



Mail
PO Box 5310
Stateline, NV 89449-5310

Location
128 Market Street
Stateline, NV 89449

Contact
Phone: 775-588-4547
Fax: 775-588-4527
www.trpa.gov

STAFF REPORT

Date: May 18, 2022

To: TRPA Local Government and Housing Committee

From: TRPA Staff

Subject: Policy Direction for Possible Amendments to TRPA Development Standards to Promote Workforce Housing

Summary and Staff Recommendation:

For a variety of reasons, TRPA development standards limit development of housing in the Tahoe Basin. TRPA staff and consultants will present nine policy-level options on coverage, height, density, and pilot programs to facilitate development of more workforce housing. Staff requests feedback and direction from the Local Government Housing Committee on which policy options should be further analyzed. Staff developed the policy options based on Working Group and public input, one-on-one meetings with local jurisdiction staff, and the initial results of a workforce housing financial feasibility analysis by Cascadia Partners. This staff report incorporated input from the May 30, 2022 Tahoe Living Working Group meeting.

Background:

In January of 2021, the Governing Board approved a framework and timeline for priority housing actions that were the result of consultation with the Tahoe Living Working Group, analysis using the Housing Cost Analysis Tool, and individual meetings with local jurisdiction staff. This framework showed density (which included consideration of height) as a near-term priority action, with coverage identified as a longer-term priority. However, at the October 2021 Working Group meeting, members noted that coverage, height, and density should be analyzed together, as they all relate to building dimensions and each standard has a direct impact on the other(s). In response, in addition to policy proposals for density and height for workforce housing projects, TRPA also included policy changes related to coverage for workforce housing. Once the Local Government and Housing Committee and the Regional Plan Implementation Committee have provided input, staff recommends analyzing these proposed policy changes for environmental impacts, including scenic, VMT, water quality, etc.

Financial Feasibility Analysis:

The Tahoe Region has seven general categories of development standards that were put into place between 1972 and 1987. These include density, height, coverage, development rights, setbacks, parking, and the restriction of subdivisions. Some of these standards are implemented by TRPA and some are implemented by local jurisdictions. As noted above, the framework of priority actions that the TRPA Governing Board approved in January of 2021 identified some of these standards as areas for potential modifications to better encourage affordable and workforce housing.

In the fall, TRPA selected Cascadia Partners to complete a financial feasibility analysis of a variety of multi-family development scenarios in the Tahoe Basin. The analysis examined coverage, density, height, and other development standards, both regional and local, to identify the effect of changes to these standards on the cost and feasibility of affordable and workforce housing (see Attachment A). The analysis highlights specific changes that would help make workforce housing more feasible in locations for which it is zoned.

Discussion:

Coverage

Land coverage is impervious surface, generally from man-made structures or compacted soils, that prevents the natural infiltration and treatment of water and runoff and impedes native vegetation growth on a parcel.¹ To reduce the impact of development on the environment, TRPA limits the amount of coverage on a parcel. In the past, TRPA has modified coverage limits in certain circumstances to promote Regional Plan goals. In 2012, TRPA put coverage incentives in place in Town Centers, Regional Centers, and High-Density Tourist Districts to encourage higher density development. Project applicants in these areas can transfer in additional coverage to get up to 70 percent coverage on parcels located in land capability districts 4-7. Similarly, in adopted Community Plans, project applicants may transfer in additional coverage to get up to 50 percent coverage on parcels located in land capability districts 4-7 for certain types of projects, including multi-family projects of five units or more. Outside of Town Centers and Community Plans, the maximum allowable coverage is 30 percent.

The analysis completed by Cascadia Partners and comments to date from Working Group members and the public provide evidence that the maximum allowable coverage limit of 30 percent on parcels outside of centers and Community Plans is a key factor affecting the financial feasibility of multi-family housing development in these locations. Many parcels suitable for multi-family development and ADUs exist outside of these boundaries, but still in areas targeted for higher density growth.² Counterintuitively, the 30% allowable coverage limit may lead to larger coverage footprints per unit because while 30 percent coