18-unit housing project for very low-income individuals with disabilities.
- Tahoe Pines Apartments—28 units of family affordable housing for low- and very low-income individuals.
- Tahoe Senior Plaza—44 units of senior housing for very low-income individuals aged 62 years and older.
- Tahoe Valley Townhomes—70 units of family housing for low- and very low-income households.
- Sugar Pine Village—a 248-unit affordable housing project conceived in two sites, East Village and West Village, which together comprise a unified family oriented residential community serving the South Lake Tahoe workforce

Grant funding for these projects ensures they remain affordable. The rents charged are regulated according to the conditions imposed by the governmental body or agency issuing the grant. Further details are included in the inventory summary as required by AB 987, passed by the California State Legislature. See: [Assembly-Bill-987-Spreadsheet-20191112 \(cityofslt.us\)](https://www.cityofslt.us/assembly-bill-987-spreadsheet-20191112).

A *2019 Summary of Housing Needs* suggests catch-up of 2,085 is indicated based on the following statistics.

- 165 overcrowded households.
- 1,245 in-commuters wanting to move.

- 675 unfilled jobs.
- 1,205 keep-up.
- 630 retiring employees.
- 575 new jobs.
- **TOTAL** through 2026: 3,290 units divided between market rate (43% - 1,410) and priced lower than market (57% - 1,880).

There was a divergence of opinions expressed during the stakeholder interviews regarding the need for housing, from the above estimate of a 3,290-unit shortfall to a real number of 500–1,000 units. One stakeholder actually felt there was little, if any, shortfall. It is clear the anecdotal estimates cover a wide range.

The lesson here is that a clear understanding of housing demand, based on current accurate data, is essential to planning and developing winning strategies. Outdated or anecdote-based data should not serve as a basis for planning to address supply forecasts.

Clearly understanding housing supply, based on current data, should include coordination across city departments. Identifying pending construction, in process and fully approved, will also be helpful as input to decision making and planning in forecasting supply trends.

Establishment of a central registry of housing opportunities, both current and those expected to hit the market, would significantly impact connecting existing supply and units under construction/renovation with those new to the area or new to the market.

## Affordable Housing Supply

South Lake Tahoe has little supply of housing in the general market that is attainable for most local residents/workers. A review of June 2024 homes sales through the MLS shows a median sales price of \$700,000, which is an increase of approximately 3% year over year. Condominium/townhouses sold at a median sales price of \$598,000—up 22% year over year. See Appendix for these two home sales tables. Capital cost gap for market rate affordable housing appears to be from \$300,000 to \$500,000 per unit, or more.

Affordable housing must be created with an eye to the incomes of local residents/employees. As shown in the table below, TRPA is using the following definitions:

- Affordable: priced within range for families earning up to 80% of Area Median Income (AMI)
- Moderate: at the price for those earning 80% to 120%AMI
- Achievable: deed restricted and
  - Serving household up to 120% AMI or
  - A household member works for a local employer or

- The resident is a retired person who has lived in a deed-restricted home in the Tahoe basin for more than seven years.

Category	Criteria
Affordable	Income up to 80% of the Area Median Income (AMI)
Moderate	Income between 80% - 120% of AMI
Achievable	<p>Housing units that are deed restricted Achievable require at least one of the following criteria to be met:</p> <ul style="list-style-type: none"> <li>• Have a household income not in excess of 120 percent of the respective county’s area median income (AMI) (moderate income households and below); or</li> <li>• At least one occupant of the household works at least 30 hours per week or full-time equivalency for an employer with a business license or tax address within the Tahoe region or Tahoe-Truckee Unified School District; or</li> <li>• Resident is a retired person who has lived in a deed-restricted unit in the Tahoe Basin for more than seven years.</li> </ul>

Number of Persons in Household		1	2	3	4
	40%	\$ 24,750	\$ 28,300	\$ 31,850	\$ 35,350
	60%	\$ 41,300	\$ 47,150	\$ 53,050	\$ 58,950
El Dorado County Area Median	80%	\$ 66,050	\$ 75,450	\$ 84,900	\$ 94,300
Income: \$113,900	100%	\$ 79,750	\$ 91,100	\$ 102,500	\$ 113,900
	120%	\$ 95,700	\$ 109,350	\$ 123,050	\$ 136,700

source: <https://www.hcd.ca.gov/sites/default/files/docs/grants-and-funding/income-limits-2024.pdf>

Due to this capital cost gap, affordable housing can only be created through use of a combination of tools, including subsidized financing sources, grants, and non-traditional use of land. These tools typically incorporate permanent deed restrictions to assure the long-term availability of a supply of affordable housing as an important part of the overall picture.

## Development Approval and Entitlement Process

Stakeholders reported to the CRE team that the development process in South Lake Tahoe is difficult to navigate. An often-repeated phrase was that the process is a moving target and less than fully transparent. With numerous steps, decision makers and reviews, the requirements sometimes change during the planning and development process, creating an even lengthier process. The net effect is to discourage development, exacerbating the housing shortage, particularly at the lower price point or for multi-family housing.

There are opportunities for improvement through process streamlining and reducing the likelihood of project cost increases. One tool might be to prepare and implement use of a coordinated Master Checklist that includes City, TRPA, and County requirements. A Master Checklist would serve to streamline and clarify the development process. The checklist should incorporate the planning goals as well as the regulatory requirements. For example, a simple and clear checklist of requirements and costs would allow an upfront understanding of the process and likelihood of success moving through approval. A side benefit would likely be a shortening of the time required from concept to reality.

The city should evaluate entitlement process forms and written materials for transparency and cross-agency coordination. The goal should be simplification and process improvement. The evaluation should include outreach to local engineers, designers, brokers and developers to gain perspective on ways to streamline the process. Clearly TRPA should be part of the process to establish a collaborative environment with the common goal to facilitate meeting housing goals, within existing planning and regulatory goals/requirements.

An initial meeting of developers/property owners considering development with representatives of the City, County, and TRPA would help all understand clearly the requirements and potential hurdles. Locking in regulatory requirements at the time of application will help avoid expenses that arise from changes in the ground rules during the approval process. Understanding that the approval process is often lengthy and expensive, such an approach would make realistic planning and financing possible.

With the goal of addressing the need for diverse housing types to support the long-term health of the South Lake Tahoe community for residents and the business community, improving the process of development is a critical objective. This is not to suggest over development but rather to make achieving community planning goals more achievable.

## Innovative and Flexible Housing Solutions

As South Lake Tahoe grapples with the challenges of providing affordable and adequate housing for its residents, it is essential to explore innovative and flexible solutions. Traditional housing models alone may not suffice to meet the diverse needs of the community, especially in a landscape marked by fluctuating economic conditions and evolving demographic trends. Embracing innovative housing strategies can offer practical, scalable, and sustainable solutions.

### Explore Temporary, Modular, and Manufactured Housing Options

As South Lake Tahoe continues to face challenges related to housing affordability and availability, exploring alternative housing solutions becomes increasingly important. Temporary, modular, and manufactured housing options offer practical, cost-effective ways to address immediate housing shortages and meet the diverse needs of the community. These housing solutions can be deployed rapidly, are flexible in design, and offer a range of benefits that traditional construction methods cannot match. By incorporating these options into the City's housing strategy, South Lake Tahoe can provide more affordable, adaptable, and timely housing solutions for its residents.

**Importance of Temporary and Modular Housing Solutions.** Temporary and modular housing solutions are particularly valuable in situations where there is an urgent need for housing, such as following natural disasters, during economic downturns, or when there is a sudden influx of workers or residents. Unlike traditional construction, which can take years to complete, modular housing can be deployed in a matter of months, or even weeks, depending on the project's scope. This speed of deployment is crucial for meeting urgent housing needs, such as providing shelter for displaced residents or accommodating seasonal workers.

Moreover, modular housing is inherently more affordable due to its standardized production process. These homes are built off-site in a controlled environment, which reduces construction costs, minimizes waste, and shortens project timelines. This cost efficiency is passed on to the residents, making modular housing an attractive option for affordable housing initiatives.

#### Advantages of Modular Housing.

##### 1. Rapid Deployment.

- Modular housing units can be manufactured and assembled quickly, making them ideal for situations where time is of the essence. For instance, after a natural disaster or during a housing crisis, modular homes can be deployed rapidly to provide immediate shelter.

## 2. Lower Costs.

- The controlled manufacturing process of modular homes allows for significant cost savings. By producing homes in a factory setting, developers can reduce labor costs, minimize material waste, and avoid weather-related delays. These savings translate into lower overall costs, making modular housing an affordable option for both developers and residents.

## 3. Design Flexibility.

- Modular housing offers a high degree of design flexibility. Units can be customized to meet specific needs, whether that means creating smaller, more efficient homes for single occupants or larger units for families. Additionally, modular homes can be easily expanded or reconfigured, allowing for adaptability as housing needs change over time.

## 4. Sustainability.

- Modular homes are often more environmentally sustainable than traditional homes. The controlled construction environment allows for better waste management, and the use of energy-efficient materials and technologies can reduce the environmental impact of these homes.

**Exploring Manufactured Homes as an Affordable Housing Solution.** In addition to temporary and modular housing, manufactured homes present another viable option for addressing affordable housing needs in South Lake Tahoe. Modern manufactured homes have come a long way from the stereotypes of the past, offering high-quality, comfortable, and energy-efficient living spaces at a fraction of the cost of traditional homes.

### 1. Affordability.

- Manufactured homes are one of the most affordable housing options available, with costs often significantly lower than those of traditional site-built homes. This affordability makes manufactured homes an excellent solution for low-income residents, first-time homebuyers, or those looking to downsize.

### 2. Improved Quality.

- Advances in manufacturing technology have greatly improved the quality of manufactured homes. Today's manufactured homes are built to high standards, with durable materials, modern amenities, and energy-efficient features that make them comparable to traditional homes in terms of comfort and livability.

### 3. **Versatility and Mobility.**

- Manufactured homes are not only cost-effective but also versatile. They can be located in dedicated manufactured home parks, on private land, or in mixed-use developments. Their mobility allows for flexibility in land use and can be an advantage in areas where land availability is limited or where residents may need to relocate.

### 4. **Reduced Time to Market.**

- Like modular homes, manufactured homes can be produced and delivered quickly, reducing the time it takes to bring new housing to market. This rapid deployment can help alleviate housing shortages more swiftly than traditional construction methods.

**Practical Applications of These Housing Solutions.** To effectively integrate temporary, modular, and manufactured housing into South Lake Tahoe’s housing strategy, the city can consider the following approaches.

#### 1. **Transitional Housing for Displaced Residents.**

- Deploy modular or manufactured homes as transitional housing for residents displaced by natural disasters, economic hardship, or redevelopment projects. These units can be quickly assembled in safe locations, providing immediate relief to those in need.

#### 2. **Workforce Housing.**

- Use modular housing to create affordable, convenient housing options for the local workforce, particularly in sectors like tourism and hospitality, where seasonal demand can fluctuate. By placing these units near employment hubs, the city can reduce commute times and improve the quality of life for workers.

#### 3. **Affordable Housing Developments.**

- Develop entire communities of modular or manufactured homes as affordable housing projects. These developments can be designed to include amenities such as parks, community centers, and public transportation links, creating vibrant, sustainable neighborhoods that meet the needs of all residents.

#### 4. **Partnerships with Developers.**

- Encourage partnerships between the city, developers, and nonprofit organizations to fund and build modular and manufactured home communities. Incentives such as tax breaks,



reduced permitting fees, and expedited approvals can help attract investment in these types of projects.

Temporary, modular, and manufactured housing solutions offer South Lake Tahoe a flexible, cost-effective, and rapid response to its housing challenges. These housing options not only address immediate needs but also provide long-term solutions that can be adapted as the community's needs evolve. By embracing these innovative approaches, the city can enhance its housing strategy, providing affordable, quality homes for all residents while ensuring that housing supply keeps pace with demand.

## Promote Vertical Mixed-Use Development

Vertical mixed-use development is a transformative urban planning approach that integrates residential, commercial, and recreational spaces within the same building or complex. This model not only maximizes the efficient use of land but also fosters a vibrant, walkable urban environment that enhances the quality of life for residents. In a city like South Lake Tahoe, where land is both valuable and limited, promoting vertical mixed-use developments offers a practical and innovative solution to address housing shortages while simultaneously stimulating local economic activity. By encouraging such developments, especially in core urban areas, the city can create new housing opportunities, attract businesses, and build more cohesive and sustainable communities.

**Importance of Vertical Mixed-Use Development.** Vertical mixed-use development is particularly valuable in urban environments where land is scarce, and development costs are high. By combining different types of spaces within a single structure, these developments make the most of available land, reducing the need for expansive, single-use zoning that can lead to sprawl and inefficient land use. Moreover, vertical mixed-use developments contribute to the creation of lively, 24/7 communities where residents can live, work, shop, and recreate within a short distance, reducing reliance on automobiles and supporting environmental sustainability.

For South Lake Tahoe, promoting vertical mixed-use development in core areas—such as downtown, commercial corridors, and near transit hubs—can help address several challenges simultaneously. It can provide much-needed affordable housing, create jobs, support local businesses, and reduce traffic congestion by encouraging walking and the use of public transportation.

### Key Benefits of Vertical Mixed-Use Development.

1. **Maximizing Land Use Efficiency.**
  - Vertical mixed-use developments allow for the densification of urban areas by stacking residential units above commercial and retail spaces. This approach makes the most of

limited land, allowing more people to live and work in the same area without expanding the city's footprint.

- In South Lake Tahoe, where natural beauty is a key asset, maximizing land use efficiency through vertical development helps preserve open spaces and natural areas while accommodating population growth.

## 2. **Creating Walkable, Vibrant Communities.**

- By integrating different types of spaces—such as shops, restaurants, offices, and residential units—within a single development, vertical mixed-use projects encourage walking and reduce the need for car travel. This not only supports environmental goals but also enhances the vibrancy of urban areas, making them more attractive places to live and visit.
- In a city like South Lake Tahoe, which attracts tourists and outdoor enthusiasts, creating walkable environments that blend residential and commercial spaces can enhance the overall visitor experience while benefiting local residents.

## 3. **Economic Stimulus and Job Creation.**

- Vertical mixed-use developments stimulate local economies by attracting businesses to ground-floor commercial spaces and creating jobs both during and after construction. These developments can host a range of businesses, from retail stores and restaurants to offices and service providers, contributing to a diversified local economy.
- By concentrating economic activity in core areas, South Lake Tahoe can build economic resilience, ensuring that the city remains vibrant and prosperous even in the face of economic fluctuations.

## 4. **Providing Affordable Housing.**

- One of the most significant advantages of vertical mixed-use development is its potential to include affordable housing units. By incorporating affordable housing into these developments, the city can ensure that low- and moderate-income residents have access to housing in desirable areas close to jobs, services, and amenities.
- In South Lake Tahoe, where housing affordability is a growing concern, incentivizing developers to include affordable units in vertical mixed-use projects can help meet the demand for affordable housing while promoting socioeconomic diversity.

## Strategies for Promoting Vertical Mixed-Use Development.

### 1. Zoning and Policy Incentives.

- **Density Bonuses.** Offer density bonuses to developers who include affordable housing units or other community benefits in their vertical mixed-use projects. This incentive allows developers to build more units than normally permitted under current zoning regulations, making such projects more financially viable.
- **Streamlined Approval Processes.** Simplify and expedite the approval process for vertical mixed-use developments, especially those that include affordable housing or are located in designated priority areas. Reducing red tape can attract more developers to pursue these projects.
- **Tax Incentives and Grants.** Provide tax incentives or grants to developers who undertake vertical mixed-use projects, particularly those that include affordable housing, green building practices, or public amenities. These financial incentives can offset some of the higher upfront costs associated with mixed-use development.

### 2. Public-Private Partnerships.

- **Collaboration with Developers.** Foster public-private partnerships to share the risks and rewards of vertical mixed-use development. The city can collaborate with developers by providing land, infrastructure support, or financing assistance in exchange for the inclusion of affordable housing, public spaces, or other community benefits.
- **Community Land Trusts.** Support the creation of community land trusts that can acquire and hold land for vertical mixed-use development. This approach can help ensure that the benefits of these developments, such as affordable housing, remain available to the community over the long term.

### 3. Community Engagement and Support.

- **Engage the Community.** Involve residents and local businesses in the planning process for vertical mixed-use developments. By gathering input through public meetings, workshops, and surveys, the city can ensure that these projects meet community needs and gain public support.
- **Promote the Benefits.** Educate the community about the benefits of vertical mixed-use development, including how it can enhance neighborhood vibrancy, provide affordable housing, and reduce environmental impact. Addressing common concerns, such as increased density or traffic, can help build support for these projects.

#### 4. Design Standards and Sustainability.

- **Design Guidelines.** Establish design guidelines that ensure vertical mixed-use developments contribute positively to the urban landscape. These guidelines can address issues such as building height, architectural style, public space integration, and pedestrian connectivity.
- **Green Building Practices.** Encourage or require the use of green building practices in vertical mixed-use developments, such as energy-efficient materials, water conservation technologies, and renewable energy sources. This not only reduces the environmental impact of these developments but also aligns with South Lake Tahoe’s sustainability goals.

**Examples of Successful Vertical Mixed-Use Developments.** Several cities have successfully implemented vertical mixed-use developments that serve as models for South Lake Tahoe.

- **Portland, Oregon.** Portland’s *Pearl District* is a prime example of successful vertical mixed-use development. The area features a mix of residential units, retail spaces, offices, and public amenities, creating a vibrant, walkable community that has become one of the city’s most desirable neighborhoods.
- **Denver, Colorado.** Denver’s *Union Station* neighborhood showcases the benefits of vertical mixed-use development with its combination of high-rise residential buildings, ground-floor retail, restaurants, and public spaces. The development has revitalized the area and attracted both residents and businesses.
- **Austin, Texas.** The *Domain in Austin* is a large-scale vertical mixed-use development that includes residential apartments, office spaces, retail stores, and entertainment venues. The project has created a bustling urban center that attracts residents, workers, and visitors alike.

Promoting vertical mixed-use development is a strategic approach to addressing South Lake Tahoe’s housing challenges while enhancing the city’s economic vitality and urban livability. By incentivizing these developments, particularly in core areas, the city can create new housing opportunities, stimulate local businesses, and build sustainable, vibrant communities. With thoughtful planning, strong community engagement, and supportive policies, vertical mixed-use development can play a crucial role in shaping the future of South Lake Tahoe.

### Encourage Adaptive Reuse of Commercial Spaces

As the economic landscape evolves, the demand for retail and office spaces changes, often leaving many commercial properties underutilized or vacant. This shift presents an opportunity for South Lake Tahoe to address its housing needs through adaptive reuse—a strategy that repurposes existing commercial spaces for residential use. Adaptive reuse not only revitalizes underused properties but also provides a sustainable, cost-effective alternative to new construction. By converting these spaces into housing, the

city can create new residential opportunities, preserve its unique character, and reduce the environmental impact associated with building on undeveloped land.

**Importance of Adaptive Reuse in Housing Development.** Adaptive reuse is becoming increasingly important as cities seek innovative solutions to housing shortages without contributing to urban sprawl. In South Lake Tahoe, where land is limited and the natural environment is a cherished asset, adaptive reuse offers a way to accommodate population growth and housing demand without expanding the city’s footprint. By repurposing existing structures, the city can make efficient use of its built environment while preserving open spaces and natural areas.

Moreover, adaptive reuse can breathe new life into declining commercial corridors and neighborhoods, making them vibrant, mixed-use areas that attract residents and businesses alike. This approach aligns with broader urban planning goals, such as promoting walkability, reducing car dependence, and creating diverse, sustainable communities.

### **Key Benefits of Adaptive Reuse of Commercial Spaces.**

#### **1. Efficient Use of Existing Resources.**

- Adaptive reuse makes the most of existing buildings and infrastructure, avoiding the need for costly and time-consuming new construction. This efficiency is particularly valuable in areas where available land for development is scarce or where there is a desire to preserve the existing urban fabric.
- In South Lake Tahoe, adaptive reuse can transform vacant or underutilized commercial spaces—such as former retail stores, offices, or warehouses—into much-needed housing. This approach not only addresses housing shortages but also prevents the decay of these properties, which can lead to blight and decreased property values in surrounding areas.

#### **2. Environmental Sustainability.**

- Repurposing existing buildings reduces the environmental impact of development. By reusing materials and structures, adaptive reuse significantly lowers the carbon footprint associated with construction, as it minimizes the need for new materials and reduces construction waste.
- This strategy is particularly important in a city like South Lake Tahoe, where the preservation of natural landscapes and environmental sustainability are top priorities. Adaptive reuse aligns with these goals by reducing the demand for new land development and protecting the city’s natural resources.

### 3. **Preservation of Community Character.**

- Adaptive reuse helps preserve the architectural and historical character of a community by maintaining and revitalizing existing buildings. These projects can enhance the aesthetic and cultural value of neighborhoods, contributing to a sense of continuity and identity.
- In South Lake Tahoe, where the unique character of the city is closely tied to its history and natural surroundings, adaptive reuse can ensure that new housing developments respect and reflect the City's heritage, rather than introducing incongruous new construction.

### 4. **Economic Revitalization.**

- By converting vacant commercial properties into residential units, adaptive reuse can stimulate economic activity in surrounding areas. New residents bring increased foot traffic and demand for services, which can attract businesses and contribute to the revitalization of commercial corridors.
- In addition to boosting local businesses, adaptive reuse projects often create jobs in construction, design, and property management, further contributing to the local economy.

## **Strategies for Encouraging Adaptive Reuse.**

### 1. **Zoning and Policy Adjustments.**

- **Flexible Zoning Regulations.** Modify zoning codes to allow for the conversion of commercial properties into residential use. This may include relaxing restrictions on building height, density, or parking requirements to make adaptive reuse projects more feasible.
- **Expedited Approval Processes.** Streamline the approval process for adaptive reuse projects, particularly those that include affordable housing or other community benefits. Expedited permitting can reduce costs and encourage developers to pursue these projects.

### 2. **Financial Incentives.**

- **Tax Credits and Grants.** Offer tax credits, grants, or low-interest loans to developers who undertake adaptive reuse projects. These incentives can offset the costs associated with renovating older buildings, making these projects more financially attractive.
- **Property Tax Abatements.** Provide temporary property tax abatements for adaptive reuse projects to reduce the financial burden on developers during the conversion process. This can be particularly effective in encouraging the redevelopment of underutilized or distressed properties.

### 3. Partnerships and Collaboration.

- **Public-Private Partnerships.** Foster partnerships between the city, developers, and non-profit organizations to share the risks and benefits of adaptive reuse projects. The city can contribute by providing land, infrastructure improvements, or financial assistance in exchange for the inclusion of affordable housing or other public benefits.
- **Collaboration with Local Businesses.** Engage local businesses in the planning and development process to ensure that adaptive reuse projects meet the needs of the community and contribute to the local economy. This collaboration can also help integrate commercial and residential uses in a way that enhances the vibrancy of the area.

### 4. Community Engagement.

- **Public Input and Support.** Involve the community in the planning and design of adaptive reuse projects to ensure that they align with residents' needs and preferences. Public meetings, surveys, and workshops can provide valuable feedback and build support for these initiatives.
- **Education and Awareness.** Raise awareness about the benefits of adaptive reuse through public campaigns, informational sessions, and partnerships with local media. Educating the community about the environmental, economic, and social advantages of adaptive reuse can help build enthusiasm and support for these projects.

**Examples of Successful Adaptive Reuse Projects.** Several cities have successfully implemented adaptive reuse projects that serve as models for South Lake Tahoe.

- **Los Angeles, California.** The *Adaptive Reuse Ordinance* in Los Angeles has led to the conversion of numerous old office buildings and warehouses into residential lofts, revitalizing downtown areas and creating vibrant, mixed-use neighborhoods.
- **Portland, Oregon.** The conversion of the former Meier & Frank warehouse into the *Block 216* mixed-use development is an example of adaptive reuse that includes residential units, retail spaces, and public amenities, contributing to the city's goal of sustainable urban growth.
- **New York, New York.** The High Line, a former elevated railway turned public park, has spurred the adaptive reuse of surrounding industrial buildings into residential and commercial spaces, revitalizing the Chelsea neighborhood and creating a popular urban destination.

Encouraging the adaptive reuse of commercial spaces is a strategic and sustainable approach to addressing South Lake Tahoe's housing needs while preserving the city's character and minimizing environmental impact. By repurposing underutilized properties, the city can create new housing

opportunities, stimulate economic activity, and protect its natural and built environments. With supportive zoning policies, financial incentives, and strong community engagement, adaptive reuse can play a key role in shaping the future of South Lake Tahoe, ensuring that it remains a vibrant, livable, and resilient community.

## Develop Incentives to Deploy Affordable Accessory Dwelling Units

Accessory Dwelling Units (ADUs) represent a versatile and cost-effective strategy for expanding housing options within existing neighborhoods. These smaller, self-contained living units can be built on the same property as a single-family home, providing additional housing without requiring new land development. In South Lake Tahoe, where housing shortages are a pressing issue, developing incentives for the construction of affordable ADUs could be a powerful tool in addressing the needs of local workers. By offering incentives such as reduced permitting fees, tax breaks, or grants, the city can encourage homeowners to contribute to the solution, creating more affordable rental options and diversifying the housing stock.

**The Growing Role of ADUs in California.** In recent years, California has recognized the potential of ADUs to alleviate housing shortages and has enacted legislation to make it easier for homeowners to build these units. Statewide policies have streamlined the approval process, reduced barriers such as minimum lot size requirements, and limited the fees that local governments can charge for ADU construction. South Lake Tahoe can build on this momentum by creating local incentives that specifically target the creation of affordable ADUs, particularly for community members in lower-paid jobs.

### Key Benefits of Developing Affordable ADUs.

#### 1. Expanding Housing Supply Without New Land Development.

- ADUs allow for the efficient use of existing residential properties, adding housing units without the need for new land development. This is particularly important in South Lake Tahoe, where preserving natural spaces is a priority. By encouraging the construction of ADUs, the city can increase its housing supply while maintaining its environmental and aesthetic character.
- Additionally, ADUs can help address housing shortages in a more distributed manner, avoiding the concentration of new developments in specific areas and integrating new housing into established neighborhoods.

#### 2. Providing Affordable Housing for Working-Class Residents.

- ADUs are inherently more affordable to build and maintain than traditional single-family homes, making them an ideal solution for providing affordable housing. By targeting incentives towards the creation of ADUs that are rented at below-market rates, South Lake



Tahoe can ensure that working-class residents—such as those employed in the local tourism, hospitality, and service industries—have access to housing they can afford.

- These units can also serve as housing for extended family members, enabling multigenerational living arrangements that can reduce housing costs for families and provide support for aging relatives or young adults.

### 3. **Empowering Homeowners as Part of the Housing Solution.**

- By incentivizing ADU construction, the city can empower residents to become part of the solution to the housing crisis. Homeowners who build ADUs not only contribute to the community by providing additional housing, but they also benefit from the potential rental income or the ability to accommodate family members in a separate living space.
- This approach fosters a sense of community involvement and ownership, as residents play a direct role in addressing local housing needs.

## **Strategies for Promoting the Development of Affordable ADUs.**

### 1. **Financial Incentives.**

- **Reduced Permitting Fees.** Offer significant reductions or waivers on permitting fees for homeowners who agree to rent their ADUs at affordable rates. This can lower the upfront costs of building an ADU, making it more accessible for middle-income homeowners.
- **Tax Breaks.** Provide property tax breaks for homeowners who build ADUs designated as affordable housing. These tax incentives can be tied to the duration of time the unit is rented at an affordable rate, encouraging long-term affordability.
- **Grants and Low-Interest Loans.** Establish a grant or low-interest loan program to assist homeowners with the construction costs of ADUs. These funds could be targeted specifically at lower-income homeowners or those in designated affordable housing zones, helping to ensure that the benefits of ADU development are widely distributed.

### 2. **Streamlined Approval Processes.**

- **Fast-Track Permitting.** Implement a fast-track permitting process for ADUs, particularly those that will be rented at affordable rates. By reducing the time and complexity of obtaining approval, the city can make ADU development more attractive to homeowners.
- **Pre-Approved ADU Plans.** Provide a selection of pre-approved ADU designs that meet local building codes and standards. Homeowners can choose from these designs, reducing the costs and delays associated with custom plans and ensuring that the units are constructed quickly and efficiently.

### 3. Community Education and Support.

- **ADU Resource Center.** Establish an ADU Resource Center to provide homeowners with information, technical assistance, and resources related to ADU construction. The center could offer workshops, one-on-one consultations, and online resources to guide homeowners through the process of building an ADU.
- **Partnerships with Local Contractors.** Develop partnerships with local contractors to offer discounted rates or package deals for ADU construction. This could include bulk purchasing of materials, standardized pricing, or group discounts for multiple ADU projects in the same neighborhood.

### 4. Long-Term Affordability Measures.

- **Deed Restrictions.** Encourage or require deed restrictions on ADUs that are built with city incentives, ensuring that they remain affordable for a set period (e.g., 10-20 years). This helps protect the investment in affordable housing and ensures that these units serve the intended population over the long term.
- **Rental Rate Caps.** Implement rental rate caps on ADUs developed through incentive programs, tying rents to a percentage of the Area Median Income (AMI) to ensure that they remain affordable to low- and moderate-income residents.

**Examples of Successful ADU Programs.** Several cities have successfully promoted the development of ADUs as a solution to housing shortages.

- **Los Angeles, California.** The City of Los Angeles has implemented the *Backyard Homes Project*, which offers homeowners grants and technical assistance to build affordable ADUs. The program is designed to create affordable housing while providing homeowners with additional income.
- **San Francisco, California.** San Francisco's ADU program has streamlined the approval process for homeowners, particularly in areas with high housing demand. The city has also partnered with non-profit organizations to offer financial assistance and support for the construction of ADUs.
- **Portland, Oregon.** Portland has seen a significant increase in ADU construction by offering financial incentives, such as waived development fees, and providing homeowners with pre-approved design templates to simplify the building process.

Developing incentives for the deployment of affordable ADUs is a strategic approach to addressing South Lake Tahoe's housing challenges, particularly for working-class residents. By leveraging financial incentives, streamlining approval processes, and providing support to homeowners, the city can

encourage the widespread adoption of ADUs as a viable and sustainable housing solution. This approach not only expands the housing supply in a cost-effective manner but also empowers residents to play an active role in alleviating the housing crisis. Through thoughtful planning and community engagement, South Lake Tahoe can harness the potential of ADUs to create more affordable, diverse, and resilient neighborhoods.

## Implement an Inverse Short Term Rental Program

Short-Term Rentals (STRs) have become a significant issue in many tourist-heavy areas, including South Lake Tahoe. While these properties cater to vacationers and generate income for property owners, they also contribute to rising housing costs and reduce the availability of long-term rentals for local residents. An innovative solution to this problem is the implementation of an Inverse STR program. This program would incentivize property owners to convert their STRs into long-term rental units for local residents, while still allowing them to use their properties for personal vacations. By leveraging tax benefits, grants, or other financial incentives, this approach could increase the supply of long-term housing for residents without the need to ban STRs outright.

**The Big Idea.** The Inverse STR program is designed to address the housing shortage in South Lake Tahoe by making better use of properties that are typically vacant for much of the year. Wealthier property owners, who primarily use these homes as vacation retreats, would place their properties into a long-term rental program. These homes would be rented out at lower rates to individuals who qualify for low-income housing or are part of the local workforce.

What makes this program unique is the flexibility it offers to property owners. Using an online platform similar to Airbnb, owners can schedule their visits to South Lake Tahoe, effectively renting their own homes back for the duration of their stay. During these times, the regular tenants—who understand the arrangement—would temporarily vacate the property, either taking a short vacation themselves or staying in nearby accommodations funded by the property owner. This system ensures that the homes are occupied year-round, benefiting both the property owners and the tenants.

### Key Benefits of the Inverse STR Program.

1. **Increased Housing Availability for Local Workforce.**
  - By converting STRs into long-term rentals, the program directly addresses the shortage of affordable housing for local residents, particularly those working in the service, tourism, and hospitality industries. These residents often struggle to find affordable housing close to their workplaces, and the Inverse STR program provides them with more options.

- The program allows tenants to live in well-maintained, desirable properties that would otherwise remain vacant for most of the year. This not only improves their quality of life but also helps retain essential workers in the community.

## 2. Flexibility and Income for Property Owners.

- Property owners benefit from a consistent rental income throughout the year while retaining the ability to use their homes whenever they choose. The inconvenience of having to book their own property for personal use is mitigated by the financial incentives and the fact that the property remains well-maintained and ready for their arrival.
- Owners are responsible for providing funds for their tenants' temporary accommodations, ensuring that the tenants are not financially burdened by the arrangement. This creates a win-win situation, where owners generate income and tenants enjoy reduced rent in exchange for flexibility.

## 3. Lower Rental Costs for Tenants.

- Tenants participating in the program would benefit from lower rental rates due to the unique arrangement. The need to vacate the property periodically and maintain it in a ready-to-rent condition justifies the reduced rent, making these homes more affordable for those in the local workforce or with lower incomes.
- The program could be particularly appealing to tenants who have flexible work schedules or who are willing to trade some convenience for the opportunity to live in a more desirable location at a lower cost.

## 4. Maintaining High Standards of Property Maintenance.

- Because the homes must be kept in a state of readiness for the owners' visits, tenants are incentivized to maintain the property at a high standard. This requirement helps preserve the value of the property and ensures that it remains in good condition for both the owner and future tenants.
- The professional cleaning services provided before and after the owner's stay further enhance the maintenance of the property, ensuring that it is always in top condition.

### Implementation Strategies.

#### 1. Financial Incentives.

- **Tax Benefits.** Offer property tax reductions or income tax credits to owners who participate in the program and make their properties available for long-term rental. These financial

incentives can help offset the costs of the program, such as the cleaning services and temporary accommodation for tenants.

- **Grants and Subsidies.** Provide grants or subsidies to help property owners with the initial costs of converting their STRs into long-term rentals, such as necessary renovations or furnishings that make the property more suitable for year-round living.

## 2. Online Platform Development.

- **Custom Inverse STR Platform.** Develop an online platform specifically for managing the Inverse STR program. This platform would allow owners to schedule their stays, manage bookings, and communicate with tenants. It would also facilitate the financial transactions required for the temporary relocation of tenants.
- **Integration with Existing STR Platforms.** Consider integrating the Inverse STR program with existing platforms like Airbnb or VRBO, making it easier for property owners to transition their properties from traditional STRs to the Inverse STR model.

## 3. Program Marketing and Outreach.

- **Targeted Outreach to Property Owners.** Conduct targeted outreach to property owners who currently use their homes as STRs but are interested in generating consistent income year-round. Emphasize the benefits of the program, including the ability to maintain personal use of the property while contributing to the community's housing needs.
- **Tenant Recruitment and Education.** Work with local employers and housing agencies to identify potential tenants who would benefit from the program. Educate tenants about the requirements and benefits of participating, ensuring they understand the need to vacate the property during the owner's stays and the associated financial compensation.

## 4. Legal and Regulatory Framework.

- **Zoning and Ordinance Adjustments.** Ensure that local zoning laws and ordinances are adjusted to accommodate the Inverse STR program. This may include creating specific categories for these properties and ensuring that the program complies with any existing STR regulations.
- **Lease Agreements and Tenant Protections.** Develop standardized lease agreements that clearly outline the terms of the Inverse STR arrangement, including the conditions under which tenants must vacate the property. These agreements should also include tenant protection, such as the right to fair compensation for relocation costs and the assurance of suitable alternative accommodations.

**Challenges and Considerations.** While the Inverse STR program offers numerous benefits, it also presents challenges that need to be carefully managed.

- **Tenant Displacement and Satisfaction.** The requirement for tenants to vacate the property periodically could be disruptive, especially for families or individuals with less flexible lifestyles. Ensuring that alternative accommodations are convenient, comfortable, and fully funded by the property owner is crucial to maintaining tenant satisfaction.
- **Property Maintenance and Wear.** The regular use of the property by different parties (tenants and owners) could lead to increased wear and tear. Establishing clear maintenance responsibilities and ensuring that cleaning and repair services are promptly provided will be essential.

The Inverse STR program is an innovative approach to addressing the housing shortage in South Lake Tahoe while respecting the interests of property owners who rely on their homes as vacation retreats. By incentivizing the conversion of STRs into long-term rentals for local residents, the city can increase the availability of affordable housing, support the local workforce, and maintain the flexibility that property owners value. With the right incentives, regulatory framework, and community engagement, the Inverse STR program could become a model for other tourist-heavy regions facing similar challenges, proving that creative solutions can balance the needs of both residents and property owners.

## Conclusion

Innovative and flexible housing solutions are crucial for South Lake Tahoe to meet its housing challenges effectively. By exploring temporary and modular housing, promoting vertical mixed-use developments, encouraging adaptive reuse of commercial spaces, developing incentives for affordable ADUs, and implementing an Inverse STR program, the city can create a diverse and resilient housing market that serves the needs of all its residents.

## Comprehensive Data Collection and Analysis for Decision-Making

In the rapidly evolving landscape of real estate and urban development, effective decision-making hinges on the availability and analysis of comprehensive data. South Lake Tahoe, like many other communities, faces the challenge of aligning its housing strategies with the needs of its residents. The development and application of robust data collection mechanisms are crucial for guiding sustainable growth, informed policy-making, and effective allocation of resources.

### Conduct Regular Housing Needs Assessments

Conducting regular housing needs assessments is a critical strategy for ensuring that the housing policies and initiatives of South Lake Tahoe are aligned with the evolving needs of the community. These assessments are not just about understanding the present demand for housing but also about anticipating future needs. Given the dynamic nature of the housing market, driven by factors such as population growth, economic changes, and shifts in lifestyle preferences, it is vital to maintain a proactive approach in housing planning. This approach enables the city to prioritize its projects effectively, allocate resources efficiently, and make informed decisions that support long-term sustainability.

**Importance of Regular Assessments.** Regular housing needs assessments provide a data-driven foundation for decision-making in urban planning and housing policy. Without these assessments, the city risks implementing strategies that may not address the actual needs of its residents, leading to misallocation of resources, increased housing shortages, or the development of housing that is unaffordable or unsuitable for the community.

For example, if the city relies on outdated data, it might invest heavily in market-rate housing when there is a growing need for affordable housing. Conversely, an unrecognized increase in demand for senior housing or workforce housing could lead to a crisis if those needs are not identified and addressed in time. Regular assessments ensure that the city can adapt its strategies to the changing landscape, whether those changes are driven by demographic shifts, such as an aging population, or economic factors, such as a rise in remote work leading to an influx of new residents.

**Methods for Conducting Assessments.** To effectively conduct housing needs assessments, South Lake Tahoe could employ a range of methodologies, each designed to capture different aspects of housing demand and supply.

#### 1. Surveys and Focus Groups.

- **Resident Surveys.** Distribute regular surveys to residents to gather data on their housing situation, including satisfaction with current housing, rent/mortgage burden, and future housing plans. These surveys can also collect information on specific needs, such as

accessibility features for seniors or proximity to public transportation for low-income families.

- **Focus Groups.** Organize focus groups with various community stakeholders, including renters, homeowners, landlords, developers, and social service providers. These discussions can uncover qualitative insights that quantitative data alone might miss, such as the challenges faced by low-income residents or barriers to homeownership.

## 2. Data Analysis and Projections.

- **Demographic and Economic Analysis.** Utilize census data, economic reports, and local employment trends to project future housing needs. For example, if data indicates a growing tech sector in the region, this could signal an upcoming demand for high-density, affordable housing near tech hubs.
- **Housing Supply and Vacancy Rates.** Regularly monitor housing supply, vacancy rates, and construction activity. Low vacancy rates might indicate a need for more housing, while high rates could signal an oversupply in certain market segments.

## 3. Geospatial Analysis.

- **Mapping Housing Trends.** Use Geographic Information Systems (GIS) to map housing trends across different neighborhoods. This analysis can highlight areas of high demand, regions with significant housing shortages, or locations where new development could alleviate pressure on existing housing stock.
- **Identify Housing Deserts.** GIS can also identify housing deserts where affordable housing options are scarce, helping the city target these areas for development incentives or policy interventions.

## 4. Community Partnerships.

- **Collaboration with Local Organizations.** Partner with local non-profits, housing advocacy groups, and universities to gather data and insights. These organizations often have on-the-ground knowledge of housing challenges and can contribute to a more comprehensive assessment.
- **Engagement with Real Estate Professionals.** Engage local real estate agents, brokers, and developers to gather market intelligence. Their perspectives can provide real-time insights into market trends, buyer/renter preferences, and potential future developments.



## 5. Scenario Planning.

- **Scenario-Based Projections.** Develop multiple housing scenarios based on different assumptions about population growth, economic conditions, and policy changes. This approach helps the city prepare for a range of possible futures and ensures that housing strategies are robust and adaptable.
- **Impact Analysis of Potential Developments.** Evaluate the potential impact of planned developments on housing needs. For instance, a large new commercial development might increase the demand for nearby workforce housing, while a new bus service could lead to a surge in housing demand along its route.

Regular housing needs assessments are not just a best practice; they are a necessity for South Lake Tahoe to remain responsive to its residents' needs. By employing a combination of surveys, data analysis, geospatial mapping, community partnerships, and scenario planning, the city can maintain a comprehensive and up-to-date understanding of its housing landscape. This proactive approach will enable South Lake Tahoe to prioritize housing initiatives effectively, allocate resources wisely, and ensure that all residents have access to affordable, suitable housing in the years to come.

## Deploy Integrated Data Platforms

In today's rapidly changing urban environment, the ability to make informed, data-driven decisions is more critical than ever. South Lake Tahoe, like many municipalities, faces the challenge of managing complex housing needs and development projects across various city departments. The deployment of integrated data platforms is a transformative strategy that can greatly enhance the city's capacity to monitor, manage, and respond to housing issues in real-time. By creating a unified system that allows for seamless data sharing and collaboration among departments, South Lake Tahoe can improve the efficiency, accuracy, and effectiveness of its housing policies and urban planning efforts.

**Importance of Integrated Data Platforms.** The integration of data platforms is not just a technological upgrade; it is a fundamental shift in how city departments can operate and interact. Currently, data related to housing—such as zoning information, building permits, demographic trends, and housing market conditions—might be siloed within different departments, leading to inefficiencies and delays in decision-making. An integrated data platform would break down these silos, enabling a more coordinated approach to housing development.

For example, when planning a new housing project, having immediate access to up-to-date zoning laws, environmental regulations, and infrastructure data can prevent costly mistakes and ensure that the project aligns with the city's broader urban development goals. Moreover, by making this data accessible in real-time, the city can respond more swiftly to changes in the housing market, such as an unexpected increase in demand for affordable housing.

**How Integrated Data Platforms Could Be Deployed.** The deployment of integrated data platforms requires a strategic approach that involves both technological investment and organizational change. Following are several key steps and considerations for implementing such a system in South Lake Tahoe.

1. **Data Audit and Standardization.**

- **Conduct a Comprehensive Data Audit.** The first step is to perform a thorough audit of the existing data across all city departments involved in housing and urban planning. This audit should identify what data is being collected, how it is stored, and any gaps or redundancies in the data.
- **Standardize Data Formats.** To ensure seamless integration, it is essential to standardize data formats and definitions across departments. For example, standardizing how housing units are categorized (e.g., affordable vs. market-rate) will enable more accurate analysis and reporting.

2. **Implementation of a Centralized Data Platform.**

- **Choose a Scalable Data Management System.** The city should invest in a centralized, cloud-based data management system that can grow with the city's needs. This system should support real-time data entry, updates, and retrieval, ensuring that all departments can access the most current information.
- **Enable API Integration.** To facilitate communication between different software systems used by various departments, the platform should support API (Application Programming Interface) integration. This allows different systems to “talk” to each other, enabling the automated exchange of data and reducing manual data entry errors.

3. **Training and Change Management.**

- **Provide Training for Staff.** Implementing a new data platform will require training for city staff to ensure they can effectively use the system. This training should cover data entry procedures, how to access and analyze data, and best practices for maintaining data accuracy and integrity.
- **Promote a Culture of Data Sharing.** Successful deployment also requires a cultural shift. Departments must be encouraged to view data sharing as a collaborative effort that benefits the entire city. Leadership can foster this culture by highlighting the importance of data in achieving the city's housing goals.

#### 4. Real-Time Data Sharing and Analytics.

- **Deploy Real-Time Dashboards.** To maximize the utility of the integrated data platform, the city should develop real-time dashboards that provide key stakeholders with at-a-glance views of important metrics, such as housing supply, permit approvals, and project timelines. These dashboards can be customized for different departments, ensuring that each team has the information they need to make informed decisions.
- **Implement Predictive Analytics.** Beyond just monitoring current data, the platform should incorporate predictive analytics capabilities. These tools can analyze historical data to forecast future housing needs, identify potential bottlenecks in development processes, and recommend proactive measures to address emerging challenges.

#### 5. Enhancing Public Engagement and Transparency.

- **Public Data Portals.** An integrated data platform can also support public engagement by making certain data accessible to residents through online portals. For example, the public could access information on upcoming housing developments, track progress on city projects, and provide feedback directly through the portal.
- **Transparency Initiatives.** Increased transparency can build public trust and encourage community involvement in housing decisions. By making data publicly available, the city can demonstrate its commitment to open governance and allow residents to participate more fully in the planning process.

**Examples of Successful Implementation.** Several cities have successfully deployed integrated data platforms to manage housing and urban development more effectively:

- **New York City.** New York City's *NYC Planning Labs* initiative has created open-source data tools that integrate various datasets, such as zoning information, land use applications, and demographic data, into a single platform. This system has improved collaboration among city agencies and enhanced public access to planning data.
- **San Francisco.** The San Francisco Planning Department uses an integrated platform that combines GIS mapping, zoning regulations, and building permit data. This system enables planners to visualize the impact of potential developments in real-time, facilitating more informed and responsive decision-making.
- **Boston.** Boston's *Analyze Boston* platform is a centralized data repository that supports the city's housing and urban development efforts. By providing real-time access to data across departments, the platform has improved the city's ability to manage its housing stock and respond to community needs.

Deploying integrated data platforms is a strategic investment in the future of South Lake Tahoe’s housing and urban planning efforts. By breaking down data silos, standardizing information, and enabling real-time data sharing, the city can create a more coordinated and efficient approach to managing its housing needs. This initiative will not only improve the effectiveness of housing policies but also enhance public transparency and trust, ensuring that South Lake Tahoe remains a vibrant and sustainable community for years to come.

## Implement Real-Time Monitoring Systems

In the complex and fast-paced world of urban development, real-time monitoring systems are crucial for ensuring that housing projects are completed on time, within budget, and in alignment with community goals. For South Lake Tahoe, implementing these systems offers a powerful tool to track the progress of housing developments, identify emerging trends, and respond promptly to challenges. By leveraging real-time data, the city can make informed, timely adjustments to its housing strategies, ensuring they remain relevant to the needs of the community and responsive to economic changes.

**Importance of Real-Time Monitoring Systems.** Real-time monitoring systems are not just about keeping projects on track; they provide a continuous feedback loop that enables proactive management of the entire housing ecosystem. Without these systems, the city may only become aware of issues after they have already caused delays, increased costs, or misalignments with community objectives. By the time traditional reporting processes highlight a problem, it might be too late to correct course without significant disruption.

For example, if a housing development is delayed due to unforeseen construction issues, real-time monitoring could allow city officials to intervene immediately, potentially resolving the problem before it causes further delays. Similarly, monitoring occupancy rates in real-time can help the city identify and address housing shortages or surpluses more quickly, ensuring that housing supply meets demand without significant lag.

**Key Components of Real-Time Monitoring Systems.** To effectively implement real-time monitoring systems, South Lake Tahoe should focus on several key components that will ensure comprehensive oversight of housing developments and their impacts on the community:

### 1. Construction Progress Monitoring.

- **Digital Project Management Tools.** Deploy digital project management tools that allow contractors, city officials, and developers to track construction progress in real-time. These tools should provide updates on key milestones, such as the completion of foundational work, framing, and final inspections, and highlight any delays or deviations from the project timeline.

- **Drones and Remote Sensing.** Utilize drones and remote sensing technology to monitor large construction sites. These technologies can provide real-time visual data, enabling city officials to assess the progress of construction and identify potential issues, such as safety violations or environmental impacts, from a distance.

## 2. **Occupancy and Leasing Monitoring.**

- **Real-Time Occupancy Tracking.** Implement systems that track the occupancy rates of new and existing housing developments in real-time. This can include integration with property management software that updates when units are leased, vacant, or under maintenance. By monitoring these rates, the city can quickly identify trends, such as rising vacancies or high demand in specific areas and adjust its housing strategies accordingly.
- **Tenant and Landlord Reporting Platforms.** Encourage the use of digital platforms where tenants and landlords can report issues, request maintenance, or update lease statuses. This data can be aggregated to monitor the health of the rental market and address problems, such as widespread maintenance issues or tenant displacement, as they arise.

## 3. **Infrastructure and Service Impact Monitoring.**

- **Smart Infrastructure Sensors.** Deploy sensors that monitor the impact of housing developments on local infrastructure, such as water usage, traffic congestion, and public transportation. These sensors can provide real-time data on how new developments are affecting the city's infrastructure, allowing for timely adjustments to services and resources.
- **Environmental Monitoring Systems.** Implement environmental monitoring systems that track the impact of housing developments on local ecosystems. For example, sensors can monitor air and water quality around construction sites, ensuring that developments comply with environmental regulations and do not harm the surrounding natural environment.

## 4. **Data Integration and Analysis.**

- **Centralized Data Dashboards.** Develop centralized dashboards that aggregate data from all real-time monitoring systems. These dashboards should provide city officials with an at-a-glance overview of key metrics, such as project progress, occupancy rates, and infrastructure strain, enabling quick decision-making and response.
- **Predictive Analytics.** Incorporate predictive analytics into the monitoring systems to forecast potential issues before they arise. For instance, if data indicates that construction delays are likely due to upcoming weather patterns or supply chain disruptions, the city can proactively work with developers to mitigate these risks.

## 5. **Community Engagement and Transparency.**

- **Publicly Accessible Monitoring Tools.** Create publicly accessible online tools where residents can view real-time data on housing developments, such as construction timelines, expected completion dates, and the impact on local services. This transparency can build trust with the community and ensure that residents feel informed and involved in the development process.
- **Feedback Mechanisms.** Implement feedback mechanisms that allow residents to report issues related to housing developments in real-time, such as noise complaints or safety concerns. This data can be integrated into the monitoring systems, enabling the city to address community concerns promptly.

**Examples of Successful Implementation.** Cities across the world have successfully implemented real-time monitoring systems to enhance their urban planning and housing development efforts.

- **Singapore.** Singapore’s Urban Redevelopment Authority (URA) uses real-time monitoring systems to manage the city’s dense urban environment. By integrating data from multiple sources, including construction sites and infrastructure sensors, the URA can monitor the progress of housing developments and their impact on the city in real-time.
- **Amsterdam.** Amsterdam employs real-time data monitoring to manage its housing market, including tracking rental prices, occupancy rates, and housing shortages. This data allows the city to quickly identify trends and implement policies that address housing affordability and availability.
- **Toronto.** Toronto’s *Building Toronto Together* initiative includes real-time monitoring of construction progress and occupancy rates across the city. The system provides city officials with up-to-date information that guides housing policy and ensures that developments meet the City’s strategic goals.

Implementing real-time monitoring systems is essential for South Lake Tahoe to maintain control over its housing development projects and ensure that they align with the city’s broader goals. These systems provide the real-time data needed to make informed decisions, anticipate and address challenges, and keep projects on track. By investing in technology that monitors construction progress, occupancy rates, infrastructure impact, and more, South Lake Tahoe can create a responsive, adaptable housing strategy that serves the needs of its residents both now and in the future.

## Increase Community Engagement

Community engagement is a cornerstone of effective urban planning and housing policy development. Involving residents in the data collection and analysis processes ensures that the city’s strategies are not only data-driven but also reflective of the diverse needs and experiences of its population. By fostering a

participatory approach, South Lake Tahoe can make more inclusive and representative decisions, leading to housing policies that are better aligned with community needs. Moreover, this engagement builds trust between residents and city officials, creating a sense of ownership and collaboration that is crucial for the successful implementation of any urban development initiative.

**Importance of Community Engagement.** The value of community engagement lies in its ability to bring a wide range of perspectives to the table. Traditional top-down approaches to urban planning often overlook the nuances of local needs, resulting in policies that may not fully address the concerns of all residents. Engaging the community helps to mitigate this risk by ensuring that the voices of those who are directly affected by housing policies—such as low-income families, seniors, and young professionals—are heard and considered in the decision-making process.

For example, a housing policy developed without community input might prioritize luxury developments that do not meet the needs of the local workforce. By contrast, a policy shaped by community engagement is more likely to include provisions for affordable housing, senior living facilities, and other critical needs. Furthermore, community involvement can identify specific barriers that residents face, such as difficulties in accessing housing services or concerns about neighborhood safety, which might not be evident through data alone.

**Methods for Increasing Community Engagement.** To effectively engage the community, South Lake Tahoe can employ a variety of strategies designed to reach different segments of the population and gather comprehensive insights:

1. **Surveys and Questionnaires.**

- **Digital and Paper Surveys.** Distribute surveys both digitally and in paper form to ensure accessibility for all residents. These surveys can ask about residents' housing situations, preferences, challenges, and ideas for improvement. To encourage participation, the city can offer incentives, such as small gift cards or entries into a raffle.
- **Targeted Surveys.** Conduct targeted surveys for specific groups, such as renters, homeowners, seniors, or new residents. This approach allows the city to gather detailed information relevant to each group's unique experiences and needs.

2. **Focus Groups.**

- **Diverse Representation.** Organize focus groups with diverse representation from across the community, including different age groups, income levels, and cultural backgrounds. These groups should discuss specific housing issues, such as affordability, access to services, or the impact of new developments on existing neighborhoods.

- **Facilitated Discussions.** Employ trained facilitators to guide focus group discussions, ensuring that all voices are heard, and that the conversation remains productive. Facilitators can help to uncover deeper insights by asking probing questions and encouraging participants to share their personal experiences.

### 3. **Public Forums and Town Hall Meetings.**

- **Regular Town Halls.** Hold regular town hall meetings where residents can voice their concerns, ask questions, and provide feedback on proposed housing policies. These meetings should be widely advertised and held at accessible times and locations to maximize participation.
- **Interactive Workshops.** Organize interactive workshops where residents can participate in the planning process by working on mock housing projects, voting on different policy options, or mapping out their ideal neighborhood. These hands-on activities can make the engagement process more tangible and meaningful for participants.

### 4. **Community Partnerships.**

- **Collaborate with Local Organizations.** Partner with local nonprofits, neighborhood associations, and advocacy groups to reach underrepresented populations. These organizations can help distribute surveys, recruit focus group participants, and organize community events, leveraging their existing relationships and trust within the community.
- **Youth and School Involvement.** Involve schools and youth organizations in the engagement process by organizing workshops or essay contests on housing and community development. Engaging younger residents not only provides valuable insights but also fosters a sense of civic responsibility and involvement from an early age.

### 5. **Digital Engagement Platforms.**

- **Online Portals and Social Media.** Create an online portal where residents can access information about housing developments, provide feedback, and participate in polls or discussions. Social media platforms can also be used to engage residents, share updates, and solicit input through comments or direct messages.
- **Virtual Meetings and Webinars.** Host virtual meetings and webinars to accommodate residents who may not be able to attend in-person events. These digital tools can increase participation by making it easier for people to engage from the comfort of their homes.



## 6. Citizen Advisory Committees.

- **Establish Advisory Committees.** Form citizen advisory committees that include residents from different parts of the city. These committees can meet regularly to review housing policies, provide input on new initiatives, and act as a liaison between the community and city officials.
- **Rotating Membership.** To ensure that the advisory committees remain representative, consider rotating membership every year or two. This approach allows new voices to contribute while maintaining continuity in the committee's work.

**Examples of Successful Community Engagement.** Several cities have successfully implemented community engagement strategies in their urban planning processes:

- **Portland, Oregon.** Portland's Office of Community & Civic Life uses a model called *Community Connect* to engage residents in city planning. This program involves neighborhood coalitions, focus groups, and community forums that have significantly influenced the city's housing and transportation policies.
- **Boston, Massachusetts.** The *Imagine Boston 2030* initiative involved extensive community engagement, including over 14,000 residents participating in surveys, workshops, and public meetings. The insights gathered from this process have guided the city's long-term planning efforts, particularly in housing and economic development.
- **Austin, Texas:** Austin's *Community Engagement Division* employs a multi-faceted approach to involve residents in planning processes, including using digital tools, in-person forums, and partnerships with local organizations. This engagement has been critical in shaping the city's affordable housing strategies.

Increasing community engagement in data collection and analysis processes is essential for creating housing policies that truly reflect the needs of South Lake Tahoe's residents. By involving the community through surveys, focus groups, public forums, partnerships, and digital platforms, the city can gather rich, diverse insights that enhance the quality of its data and the effectiveness of its decision-making. This participatory approach not only leads to more inclusive and representative policies but also builds a stronger, more collaborative relationship between the city and its residents, fostering a sense of shared responsibility for the community's future.

## Conclusion

The implementation of comprehensive data collection and analysis systems is a foundational step towards achieving the housing and development goals of South Lake Tahoe. By prioritizing regular

needs assessments, integrated data platforms, real-time monitoring, and community engagement, the city can build a data-driven approach to urban planning that is both responsive and sustainable.

## Public and Private Financing

Both infrastructure and vertical construction elements of a commercial or residential project have opportunities for innovative financial structuring.

### Infrastructure Financing Sources

- Enhanced Infrastructure Financing Plans:** (EIFD) have historically been used by redevelopment agencies to raise funds for infrastructure improvements, land assembly, housing, and other projects in areas that are being revitalized. EIFD is financed through tax increments generated from the growth in value of property within the designated district boundary.

Following are some EIFD examples, and further detail can be found at: [https://caled.org/wp-content/uploads/2023/07/05.04.23\\_CALED\\_TIF\\_2ndEdition.pdf](https://caled.org/wp-content/uploads/2023/07/05.04.23_CALED_TIF_2ndEdition.pdf). The example list below includes two notable projects located in Sacramento, namely West Sacramento, for the benefit of West Sacramento, and Aggie Square, for the benefit of the City of Sacramento. Formation of EIFDs do not require voter approval, but a 55% vote approval is required for EIFD’s issuance of bonds, which has seen a high success rate in urban areas. The table below describes example locations and use of funds in California.

#### EIFDs in California as of August 2022

TIF District Name	Location	County	Transport & Parking	Housing	Water, Sewer & Drainage	Parks & Rec.	Public Safety	Other
West Sacramento EIFD No. 1	City of West Sacramento	Yolo	●	●	●	●	●	●
San Diego Otay Mesa EIFD	City of San Diego	San Diego	●	●	●	●	●	●
Riverstone EIFD No. 2018-3	County of Madera	Madera	●	●	●	●	●	●
Tesoro Viejo EIFD No. 2018-1	County of Madera	Madera	●	●	●	●	●	●
Sacramento Stadium Area EIFD	City of Sacramento	Sacramento	●	●	●	●	●	●
Crows Landing Industrial Business Park EIFD	Stanislaus County	Stanislaus	●	●	●	●	●	●
La Verne EIFD	City of La Verne	Los Angeles	●	●	●	●	●	●
Fresno EIFD	City of Fresno	Fresno	●	●	●	●	●	●
Placentia EIFD	City of Placentia	Orange	●	●	●	●	●	●
Riverwalk EIFD No. 2020-1	County of Madera	Madera	●	●	●	●	●	●
West Carson EIFD	County of Los Angeles	Los Angeles	●	●	●	●	●	●
Aggie Square EIFD	City of Sacramento	Sacramento	●	●	●	●	●	●
Temecula Valley Wine Country EIFD	County of Riverside	Riverside	●	●	●	●	●	●
Palmdale EIFD	City of Palmdale	Los Angeles	●	●	●	●	●	●
Humboldt County Samoa Peninsula EIFD	County of Humboldt	Humboldt	●	●	●	●	●	●



Transport & Parking
 Housing
 Water, Sewer & Drainage
 Parks & Rec.
 Public Safety
 Other

California Association for Local Economic Development  
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These charts were created by CALED’s Economic Development, Finance, and Real Estate (EDFRE) Committee. Learn more about EDFRE at <https://caled.org/everything-ed/caleds-economic-development-finance-real-estate-committee/>

- IBank:** California state supported infrastructure financing is deeply supported by the California Infrastructure and Economic Development Bank ([www.ibank.com.gov/loan/infrastructure](http://www.ibank.com.gov/loan/infrastructure)). IBank has supported numerous cities throughout California, including Pittsburgh, Santa Cruz, Laguna Beach, Escondido, Sacramento, and San Diego, to name a few. An IBank representative can be contacted to present an in-depth overview of their program through the above URL.

IBank’s programs also include climate financing, which presents an additional component through which the city can source funding to mitigate climate impact by incorporating housing such as solar or programs like onsite water retention, low water demand appliances, and landscaping design to name a few. In general, \$1,000,000 – \$65,000,000 threshold amounts are considered with terms of up to 30 years.

- **Community Finance District (CFD):** CFDs are private underwriting and special assessment bonds issued where the final funded amount is based on the full tax assessment of the collective improved parcels. A CFD is generally utilized where no other source of financing is available and in which a specific boundary is set up where the levied taxes are then applied to improvements within that designated area. The funding can be provided through the Mello-Roos Community Act of 1982. The special tax district requires two thirds voter approval, making support approval more challenging.
- **Revenue Bonds** are a class of municipal bonds that generally require repayment from the income created from the investments. Stadium financing is a common example of this application. In the case of housing, other options presented in this section would be more appropriate.
- **General Obligation Bonds:** next to EIFDs or CFDs, these bonds are attractive for local government, but two thirds voter approval is required.
- **AB 930** (pending legislative approval) will allow local governments to create an infrastructure financing district specifically referred to as a Reinvestment in Infrastructure for a Sustainable and Equitable California (RISE). If passed, AB930 enactment will take several more months before funding is available. The bill has passed its first committee approval. Qualifying parameters are as follows:
  - Districts must submit plans in compliance with state standards.
  - A minimum of 20% of all new housing must be affordable, and a minimum of 50% of the funds must be spent on infill supportive infrastructure, including water, sewer, energy improvement, environmental cleanup, sidewalks, parks, transit facilities, and economic development.

**Note:**

- RISE districts will have access to TIF comprised of local property, sales and use tax increments, and state sales tax increment.
- RISE financed projects must pay prevailing wages to construction workers, among other labor standards.

## Vertical Construction/Redevelopment Financing Sources

Adoption of the following policies will increase transparency and efficiency in the City of South Lake Tahoe’s redevelopment/development investment efforts.

- Share information online about the city’s approximate construction costs including examples. . The costs do not have to be precise, but should be indicative of overall project costs, if available. Clearly disclose the initial development application process, plan check process, and all related fees (application, building permit, sewer, water, etc.). This will increase awareness of a potential development’s feasibility.
  - If costs are not available, at a minimum provide a list of contractors, civil engineers, and architects as a resource. This information will assist out-of-state, and/or out-of-region interested parties who are considering investing in the City of South Lake Tahoe.
  - Create forms to facilitate application and remittance of fees to standardize content, incorporating TRPA required information. The goal is to ensure the applicant is provided complete information, eliminating (or reducing) back and forth time requesting additional information.
- Contact with each city department, including the Tahoe Regional Planning Authority (TRPA), should be located at a single site access point on the city’s website under “Planning.” As a best practice, any re-development/development application should also require TRPA to be brought in at the time of initial application.
  - With any initial application, allow the applicant a forum in which initial feedback from all departments (fire, planning, engineering etc.) is provided in one meeting at one time to maximize feedback and minimize the risk of the initial application being circulated in a potential time-consuming loop of internal meetings. This feedback mechanism avoids any loss of customer connectivity.
- Post all department fees (permit fees, impact fees, and related calculations), including examples of how calculations are determined.
- Ideally, generate/create (or source externally) project feasibility development budgets for city owned buildable parcels to test financial feasibility. The hypothetical development budgets/feasibility studies should be based on the city specific property zoning and property types that the city would envision being developed for the parcel. Such an exercise allows for a base case understanding of the economic feasibility of small redevelopment or larger projects by city staff and elected officials.
  - The value of this exercise is to determine alternate mechanisms, such as ground lease or joint venture or tax incentives, should select parcels be determined to be impractical for development.
  - The cost determination exercise would also prompt zoning change considerations, such as higher density or mixed-use zoning. Higher costs would likely be absorbed over a higher unit count or higher overall project square footage.
- Establish relationships with other cities facing similar challenges as the City of South Lake Tahoe to source best practices for expediting planning approval. Other cities would equally benefit, and

inclusion of the Tahoe Regional Planning Authority within best practices would facilitate deeper overall alignment.

## Incentives

Financial and related incentives directed at private investment are an important and effective way to stimulate redevelopment and new construction.

- Low Income Housing Tax Credits (LIHTC) are federally allocated tax credits and should be explored as a funding source. This information should be shared with users and developers in any RFP issued statement where housing is an integral component.
- Identify all surplus property suitable for redevelopment. High priority sites should be considered for enhanced incentives. The application of an incentive program supports acceleration of re-development/development of high priority sites. Examples of direct financing incentives include the creation of a ground lease program, lowering out-of-pocket costs to the developer. In this case the lease rate/term should provide an adequate duration to recapture the land market value through a recapture method. Upon sale of property, for example, amortize the land value amount over the lease payment term duration (in essence a sale lease back).
- Joint venture with private sector on high value locations through a competitive process.
  - A simple but effective method of a joint venture could be a land contribution with deed restrictions, such as dedication to low-income housing, creation of a green belt or natural preservation of land, higher density, or LEED certified project.
- Properties owned by the City of South Lake Tahoe and identified by the city for sale should be offered through a competitive bid process, particularly if land held is subject to AB 1486 subsequently modified in 2020 (AB1486)—The Surplus Land Act. The Act requires public agency owned land for sale must first expose the property to a state published list of affordable housing developers.
  - This is a standard approach to providing market awareness of a potential development. Maximizing information with the initial RFP would generate the most initial interest. Examples are maximum developable units per acre, market rate rents vs low income, and incentives if deemed prudent by the city to prompt or spur site specific activity.
- Establish development parameters (on city website and outreach programs) including design, use, and other characteristics to allow fast track development.
  - A fast-track example would be submission of a city provided single family floor plan and design elements pre-approved by planning for standard lot size or lot configuration.
  - Provide a committed feedback timeline statement for building plan checks, such as 6-4-2 plan review process whereby initial building plan feedback is provided within 6 weeks. The second submission for building plan changes and respective feedback is provided in 4 weeks, and final approval is provided in 2 weeks.

## Intentional Economic Development

South Lake Tahoe faces challenges including an affordable housing crisis, environmental preservation concerns, tourism dependency, wildfire risk, infrastructure and traffic congestion, social and economic inequality, limited health and social services, and climate change impacts. Economic development can play a vital role in addressing these challenges by diversifying the economy, supporting affordable housing development, enhancing workforce development, promoting environmental sustainability, improving infrastructure, and fostering community engagement. Collaboration among various sectors and stakeholders is crucial for implementing effective solutions. Case studies from other successful ski resort towns highlight best practices in areas such as land use, economic diversification, and community engagement, offering valuable insights for South Lake Tahoe's path towards sustainable and resilient economic growth.

South Lake Tahoe has a unique and complex challenge that can be an opportunity — the number of regulatory authorities and related economic development entities such as the Tahoe Regional Planning Authority (two states and their federal-based authority), South Lake Tahoe government agencies, California state and El Dorado governments, Sierra Economic Development District, Tahoe Prosperity Center, Lake Tahoe Visitors Authority, Tahoe Chamber of Commerce, among countless other partners in progress for South Lake Tahoe's approach to resilient economic prosperity. This can become an opportunity with intentional economic development strategies, planning, and implementing actions specific to South Lake Tahoe. This foundation is necessary to successfully implement many of the recommendations in this report and challenges discussed with stakeholders.

## Overarching Challenges Facing South Lake Tahoe

South Lake Tahoe, like many other mountain resort towns, faces a range of challenges that are intricately linked to its unique environment, economy, and social dynamics. These challenges are complex and multifaceted, affecting both residents and the town's ability to sustain its long-term vitality.

### 1. Affordable Housing Crisis

**One of the most pressing issues in South Lake Tahoe is the lack of affordable housing.** The town's popularity as a tourist destination has driven up real estate prices, making it difficult for local residents and workers to find affordable housing. Seasonal workers, who are crucial to the local economy, often struggle to secure housing, leading to a transient population and a shortage of stable, year-round residents. This shortage of affordable housing has a ripple effect, contributing to workforce shortages in essential sectors like hospitality, healthcare, and education.

## **2. Environmental Preservation**

South Lake Tahoe is renowned for its stunning natural beauty, particularly Lake Tahoe itself, one of the clearest and deepest lakes in the world. And the Tahoe Regional Planning Authority is the primary unique regulatory entity that supports this. However, this environment is under constant threat from pollution, climate change, and overdevelopment. The challenge for South Lake Tahoe is balancing economic growth with environmental preservation. Increased tourism and development put pressure on natural resources, leading to issues such as water quality degradation, loss of wildlife habitat, and forest health decline. Managing this balance is crucial to maintaining the town's appeal and ecological health.

## **3. Tourism Dependency**

The economy of South Lake Tahoe is heavily dependent on tourism, particularly the ski industry in the winter and outdoor recreation in the summer. This dependency makes the town vulnerable to economic downturns and fluctuations in tourist numbers due to factors like weather conditions, wildfires, and broader economic trends. For example, poor snowfall in winter can significantly reduce tourist numbers, impacting local businesses and employment. Similarly, wildfires, which have become more frequent and intense due to climate change, can lead to evacuations, reduced air quality, and a decline in visitor numbers.

## **4. Wildfire Risk**

The risk of wildfires is a growing concern for South Lake Tahoe. The region's forests are increasingly susceptible to wildfires due to a combination of factors, including prolonged drought, higher temperatures, and accumulated forest fuels. The 2021 Caldor Fire, which forced the evacuation of South Lake Tahoe, underscored the town's vulnerability to these natural disasters. Wildfires pose a direct threat to life and property, but they also have long-term consequences for tourism, air quality, and the overall health of the forest ecosystem.

## **5. Infrastructure and Traffic Congestion**

South Lake Tahoe's infrastructure, including roads, public transportation, and utilities, is often strained by the influx of tourists, especially during peak seasons. Traffic congestion is a significant issue, particularly on weekends and holidays when the town experiences an influx of visitors. The limited road network and the town's geographic constraints exacerbate these problems, leading to long delays and a negative experience for both residents and tourists. Upgrading infrastructure to accommodate the town's seasonal population swings is challenging, both logistically and financially.



## 6. Social and Economic Inequality

There is a growing disparity between the affluent visitors and second-home owners who frequent South Lake Tahoe and the lower-income residents who work in the service industry. This economic divide has led to social tensions and a sense of exclusion among long-term residents, who feel marginalized by the town's focus on catering to tourists and wealthy part-time residents. The high cost of living, coupled with relatively low wages in the service sector, exacerbates these inequalities and creates challenges in retaining a stable, year-round workforce.

## 7. Health and Social Services

Access to health and social services is another challenge in South Lake Tahoe, particularly for lower-income residents and seasonal workers. The town's remote location and relatively small size limit the availability of healthcare facilities, mental health services, and social support programs. This can make it difficult for residents to access the care they need, particularly during the off-season when the town's population decreases, and some services may be reduced.

## 8. Climate Change

Finally, climate change poses a long-term threat to South Lake Tahoe. Warmer temperatures and changing precipitation patterns are affecting snow levels, which in turn impacts the ski industry—a major economic driver for the town. Additionally, climate change is contributing to the increased frequency and intensity of wildfires, as well as changes in the lake's ecosystem. These environmental shifts could have profound implications for South Lake Tahoe's economy, environment, and way of life.

Addressing these challenges requires comprehensive planning, community engagement, and a commitment to sustainable development that balances economic growth with the preservation of South Lake Tahoe's unique natural and social environment.

## Foundation for Intentional and Resilient Economic Development

Through a strategic blend of policies, regulations, plans, incentives, and taxes, the City of South Lake Tahoe can lay a robust foundation for resilience that hinges on cross-sector collaboration among all levels of government, non-governmental organizations, the private sector, and the community. This comprehensive approach ensures that every stakeholder is engaged in the collective effort to build and sustain a resilient community.

It is necessary to have a skilled economic developer that represents the mission, vision, and needs of the City of South Lake Tahoe, whether it is a retained consulting firm, new organization or agency, or a dedicated full time city employee or employees. Intentional economic development is the foundation for

virtually all the challenges discussed in this report. Ideal economic developers include the following skill sets to build an intentional resilient economy:

**Coordination** is key to achieving this goal. By developing clear plans and strategies, establishing task forces, and setting well-defined outcomes, the city can align efforts across sectors and ensure that resources are directed toward the most impactful initiatives. Prioritizing funding based on coordinated plans allows the city to address the most pressing challenges first, ensuring that actions are both strategic and effective. Cross-sector collaboration enhances coordination, ensuring that all voices are heard and that solutions are comprehensive and inclusive. This is particularly important for a city like South Lake Tahoe that has so many stakeholders.

Understanding and managing the **consequences** of these efforts is equally important. By adhering to leading practices and establishing minimum standards, the city can ensure that all initiatives meet a baseline of quality and effectiveness. Setting clear timelines and managing expectations are crucial components of this process, as they provide a roadmap for progress and help maintain accountability. When all stakeholders are aware of what is expected and when it is expected, the likelihood of successful outcomes increases.

Building **capacity** within and across organizations is fundamental to sustaining efforts over the long term. Effective management of funding and grants, coupled with a commitment to transparency, ensures that resources are used efficiently and ethically. Sustainability must be at the core of capacity-building efforts, as it ensures that the strategies implemented today will continue to provide benefits well into the future. By strengthening the foundational capacities of its organizations, the city enhances its ability to adapt and thrive in the face of challenges.

Developing strong **capabilities** in project management, procurement, relationship-building, and networking is essential for the successful implementation of strategies. Effective project management ensures that initiatives are completed on time and within budget, while strategic procurement practices ensure that resources are acquired efficiently. Relationship-building and networking are critical for fostering collaboration and partnership across sectors, enabling the sharing of knowledge, resources, and best practices. These capabilities are the engines that drive the successful execution of plans and the realization of a shared vision for a resilient community.

By focusing on coordination, managing consequences, building capacity, and developing key capabilities, the city of South Lake Tahoe can create a resilient foundation that supports sustainable growth and prosperity. Through cross-sector collaboration, the strengths of all stakeholders are leveraged to achieve outcomes that are greater than the sum of their parts, ensuring that the community is well-prepared to face the challenges of today and tomorrow.

## Significance of Intentional and Resilient Economic Development

The interconnectedness of government, infrastructure, health and social services, economic sectors, natural and cultural resources, and housing forms the foundation of a thriving and resilient community. Each sector plays a vital role in supporting and reinforcing the others, creating a dynamic system where the well-being of residents and the overall prosperity of the community are mutually sustained. That being said, the economic sector is typically the glue that ties the sectors together for the short and long term.

The **Economic Sector** drives the community's prosperity, creating jobs, generating income, and providing the resources needed to invest in other sectors. Economic growth depends on infrastructure to support business operations, a healthy workforce to sustain productivity, and adequate housing to attract and retain talent. Economic policies and activities must also consider the preservation of natural and cultural resources, as these assets contribute to the community's attractiveness and long-term sustainability.

**Housing** is a critical component that intersects with all other sectors. Affordable and accessible housing is essential for attracting and retaining residents, supporting workforce stability, and ensuring that all members of the community have a safe place to live. Housing development must be carefully planned in conjunction with infrastructure expansion, health services, and environmental preservation to create sustainable, livable communities. Adequate housing also supports social equity, reducing the strain on health and social services by providing stable living conditions for all local residents.

**Government** serves as the central coordinator, setting policies, allocating resources, and ensuring that all sectors work together harmoniously. Effective governance is crucial for creating a stable environment where infrastructure projects can be planned and executed, health and social services are adequately funded, and economic growth is fostered. Government policies also play a significant role in the preservation of natural and cultural resources, which are essential for maintaining the community's identity and environmental health.

**Infrastructure** provides the physical foundation necessary for all other sectors to function. Reliable transportation, utilities, and communication networks enable economic activities, support health services, and ensure that housing developments are accessible and sustainable. Well-planned infrastructure connects residents to jobs, healthcare, education, and social services, contributing to a higher quality of life and fostering economic resilience.

**Health and Social Services** are directly tied to both infrastructure and housing. Accessible healthcare, public education, and social support systems are critical for maintaining a healthy workforce and addressing the needs of vulnerable populations. These services rely on robust infrastructure to deliver care effectively and depend on adequate housing to ensure that all residents have a safe and stable

environment in which to live. A healthy population, in turn, supports economic productivity and reduces the burden on social services.

**Natural and Cultural Resources** are integral to a community's identity and quality of life. These resources not only provide environmental benefits but also support economic activities such as tourism, recreation, and agriculture. Preserving natural landscapes and cultural heritage requires coordinated efforts between government, economic planning, and infrastructure development. Protecting these resources ensures that they continue to enhance the community's social fabric and economic potential.

These sectors are deeply interconnected, each influencing and supporting the others to create a holistic system that drives the overall health, prosperity, and resilience of the community. Effective coordination and integration across these areas are essential for fostering sustainable development and improving the quality of life for all residents.

## Core Principles of Intentional and Resilient Economic Development

Enhancing the quality of life is crucial for economic development as it attracts residents, workers, and businesses. This involves investing in amenities, public services, and a healthy environment. Business retention and expansion are also vital for economic vitality, requiring support for existing businesses and strategic outreach to new industries. Diversifying industries, fostering a resilient supply chain, promoting entrepreneurship and innovation, and supporting small businesses are key strategies. Additionally, workforce development and talent attraction and retention are essential, along with ensuring site readiness and strategic land use planning. These factors contribute to long-term economic success:

Enhancing the **quality of life** is a fundamental pillar of economic development, as it directly impacts the ability to attract and retain residents, workers, and businesses. A high quality of life, characterized by excellent amenities, robust public services including schools, and a healthy environment, makes a community more attractive to potential residents and businesses alike. Investments in parks, cultural institutions, and infrastructure, alongside efforts to ensure safety and sustainability, are crucial to fostering a thriving community in which people want to live and businesses want to invest.

**Business retention and expansion** are critical to sustaining economic vitality. By supporting existing businesses through tailored programs, local governments can help them navigate challenges and seize opportunities for growth. This not only preserves jobs but also strengthens the local economy by reinforcing the foundations of the community's business ecosystem. Providing resources, facilitating networking, and reducing barriers are essential strategies to ensure businesses can thrive and expand within the community. These strategies not only require consistent outreach, networking, and communication with the existing business community and developers but also strategic outreach to new industries, developers, businesses, and site selectors.

**Industry diversification** is key to building a resilient economy. Relying too heavily on a single industry can make a community vulnerable to economic downturns. By encouraging the development of various industries, communities can mitigate risks and create a more balanced economy. Diversification efforts might include fostering emerging sectors, supporting local startups, and attracting new industries that align with the community's strengths and values.

A **resilient supply chain** is vital for ensuring the stability of local businesses, especially in times of crisis. Developing and maintaining strong, diverse supply chains that can adapt to disruptions is essential for the uninterrupted flow of goods and services. Strategic partnerships, local sourcing, and investments in infrastructure can help create a supply chain that is robust, flexible, and capable of withstanding economic shocks.

Promoting **entrepreneurship and innovation** is crucial for economic growth and competitiveness. Supporting entrepreneurs through incubators, mentorship programs, and access to resources fosters a culture of innovation that can lead to the creation of new businesses and industries. By encouraging creativity and providing the tools needed to turn ideas into viable businesses, communities can spur economic development and job creation.

**Small business support and access to capital** are essential for nurturing the local economy. Small businesses are often the backbone of communities, providing jobs and unique services. Ensuring that these businesses have access to the capital they need, whether through loans, grants, or investment programs, is vital for their growth and sustainability. Additionally, providing technical assistance and networking opportunities can help small businesses thrive in competitive markets.

**Workforce development and talent retention and attraction** are critical to meeting the needs of local employers and fostering economic growth. By investing in education, training programs, and workforce development initiatives, communities can ensure their workforce has the skills needed for current and future jobs. Additionally, strategies to attract and retain talent, such as creating desirable living conditions and offering career advancement opportunities and affordable housing, are key to building a strong, dynamic workforce.

**Site readiness, land use, and real estate inventory** are important factors in economic development. Ensuring that land and real estate are ready for development, with appropriate zoning and infrastructure in place, makes a community more attractive to potential investors. Strategic land use planning can facilitate growth, support sustainable development, and help maintain a balance between residential, commercial, and industrial needs, ultimately contributing to the community's long-term economic success.

A multifaceted approach to economic development is essential for South Lake Tahoe's long-term success. Enhancing the quality of life, supporting existing businesses while attracting new ones, diversifying

industries, and investing in workforce development, infrastructure, and affordable housing are all crucial components of a thriving and resilient economy. By prioritizing these areas and fostering collaboration among various stakeholders, South Lake Tahoe can create a sustainable and prosperous future for its residents and businesses alike.

## Intentional Economic Development in South Lake Tahoe

Economic development can play a critical role in supporting South Lake Tahoe by addressing several of the town's most pressing challenges, including affordable housing, environmental sustainability, and the diversification of its economy with skilled economic developers. Following are some high level, general ways economic development initiatives can benefit South Lake Tahoe with city-focused economic developers.

### 1. Diversification of the Economy

South Lake Tahoe's economy is heavily dependent on tourism, which makes it vulnerable to fluctuations caused by seasonal changes, economic downturns, and environmental factors like wildfires and droughts. Economic development efforts could focus on diversifying the local economy by attracting and supporting industries beyond tourism. These could include:

- **Promoting Remote Work:** With the rise of remote work, South Lake Tahoe could attract professionals who can work from anywhere. By enhancing digital infrastructure, creating coworking spaces, and marketing the town as a desirable place for remote workers, the town can attract a new demographic that contributes to the local economy year-round.
- **Encouraging Green and Blue Economies:** Leveraging its natural environment, South Lake Tahoe can promote industries related to renewable energy, environmental conservation, and sustainable outdoor recreation. Supporting businesses in these sectors can create jobs that align with the town's environmental values.
- **Supporting Local Entrepreneurship:** Encouraging and supporting local entrepreneurship can help diversify the economy. Providing resources such as business incubators, grants, and mentorship programs can help local residents start businesses in sectors like technology, healthcare, and sustainable agriculture.

### 2. Affordable Housing Development

Economic development initiatives can directly support affordable housing by:

- **Creating Incentives for Affordable Housing:** Local governments can work with developers to create incentives for building affordable housing, such as tax breaks, subsidies, and streamlined

permitting processes. This can help bridge the gap between high land and construction costs and the need for affordable units.

- **Public-Private Partnerships:** Economic development can foster partnerships between the public sector, private developers, and non-profits to create affordable housing. These partnerships can leverage different funding sources and expertise to build and manage housing that meets the needs of the local workforce.
- **Utilizing Economic Development Funds:** Allocating a portion of economic development funds to affordable housing projects can help finance the construction of new units or the rehabilitation of existing properties. This approach ensures that housing is prioritized as part of the town's broader economic strategy.

### 3. Workforce Development

A strong and well-trained workforce is essential for economic development. South Lake Tahoe can enhance workforce development by:

- **Investing in Education and Training:** Developing local talent through vocational training, apprenticeship programs, and partnerships with local colleges can ensure that residents have the skills needed for high-demand jobs. This is particularly important in sectors like healthcare, technology, and green industries.
- **Supporting Seasonal Workers:** Given the town's reliance on seasonal workers, economic development efforts can focus on providing these workers with stable employment and housing options. This could include developing year-round employment opportunities and creating workforce housing solutions that cater specifically to seasonal workers.
- **Attracting and Retaining Talent:** Creating a vibrant community with affordable housing, quality education, and recreational opportunities can help attract and retain talent. Marketing South Lake Tahoe as a great place to live and work, not just visit, can help build a more stable, year-round population.

### 4. Environmental Sustainability

South Lake Tahoe's natural environment is both a major asset and a key factor in its long-term economic success. Economic development initiatives can support environmental sustainability by:

- **Promoting Eco-Tourism:** By focusing on sustainable tourism practices, South Lake Tahoe can attract visitors who are interested in low-impact activities like hiking, cycling, and eco-friendly

accommodations. This approach can help protect the environment while still benefiting from tourism.

- **Supporting Renewable Energy Projects:** Investing in renewable energy projects, such as solar or wind power, can reduce the town’s carbon footprint and create jobs in the green energy sector. Economic development initiatives can include incentives for businesses and homeowners to adopt renewable energy solutions.
- **Incorporating and Embracing Sustainable Development Practices Already in Place:** Ensuring that new developments adhere to environmentally sustainable practices can help preserve the natural beauty and resources of South Lake Tahoe. Economic development policies can encourage or require developers to incorporate green building practices, energy efficiency, and water conservation measures into their projects.

## 5. Infrastructure Improvements

Infrastructure is a key component of economic development. By improving infrastructure, South Lake Tahoe can support economic growth and enhance the quality of life for residents and visitors alike:

- **Upgrading Transportation Infrastructure:** Improving roads, public transportation, and pedestrian-friendly pathways can alleviate traffic congestion and make it easier for residents and tourists to navigate the town. Enhanced transportation infrastructure can also support economic growth by improving access to businesses and reducing the environmental impact of vehicle emissions.
- **Enhancing Digital Connectivity:** Expanding high-speed internet access and improving digital infrastructure can attract remote workers and technology-based businesses. Investment in connectivity is crucial for diversifying the local economy and supporting modern business needs.
- **Investing in Public Facilities:** Upgrading and maintaining public facilities like parks, recreational centers, and cultural venues can improve the quality of life for residents and make South Lake Tahoe a more attractive place to live and visit. These investments can also support the town’s tourism industry by providing amenities that enhance the visitor experience.

## 6. Community Engagement and Planning

Effective economic development requires input and support from the community. Engaging residents, businesses, and other stakeholders in the planning process ensures that economic development initiatives align with the community’s needs and values:



- **Developing a Comprehensive Economic Development Plan:** Creating a long-term economic development plan that incorporates community input can help guide growth and investment in a way that benefits everyone. This plan should address key issues like housing, workforce development, and environmental sustainability.
- **Encouraging Community-Led Projects:** Supporting community-led projects, such as local markets, festivals, and small business initiatives, can foster a sense of ownership and pride among residents. These projects can also contribute to the local economy by attracting visitors and supporting local businesses.

By taking a holistic approach that integrates economic growth with social and environmental sustainability, South Lake Tahoe can build a resilient economy that benefits both residents and visitors, ensuring the town's long-term vitality.

## Incorporating Resilience as an Investment

Preparing for unexpected economic events is crucial, as the cost of being ill-prepared can be significant. A proactive approach to planning and strategy can help mitigate the impacts of unforeseen challenges and ensure long-term success.

One key aspect of preparation is developing a strategic and informed approach to prioritizing projects for funding. By focusing on initiatives that offer the potential for long-term transformational growth, communities can build resilience and create a foundation for sustained economic prosperity.

It is also essential to remain nimble and flexible in the approach, allowing for the ability to pivot as necessary in response to changing circumstances. Adaptability is a critical component of effective economic planning, enabling communities to navigate uncertainty and seize new opportunities as they arise.

Providing creative and bold solutions is another vital aspect of economic resilience. Innovative thinking can drive progress and help address complex challenges, ensuring that strategies remain relevant and impactful in the face of evolving economic landscapes.

Finally, it is important to continuously review and update plans, policies, and projects, incorporating a bold vision for the future. Regular reassessment ensures that strategies remain aligned with long-term goals and are capable of driving meaningful change over time.

## Nexus of Economic Development and Affordable Housing

Economic development initiatives can support affordable housing development in South Lake Tahoe by creating incentives for affordable housing, such as tax breaks, subsidies, and streamlined permitting

processes. Additionally, economic development can foster public-private partnerships to create affordable housing, leveraging different funding sources and expertise to build and manage housing that meets the needs of the local workforce. Finally, allocating a portion of economic development funds to affordable housing projects can help finance the construction of new units or the rehabilitation of existing properties. This approach ensures that housing is prioritized as part of the town's broader economic strategy for the city's workforce and local residents.

## Affordable Housing in Ski Resort Towns—Challenges

Affordable housing in ski resort towns presents a unique set of challenges, primarily driven by the high demand for both seasonal and permanent housing in these desirable locations. The allure of mountain living, coupled with the seasonal influx of tourists, drives up real estate prices, making it difficult for locals and workers in the hospitality industry to afford housing. As a result, many ski resort towns experience a significant mismatch between the cost of housing and the wages typically earned in these communities, particularly for those employed in service industries.

One of the primary challenges is the limited availability of land for development. Ski resort towns are often situated in mountainous areas with restrictive zoning laws and environmental protections that limit the expansion of residential areas. This scarcity of land drives up property values, making it increasingly difficult to build affordable housing. Furthermore, the focus on high-end, luxury developments designed to cater to affluent tourists exacerbates the problem, as developers are more likely to invest in projects that promise higher returns rather than affordable housing.

The seasonal nature of the workforce in ski resort towns adds another layer of complexity. Many workers are only employed during the peak ski season, leading to a transient population that requires short-term housing solutions. This demand for temporary housing drives up rental prices, often pushing out long-term residents who cannot compete with the higher rents that seasonal workers or vacationers are willing to pay. Additionally, the lack of year-round employment opportunities means that even those who wish to stay in the area permanently may struggle to afford housing during the off-season when income is lower.

Efforts to address these challenges often involve the creation of subsidized housing programs or the development of workforce housing specifically designated for local employees. However, these solutions can be difficult to implement due to funding constraints, community resistance, and the logistical challenges of building in remote, mountainous areas. Without significant intervention, the affordability crisis in ski resort towns is likely to persist, further widening the gap between the local workforce and the housing market.

## Affordable Housing in Ski Resort Towns—Solutions

Addressing the affordable housing crisis in ski resort towns requires a multifaceted approach that involves collaboration between local governments, developers, businesses, and the community. Here are some potential solutions:

### 1. Incentivize Affordable Housing Development

Local governments can create incentives for developers to build affordable housing by offering tax breaks, subsidies, or fast-tracked permitting processes for projects that include a certain percentage of affordable units. These incentives can make it more financially viable for developers to include affordable housing in their plans, especially in areas where land costs and construction expenses are high.

### 2. Implement Inclusionary Zoning

Inclusionary zoning policies require developers to include a portion of affordable housing units in new developments. By mandating that a percentage of new construction be designated as affordable, communities can ensure that some housing remains accessible to low- and moderate-income residents. In exchange, developers might be allowed to build at higher densities or receive other benefits, making the policy more palatable to them.

### 3. Public-Private Partnerships

Public-private partnerships can be an effective way to fund and develop affordable housing. Local governments can collaborate with private developers and non-profit organizations to pool resources, share risks, and leverage expertise. These partnerships can result in mixed-use developments that include affordable housing, commercial spaces, and community amenities, creating vibrant and sustainable communities.

### 4. Community Land Trusts

Community land trusts (CLTs) are non-profit organizations that acquire and hold land for the benefit of the community. By removing the cost of land from the equation, CLTs can offer housing at below-market rates. The land remains under the ownership of the trust, while residents own the buildings on the land, ensuring that the housing remains affordable in perpetuity. This model is particularly effective in high-cost areas like ski resort towns, where land prices are a major barrier to affordable housing.

### 5. Seasonal and Workforce Housing

Creating dedicated seasonal and workforce housing can address the specific needs of transient and low-income workers. These developments can be built using modular or prefabricated construction methods

to reduce costs and construction time. Additionally, businesses that rely on seasonal workers, such as ski resorts, can invest in or partner with developers to create housing specifically for their employees, ensuring that their workforce has access to affordable accommodations.

## **6. Adaptive Reuse of Existing Buildings**

In some ski resort towns, there may be underutilized or vacant buildings that could be repurposed for affordable housing. Adaptive reuse of hotels, motels, or other commercial properties can provide a quick and cost-effective solution to the housing shortage. These buildings can be renovated to meet residential standards and converted into affordable housing units.

## **7. Regulate Short-Term Rentals**

The proliferation of short-term rentals, such as those listed on Airbnb, can exacerbate housing shortages by reducing the availability of long-term rental units. Local governments can regulate short-term rentals by imposing caps on the number of nights a property can be rented out or requiring owners to obtain licenses. While regulations and policies already exist, exploring opportunities to expand or incentivize property owners by limiting the number of homes that are converted into vacation rentals, communities can preserve more housing for local residents and workers.

## **8. Supportive Housing Programs**

Supportive housing programs provide not only affordable housing but also services such as job training, childcare, and transportation assistance to help residents maintain stable employment and housing. These programs are especially important in ski resort towns, where the high cost of living can make it difficult for residents to achieve long-term financial stability. By offering wraparound services, supportive housing can help residents stay in their communities and contribute to the local economy.

## **9. Engage the Community**

Community engagement is essential in addressing affordable housing issues. Local residents and stakeholders should be involved in the planning and decision-making process to ensure that solutions are tailored to the specific needs and concerns of the community. Engaging the community can also help to build support for affordable housing initiatives and reduce opposition to new developments.

By implementing a combination of these solutions, ski resort towns can begin to address the affordable housing crisis and create more sustainable, inclusive communities where both residents and seasonal workers can afford to live.

## Conclusion

The action steps and recommendations detailed in this report will require focus, collaboration, and participation by a broad set of community stakeholders. An active, coordinated effort, supported by broad involvement, will be beneficial to all parties and provide the housing options and services needed within the City of South Tahoe community.

It is evident there is a great opportunity to develop public lands in the Mid-Town area for the benefit of local residents while deemphasizing service to visitors. There are four areas within the boundary that present particular opportunities: the 56-acre public center, redevelopment of the shopping center site, reinvestment in the Bijou Community Park and Golf Course, and amortization of the “tail.”

The need to address the underserved supply of affordable housing in South Lake Tahoe is a clear priority. The creation of market-rate and affordable housing suitable for local workers and residents is of the utmost importance.

It was also evident that the process of development in South Lake Tahoe is difficult to navigate. Improving the process is a critical objective. With numerous steps, decision makers and reviews, the requirements sometimes change during the planning and development process, creating an even lengthier process. The net effect is to discourage development, exacerbating the housing shortage, particularly at the lower price point or for multi-family housing.

There are opportunities for improvement through process streamlining and reducing the likelihood of project cost overruns. A most important tool would be to prepare and implement use of a coordinated Master Checklist to include City, TRPA, and County requirements. This Master Checklist would serve to streamline and clarify the process of development. It should incorporate the planning goals as well as the regulatory requirements.

Clearly understanding the housing supply, based on current data, should include coordination across city departments. Identifying pending construction, in process and fully approved, will also be helpful as input to decision making and planning in forecasting supply trends. Establishment of a central registry of housing opportunities, both current and those expected to hit the market, would significantly impact connecting existing supply and units under construction/renovation with those new to the area or new to the market.

As South Lake Tahoe grapples with the challenges of providing affordable and adequate housing for its residents, it is essential to explore innovative and flexible solutions. Traditional housing models alone may not suffice to meet the diverse needs of the community, especially in a landscape marked by fluctuating economic conditions and evolving demographic trends. Embracing innovative housing strategies can offer practical, scalable, and sustainable solutions.

The implementation of comprehensive data collection and analysis systems is a foundational step towards achieving the housing and development goals of South Lake Tahoe. In the rapidly evolving landscape of real estate and urban development, effective decision-making hinges on the availability and analysis of comprehensive data. South Lake Tahoe, like many other communities, faces the challenge of aligning its housing strategies with the needs of its residents. By prioritizing regular needs assessments, integrated data platforms, real-time monitoring, and community engagement, the city can build a data-driven approach to urban planning that is both responsive and sustainable.

Through a strategic blend of policies, regulations, plans, incentives, and taxes, the City of South Lake Tahoe can lay a robust foundation for resilience that hinges on cross-sector collaboration among all levels of government, non-governmental organizations, the private sector, and the community. This comprehensive approach ensures that every stakeholder is engaged in the collective effort to build and sustain a resilient community. Data informed decision making supports robust stakeholder engagement for ideal economic resilience planning.

Intentional economic development is a key strategy to build resilience and address the community's challenges. A retained consulting firm, dedicated organization, or staff person can drive economic development. Intentional economic development is the foundation for virtually all the challenges discussed in this report. Economic development strategies can prioritize sustainability, diversification, and community well-being. Economic diversification is crucial for mountain resort towns to reduce their dependency on seasonal tourism and ensure year-round economic stability. Several ski resort towns have successfully implemented strategies to diversify their economies, and South Lake Tahoe can learn from their experience. Economic development can play a critical role in supporting South Lake Tahoe by addressing many of the town's most pressing challenges, including affordable housing, environmental sustainability, and the diversification of its economy with skilled economic developers. By adopting a holistic approach that integrates economic growth with environmental and social considerations, it is possible to build a resilient economy capable of thriving in the face of challenges.

## Appendix I - June 2024 Single Family Sales Market Analysis

### SOUTH TAHOE ASSOCIATION OF REALTORS® MULTIPLE LISTING SERVICE STATISTICS SINGLE FAMILY/RESIDENTIAL MARKET ANALYSIS

<b>MONTH/ YEAR</b>	<b>MEDIAN SALES PRICE* (Based on a 12 month period)</b>	<b>THIS MONTH LAST YEAR* (Based on a 12 month period)</b>	<b>PERCENT INCREASE/ DECREASE</b>
June 2024	\$700,000.00	\$680,000.00	2.9%
May 2024	\$718,500.00	\$690,000.00	4.1%
April 2024	\$727,000.00	\$700,000.00	3.9%
March 2024	\$700,000.00	\$705,000.00	-0.7%
Feb 2024	\$699,000.00	\$710,000.00	-1.5%
Jan 2024	\$700,000.00	\$715,000.00	-2.1%
Dec 2023	\$685,000.00	\$715,000.00	-4.2%
Nov 2023	\$692,500.00	\$719,000.00	-3.7%
Oct 2023	\$682,500.00	\$707,750.00	-3.6%
Sept 2023	\$700,000.00	\$700,000.00	0.0%
Aug 2023	\$685,000.00	\$705,000.00	-2.8%
July 2023	\$675,000.00	\$720,000.00	-6.3%
June 2023	\$680,000.00	\$729,500.00	-6.8%
May 2023	\$690,000.00	\$730,000.00	-5.5%
April 2023	\$700,000.00	\$725,000.00	-3.4%
Mar 2023	\$705,000.00	\$707,875.00	-0.4%
Feb 2023	\$710,000.00	\$721,000.00	-1.5%
Jan 2023	\$715,000.00	\$706,875.00	1.1%
Dec 2022	\$715,000.00	\$705,500.00	1.3%
Nov 2022	\$719,000.00	\$699,000.00	2.9%
Oct 2022	\$707,750.00	\$689,500.00	2.6%
Sept 2022	\$700,000.00	\$684,500.00	2.3%
Aug 2022	\$705,000.00	\$679,000.00	3.8%
July 2022	\$720,000.00	\$655,000.00	9.9%
June 2022	\$729,500.00	\$640,000.00	14.0%
May 2022	\$730,000.00	\$629,000.00	16.1%
April 2022	\$725,000.00	\$620,000.00	16.9%
Mar 2022	\$707,875.00	\$610,000.00	16.0%
Feb 2022	\$721,000.00	\$599,000.00	20.4%
Jan 2022	\$706,875.00	\$589,900.00	19.8%
Dec 2021	\$705,500.00	\$582,000.00	21.2%
Nov 2021	\$699,000.00	\$575,000.00	21.6%
Oct 2021	\$689,500.00	\$559,000.00	23.3%
Sept 2021	\$684,500.00	\$529,000.00	29.4%
August 2021	\$679,000.00	\$500,000.00	35.8%

\*Median sold data based on a twelve month period (one year period ending the last day of the statistical month/year in the first column.) Statistical Data provided STAR MLS. Deemed reliable, but not guaranteed.

## Appendix II - June 2024 Condo/Townhome Market Analysis

South Tahoe Association of REALTORS® Multiple Listing Service Statistics Single Condo/Townhome Residential Market Analysis

<b>MONTH/ YEAR</b>	<b>MEDIAN SALES PRICE* (Based on 12 month period)</b>	<b>Units Sold</b>	<b>THIS MONTH LAST YEAR* (Based on 12 month period)</b>	<b>Units Sold</b>	<b>PERCENT INCREASE/ DECREASE</b>
June 2024	\$598,000.00	55	\$490,000.00	54	22.0%
May 2024	\$565,000.00	51	\$500,000.00	59	13.0%
April 2024	\$582,000.00	49	\$490,000.00	63	18.8%
March 2024	\$575,000.00	53	\$489,500.00	62	17.5%
Feb 2024	\$565,000.00	53	\$492,500.00	66	14.7%
Jan 2024	\$565,000.00	55	\$495,000.00	71	14.1%
Dec 2023	\$581,500.00	48	\$497,500.00	72	16.9%
Nov 2023	\$565,000.00	43	\$525,000.00	77	7.6%
Oct 2023	\$535,000.00	44	\$518,250.00	88	3.2%
Sept 2023	\$500,000.00	43	\$547,000.00	86	-8.6%
Aug 2023	\$510,000.00	50	\$518,250.00	82	-1.6%
July 2023	\$500,000.00	51	\$506,250.00	86	-1.2%
June 2023	\$490,000.00	54	\$575,000.00	89	-14.8%
May 2023	\$500,000.00	59	\$500,000.00	93	0.0%
April 2023	\$490,000.00	63	\$495,000.00	91	-1.0%
Mar 2023	\$489,500.00	62	\$470,000.00	94	4.1%
Feb 2023	\$492,500.00	66	\$460,000.00	101	7.1%
Jan 2023	\$495,000.00	71	\$450,000.00	97	10.0%
Dec 2022	\$497,500.00	72	\$450,000.00	101	10.6%
Nov 2022	\$525,000.00	77	\$440,000.00	105	19.3%
Oct 2022	\$518,250.00	88	\$425,000.00	122	21.9%
Sept 2022	\$547,000.00	86	\$410,000.00	122	33.4%
Aug 2022	\$518,250.00	82	\$410,000.00	140	26.4%
July 2022	\$506,250.00	86	\$410,000.00	150	23.5%
June 2022	\$575,000.00	89	\$407,000.00	155	41.3%
May 2022	\$500,000.00	93	\$410,000.00	154	22.0%
April 2022	\$495,000.00	91	\$410,000.00	149	20.7%
Mar 2022	\$470,000.00	94	\$400,000.00	143	17.5%
Feb 2022	\$460,000.00	101	\$409,999.00	142	12.2%
Jan 2022	\$450,000.00	97	\$417,000.00	142	7.9%
Dec 2021	\$450,000.00	101	\$399,000.00	142	12.8%
Nov 2021	\$440,000.00	105	\$400,000.00	129	10.0%
Oct 2021	\$425,000.00	107	\$390,000.00	129	9.0%
Sept 2021	\$410,000.00	122	\$407,000.00	117	0.7%
Aug 2021	\$410,000.00	140	\$425,000.00	102	-3.5%
July 2021	\$410,000.00	150	\$425,000.00	93	-3.5%

\*Median sold data based on a twelve month period (one year period ending the last day of the statistical month/year in the first column.) Statistical Data provided STAR MLS. Deemed reliable, but not guaranteed.



## Appendix III - Leading Practices Research

### Learning from other Mountain and Resort Communities

Researching other ski resort mountain towns can provide South Lake Tahoe with valuable insights into successful strategies for addressing common challenges. By examining case studies of other towns, South Lake Tahoe can learn about best practices in areas such as land use and regulation, economic diversification successes and failures, tourism and community interaction, and recreational and visitor enhancements. This research can inform the development of effective policies and initiatives tailored to South Lake Tahoe's unique needs and goals.

To gain insights into effectively addressing the challenges faced by South Lake Tahoe, researching other ski resort mountain towns can be immensely beneficial. Investigating case studies from towns like Whistler, Park City, Aspen, Jackson Hole, and Zermatt can reveal best practices in various areas crucial for sustainable development. For instance, examining land use and regulation practices can help South Lake Tahoe understand how these towns balance development with environmental preservation. Analyzing economic diversification successes and failures can provide valuable lessons on fostering a resilient and year-round economy. Studying tourism and community interaction can offer insights into creating a harmonious relationship between visitors and residents.

Additionally, exploring recreational and visitor enhancements can guide South Lake Tahoe in developing amenities that cater to diverse interests while minimizing environmental impact. This research can be conducted through various channels, including attending the Mountain and Resort Town Planners Summit, consulting with organizations like Vail Resorts and the National Ski Areas Association, and reviewing published case studies and reports. By leveraging the experiences of other successful ski resort towns, South Lake Tahoe can develop targeted policies and initiatives that promote sustainable and resilient economic growth while preserving its unique natural and social environment.

### Examples of Economic Development in Ski Resort Towns

Ski resort towns face unique challenges in economic development and resilience due to their reliance on tourism, seasonal fluctuations, and environmental vulnerabilities. However, some towns have implemented innovative and effective strategies to foster sustainable economic growth, diversify their economies, and build resilience. The following sections include preliminary examples that may or may not have the results or ideas that align with South Lake Tahoe. In any case, they are great ways to look at leading practices and other examples to get creative ideas flowing among key stakeholders.

## 1. Whistler, British Columbia, Canada

**Economic Diversification and Environmental Stewardship:** Whistler is widely recognized as a leader in sustainable economic development. The town’s approach integrates environmental stewardship with economic diversification to ensure long-term resilience.

- **Whistler 2020 Vision:** This comprehensive plan outlines long-term sustainability goals for the community, including economic diversification, environmental protection, and social well-being. Whistler 2020 emphasizes reducing the town’s carbon footprint, preserving natural resources, and fostering a vibrant, year-round economy.
- **Diversification through Events and Cultural Activities:** Whistler has expanded its appeal beyond winter sports by developing a robust calendar of cultural events, festivals, and conferences. These activities attract visitors throughout the year, reducing the town’s reliance on the winter season. The Whistler Film Festival and Crankworx, a world-renowned mountain biking event, are examples of successful initiatives that contribute to the town’s economic resilience.
- **Green Economy Initiatives:** Whistler promotes a green economy by supporting local businesses that focus on sustainability, renewable energy, and eco-friendly practices. The town’s efforts to reduce its carbon footprint include investing in public transit, energy-efficient buildings, and waste reduction programs.

## 2. Park City, Utah, USA

**Public-Private Partnerships and Sustainable Development:** Park City has taken proactive steps to ensure its economic development is sustainable and resilient, leveraging public-private partnerships and innovative planning.

- **Economic Development Strategy:** Park City’s Economic Development Plan focuses on diversifying the local economy by attracting technology companies, promoting remote work, and supporting creative industries. The town has successfully attracted tech companies and startups, which has created new job opportunities and reduced dependence on the ski industry.
- **Public-Private Partnerships:** Park City has leveraged public-private partnerships to fund and develop key infrastructure projects. For example, the town worked with private developers to create Kimball Junction, a mixed-use development that includes retail, office space, and housing. This project has become a hub for economic activity and has helped diversify the local economy.
- **Sustainability and Climate Action:** Park City has committed to ambitious climate goals, including achieving net-zero carbon emissions by 2030. The town invests in renewable energy

projects, energy efficiency programs, and sustainable transportation. These efforts not only protect the environment but also enhance Park City’s appeal as a destination committed to sustainability.

### 3. Aspen, Colorado, USA

**Affordable Housing and Workforce Stability:** Aspen is known for its proactive approach to affordable housing and workforce development, key components of its economic resilience strategy.

- **Aspen/Pitkin County Housing Authority (APCHA):** Aspen’s housing authority has implemented one of the most robust affordable housing programs in the country. APCHA’s programs ensure that local workers have access to affordable housing, which is crucial for maintaining a stable workforce and supporting the local economy. The town’s inclusionary zoning policies and deed-restricted housing programs are models for other resort communities.
- **Philanthropy and Community Investment:** Aspen’s affluent population has contributed to significant philanthropic investments in the community. Local foundations and non-profits fund initiatives in education, arts, and social services, enhancing the town’s resilience by supporting a high quality of life for all residents.
- **Cultural and Economic Diversification:** Aspen has developed a rich cultural scene, including world-class arts organizations like the Aspen Music Festival and School, the Aspen Art Museum, and the Aspen Institute. These institutions attract visitors year-round, contributing to the town’s economic diversification and reducing reliance on seasonal tourism.

### 4. Jackson Hole, Wyoming, USA

**Conservation and Balanced Growth:** Jackson Hole has successfully balanced economic development with environmental conservation, ensuring long-term resilience and sustainability.

- **Teton County Comprehensive Plan:** Jackson Hole’s comprehensive plan focuses on preserving the natural environment while supporting responsible economic growth. The plan emphasizes low-impact development, conservation of open spaces, and protection of wildlife habitats, ensuring that economic development does not come at the expense of the environment.
- **Tourism and Conservation Partnership:** Jackson Hole has cultivated a strong partnership between the tourism industry and conservation organizations. The Jackson Hole Travel & Tourism Board promotes responsible tourism practices, and a portion of the town’s lodging tax revenue is dedicated to conservation efforts. This approach aligns economic development with environmental stewardship, attracting visitors who value sustainability.

- **Adaptive Reuse and Sustainable Infrastructure:** Jackson Hole has invested in adaptive reuse projects, converting existing buildings into housing, commercial spaces, and community facilities. This approach reduces environmental impact while providing much-needed infrastructure to support the local economy. The town's commitment to sustainable development is also evident in its investments in renewable energy and energy-efficient buildings.

## 5. Zermatt, Switzerland

**Sustainable Tourism and Year-Round Economic Activity:** Zermatt is an exemplary model of a ski resort town that has achieved economic resilience through sustainable tourism practices and year-round economic diversification.

- **Sustainable Tourism:** Zermatt is a car-free town, emphasizing sustainable transportation and reducing the environmental impact of tourism. The town's focus on preserving its natural beauty has made it a premier destination for eco-conscious travelers, enhancing its appeal and long-term sustainability.
- **Year-Round Attractions:** Zermatt has successfully developed a range of year-round attractions, including hiking, mountaineering, and cultural events, ensuring that the local economy remains robust even outside the winter season. The Gornergrat Railway and the Matterhorn Glacier Paradise are popular attractions that draw visitors throughout the year.
- **Local Economic Initiatives:** Zermatt supports local businesses through initiatives that encourage the production and sale of local goods, such as Swiss-made products and artisanal crafts. These initiatives strengthen the local economy by promoting local entrepreneurship and reducing reliance on imports.

These examples demonstrate how ski resort towns can successfully implement economic development strategies that prioritize sustainability, diversification, and community well-being. By adopting a holistic approach that integrates economic growth with environmental and social considerations, these towns have built resilient economies capable of thriving in the face of challenges.

## Examples of Economic Diversification in Ski Resort Towns

Economic diversification is crucial for ski resort towns to reduce their dependency on seasonal tourism and ensure year-round economic stability. Several ski resort towns have successfully implemented strategies to diversify their economies. Here are some examples:

### 1. Park City, Utah, USA

**Technology and Remote Work:** Park City has actively pursued economic diversification by attracting technology companies and promoting remote work. The town's proximity to Salt Lake City, combined with its high quality of life and outdoor amenities, has made it an attractive destination for tech companies and remote workers. Park City has supported this trend by investing in high-speed internet infrastructure, developing coworking spaces, and marketing the town as a desirable place for tech professionals and remote workers to live and work.

**Cultural and Arts Events:** Park City is also home to the Sundance Film Festival, one of the largest independent film festivals in the world. This event, which takes place each January, brings in significant revenue and international attention, helping to extend the tourist season beyond the winter months. Additionally, the town hosts various arts and cultural events throughout the year, attracting visitors and supporting the local economy.

### 2. Aspen, Colorado, USA

**Cultural Institutions and Conferences:** Aspen has diversified its economy by becoming a hub for cultural and intellectual activities. The Aspen Music Festival and School, Aspen Institute, and Aspen Ideas Festival are world-renowned events and institutions that attract visitors and thought leaders year-round. These cultural and intellectual activities provide a significant economic boost during the summer and shoulder seasons, helping to stabilize the local economy.

**Real Estate and Luxury Goods:** Aspen has also capitalized on its reputation as a luxury destination by developing a robust real estate market and supporting high-end retail. The town attracts affluent second-home owners and visitors, contributing to a vibrant economy that extends beyond the ski season.

### 3. Whistler, British Columbia, Canada

**Year-Round Outdoor Recreation:** Whistler has successfully diversified its economy by promoting year-round outdoor recreation. In addition to its world-class skiing, Whistler has developed extensive mountain biking trails, hiking paths, and golf courses, making it a popular destination during the summer months. The Whistler Mountain Bike Park, in particular, is a major draw for tourists, contributing significantly to the local economy outside of the winter season.

**Conferences and Events:** Whistler has also become a destination for conferences, weddings, and corporate retreats. The town's scenic beauty and high-quality amenities make it an attractive location for events, providing a steady stream of visitors throughout the year. Whistler's Conference Centre plays a key role in attracting business tourism, which further diversifies the local economy.

#### 4. Stowe, Vermont, USA

**Craft Beer and Agritourism:** Stowe has diversified its economy by tapping into Vermont’s growing craft beer and agritourism industries. The town is home to several craft breweries that attract beer enthusiasts from around the region. Additionally, Stowe’s proximity to local farms has allowed it to develop a thriving agritourism sector, where visitors can participate in farm tours, local food tastings, and agricultural events. These activities provide economic stability outside of the winter months and attract a different demographic of tourists.

**Arts and Culture:** Stowe has invested in its arts and cultural scene to attract visitors year-round. The town hosts various arts festivals, gallery tours, and theater productions, contributing to a more diversified and resilient economy. The Stowe Performing Arts organization, which organizes concerts and events, plays a crucial role in sustaining cultural tourism.

#### 5. Jackson Hole, Wyoming, USA

**Eco-Tourism and Conservation:** Jackson Hole has embraced eco-tourism as a way to diversify its economy. The town is surrounded by national parks and wildlife refuges, including Grand Teton National Park and the National Elk Refuge, making it a prime destination for nature and wildlife enthusiasts. Eco-tourism activities such as wildlife safaris, photography tours, and educational programs attract visitors outside of the ski season, providing a stable revenue stream.

**Health and Wellness Tourism:** Jackson Hole has developed a niche in health and wellness tourism, with several luxury spas, wellness retreats, and outdoor wellness activities. The town’s natural hot springs, clean air, and serene environment make it an attractive destination for visitors seeking relaxation and rejuvenation. This focus on health and wellness contributes to economic stability and attracts visitors year-round.

#### 6. Zermatt, Switzerland

**Year-Round Attractions and Sustainable Tourism:** Zermatt has diversified its economy by offering a wide range of year-round attractions, including hiking, mountaineering, and cultural experiences. The town’s car-free policy and commitment to sustainable tourism have made it a model for eco-friendly travel, attracting visitors interested in low-impact, nature-focused activities. The Matterhorn Glacier Paradise and Gornergrat Railway are popular year-round attractions that help sustain the local economy even during the off-season.

**Luxury and Retail Sector:** Zermatt’s luxury hotels, restaurants, and high-end retail stores cater to affluent tourists, contributing to a diversified economy. The town’s focus on high-quality services and products ensures a steady stream of visitors, regardless of the season, and supports a vibrant local economy.

These examples illustrate how ski resort towns can successfully diversify their economies by leveraging their natural assets, investing in cultural and recreational activities, and embracing new industries. By doing so, they can reduce their dependence on seasonal tourism and build more resilient, year-round economies.

## Examples of Affordable Housing Approaches in Ski Resort Towns

Several ski resort towns have implemented innovative and effective approaches to addressing the affordable housing crisis, providing examples that could serve as models for other communities facing similar challenges. Here are a few examples:

### 1. Whistler, British Columbia, Canada

Whistler is often cited as a leading example of a ski resort town that has successfully addressed affordable housing. The Whistler Housing Authority (WHA) was established in 1997 to create and manage affordable housing options for local residents. The WHA developed a unique model that includes:

- **Resident-restricted Housing:** Homes built under the WHA's program are reserved for residents who work locally and meet income criteria. These homes cannot be rented out for short-term stays or sold at market rates, ensuring that they remain affordable for future generations.
- **Employee Housing:** Whistler has also created a significant amount of employee housing, including both seasonal and year-round options. Employers in the town contribute to the development of this housing through fees and partnerships, recognizing that a stable workforce is essential to the resort's success.
- **Diverse Housing Types:** The WHA has developed a mix of housing types, including apartments, townhomes, and single-family homes, catering to different income levels and family sizes.

Whistler's proactive and comprehensive approach has resulted in over 6,000 beds of resident-restricted housing, accommodating nearly 75% of the town's workforce in affordable housing.

### 2. Aspen, Colorado, USA

Aspen is another ski resort town that has taken significant steps to address affordable housing through the Aspen/Pitkin County Housing Authority (APCHA). Established in the 1980s, APCHA's program includes:

- **Inclusionary Zoning:** Aspen requires that new developments include a percentage of affordable housing units. Developers who do not include these units must pay a fee in lieu, which funds affordable housing projects elsewhere in the community.

- **Deed-Restricted Housing:** Similar to Whistler, many affordable housing units in Aspen are deed-restricted, meaning they can only be sold to local workers and at a price determined by APCHA. This ensures that homes remain affordable over the long term.
- **Public-Private Partnerships:** APCHA works closely with private developers to create affordable housing, leveraging both public funding and private investment to expand housing options for the local workforce.

Aspen's commitment to affordable housing has resulted in over 3,000 deed-restricted housing units, which house approximately 50% of the town's workforce.

### 3. Jackson Hole, Wyoming, USA

Jackson Hole has faced significant affordable housing challenges due to its popularity and high real estate prices. The Teton County Housing Authority (TCHA) and Jackson/Teton County Affordable Housing Department have implemented several successful strategies:

- **Housing Mitigation Program:** Developers in Jackson Hole are required to provide a percentage of affordable housing units based on the size and type of their development. This program ensures that new developments contribute to the local housing stock.
- **Land Acquisition and Partnerships:** The Housing Authority has actively acquired land for affordable housing development and partnered with non-profit organizations and private developers to build these units. For example, The Grove and Redmond Street Rentals are successful projects that provide affordable housing options for local workers.
- **Innovative Funding:** Jackson Hole has utilized a variety of funding sources, including public bonds, federal grants, and private donations, to finance affordable housing projects. The town has also introduced a 1% sales tax, known as SPET (Specific Purpose Excise Tax), to fund community projects, including affordable housing.

### 4. Park City, Utah, USA

Park City has been proactive in addressing affordable housing through a variety of measures overseen by the Park City Municipal Corporation and the Mountainlands Community Housing Trust:

- **Affordable Housing Plan:** Park City has developed a comprehensive Affordable Housing Plan that outlines specific goals and strategies for creating and preserving affordable housing. The plan includes incentives for developers, land acquisition for housing, and the preservation of existing affordable units.



- **Inclusionary Zoning Ordinance:** Park City's ordinance requires developers to provide affordable housing or pay a fee that contributes to a housing fund. The City has successfully used these funds to support affordable housing projects.
- **Public-Private Partnerships:** The city collaborates with non-profits like the Mountainlands Community Housing Trust to develop and manage affordable housing projects. These partnerships have resulted in successful developments like Silver Star and Snow Creek Cottages, which provide affordable options for local residents and workers.
- **Employee Housing Programs:** Park City has worked with local employers to create employee housing programs, ensuring that businesses can attract and retain workers by providing affordable living options.

## 5. Mammoth Lakes, California, USA

Mammoth Lakes has implemented several strategies to address affordable housing through the Mammoth Lakes Housing, Inc. (MLH):

- **Community Housing Plan:** The town's Community Housing Plan includes goals for the production and preservation of affordable housing, with specific targets for different income levels. The plan emphasizes a mix of rental and ownership opportunities.
- **Density Bonuses and Fee Reductions:** Mammoth Lakes offers density bonuses and fee reductions to developers who include affordable housing in their projects. These incentives encourage the private sector to contribute to the town's affordable housing stock.
- **Seasonal Workforce Housing:** Recognizing the seasonal nature of its economy, Mammoth Lakes has developed workforce housing specifically for seasonal employees. This includes dormitory-style housing and shared living spaces that are affordable and centrally located.

These examples demonstrate that with the right mix of policies, incentives, and community engagement, ski resort towns can make significant progress in addressing their affordable housing challenges. Each of these towns has tailored its approach to fit its unique circumstances, providing valuable lessons for other communities grappling with similar issues.

## Appendix IV - Economic Data Overview

The Counselors of Real Estate Consulting Corps met with several stakeholders during its time in South Lake Tahoe. This section reviewed feedback provided and also researched data and context from the National Economic Resilience Data Explorer and the Sierra Economic Development District Comprehensive Economic Development Strategy approved in June 2024.

To research further, the datasets and overviews are available on a Google drive ([DATA](#)). One could research the NERDE site as well ([National Economic Resilience Data Explorer \(NERDE\)](#)). The [Sierra Economic Development District \(5 county region\) Comprehensive Economic Development Strategy June 2024](#) provides invaluable information, including:

- Economic development capacity of South Lake Tahoe census tracts
- El Dorado County Snapshot and overview
- El Dorado County Distress stats, etc.
- El Dorado County comparison to surrounding counties

Data informed decision making supports robust stakeholder engagement for ideal economic resilience planning.

## Appendix V - Acknowledgements

We thank the National Association of REALTORS® for their support of the CRE Consulting Corps through the Transforming Neighborhoods program. We express our sincere appreciation to Sharon Kerrigan, Executive Vice President, and the leadership of the South Tahoe Association of REALTORS® and Zachary Thomas, Director of Development Services for the City of South Lake Tahoe, for the warm welcome. The CRE Consulting Corps team was privileged to talk to a wide variety of stakeholders while onsite in Springfield. Some of those people are listed below, and we thank them for their time.

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- Phil Sirianni, Rossmore Enterprises
- John Stark, Parks and Recreation Department
- Steve Teshara, Tahoe Chamber
- Zach Thomas, City of South Lake Tahoe
- Shelly Thomsen, STPUD
- Tobi Tyler, Sierra Club-Tahoe Area Group
- Tami Wallace, City of South Lake Tahoe
- Duane Wallace, South Lake Tahoe Chamber
- Danette Winslow, St Theresa's Catholic Church
- Jude Wood, Boys & Girls Club

## Appendix VI—The Counselors of Real Estate

The Counselors of Real Estate® is an international organization of commercial property professionals from leading real estate, financial, law, valuation, and business advisory firms, as well as real property experts in academia and government.

Counselors have created and endowed the MIT Center for Real Estate, resolved the dispute between the developer of the World Trade Center and its insurers post-September 11, 2001; led the privatization of U.S. Army Housing; developed a multi-billion-dollar, 10-year master plan for Philadelphia Public Schools, and valued both the Grand Canyon and Yale University.

Counselors practice in 22 countries and U.S. territories, with only 1,000 professionals holding the CRE® credential worldwide. Thought Leadership is a core competency of the CRE organization as exemplified by the peer reviewed journal, Real Estate Issues, and presentation of major real estate symposia in partnership with Harvard and Stanford Universities.

**CRE Members.** Membership in The Counselors of Real Estate is selective and extended by invitation to commercial real estate practitioners with at least 10 years of proven experience. The stringent membership criteria ensure CRE members possess:

- Recognized records of accomplishment
- Commitment to excellence
- Uncompromising adherence to high standards of professional conduct
- Visionary, yet practical approaches, to real estate issues

**CRE Consulting Corps.** The CRE Consulting Corps, a public service program of The Counselors of Real Estate, provides real estate analysis and action plans for municipalities, not-for-profit organizations, educational institutions, and government agencies that address their clients' real estate dilemmas and often enhance the performance of a property or a portfolio. Each Consulting Corps project is conducted by a small group of volunteer members selected for their experience and skillsets to specifically address the client's needs. The extensive talent base available within the CRE community ensures that teams can provide expertise on virtually any real estate issue, providing:

- Feasible, achievable solutions from experienced professionals.
- Non-partisan, objective advice.
- Extremely cost-effective service.
- Advice and recommendations provided quickly on site.

**Finding the Right CRE.** Members of The Counselors of Real Estate, awarded the CRE credential, are available to assist with your real estate challenge. Visit the CRE website to find the right CRE at <https://cre.org/find-a-cre-search/> or contact CRE staff for assistance in identifying Counselors with the right skill sets and experience to address your need.

## Appendix VII - The CRE® Consulting Corps Team



### **Timothy R. Lowe, CRE - Team Leader**

Principal  
Waronzof Associates  
Los Angeles, California

Timothy Lowe, CRE, is responsible for directing real estate consulting and valuation engagements, analysis of highest and best use, acquisition due diligence, appraisal review, economic feasibility analysis, and market research for project development. Mr. Lowe's valuation practice includes an emphasis on litigation, investment analysis, and counseling. His experience includes appraisal and consulting engagements across the continental United States, Alaska and Hawaii, Canada, and Argentina, and includes a number of notable properties and projects. He has been accepted as an expert witness in state and federal courts in the areas of real estate and going concern valuation, project feasibility, and plan feasibility.



### **Jonathan H. Avery, CRE**

Founding Principal  
Avery Associates  
Acton, Massachusetts

Jon Avery, CRE, is involved in a variety of real estate appraisal and consulting activities, including market value estimates, marketability studies, feasibility studies, and general advice and guidance on real estate matters to public, private, and corporate clients. He has more than 30 years of appraisal experience in addition to having served as arbitrator and counselor in a variety of proceedings and negotiations involving real estate. He is a general certified appraiser in Massachusetts and New Hampshire and a licensed Real Estate Broker in Massachusetts. In 1993, he served as an appraisal consultant for the Eastern European Real Property Foundation in Poland. He has been actively engaged in the real estate business since 1967.



### **Kirsten McGregor, CRE**

Principal & Founder  
Sagax Associates, LLC  
Wilmington, Delaware

Kirsten McGregor, CRE, has held prominent roles as Senior Policy Advisor on President Obama's Hurricane Sandy Rebuilding Task Force, Deputy Director of the Delaware Economic Development Office, and Lead Economic Recovery Coordinator for New Jersey following Hurricane Sandy. She is a Senior Fellow at the University of Delaware Joseph Biden School of Public Policy's Institute for Public Administration, and she is an advisor for UD's Island Policy Lab. She is a member of the National Association of Development Organization's Research Foundation Advisory Committee and serves on NADO's board of directors. Ms. McGregory was recognized by Forbes magazine on their "Next 1000" list

of small business founders to watch and was also recognized as a “leading woman in business” by Delaware Today Magazine.



**Philip Seagraves, Ph.D., CRE**

Associate Professor/ Director of Real Estate Studies  
 Middle Tennessee State University  
 Murfreesboro, Tennessee

Philip Seagraves, PhD, CRE, directs the real estate studies program at Middle Tennessee State University. His work encompasses a wide range of topics within real estate, including feasibility studies, development, project analysis, and strategic planning. His academic and professional experience equips him with a valuable perspective and skill set. His research interests include commercial mortgage-backed securities, REITs, brokerage, capital structure, corporate real estate, market analysis, investment analysis, and statistical methods. Resulting achievements include numerous publications and academic research presentations. He is deeply familiar with the unique challenges and opportunities regarding workforce housing in resort areas.



**Paul Stiplosek, CRE**

Vice President  
 SMBC Manubank  
 San Jose, California

Paul Stiplosek, CRE, has a career spanning over thirty years financing numerous housing and commercial developments exceeding several billion dollars. His work has provided unique insight into what makes public/private partnerships work. He has worked with non-profit organizations and government agencies, necessitating creative approaches to inducing the private sector to invest in a region or project. In order to resolve defaulted debt, he has completed entitlements of real estate projects which for various reasons required that he assume the role of developer. He has personally developed several projects where the ground up development necessitated obtaining full entitlements, and required determining market demand, design, architectural concept through to engineering and final elevations and plans.



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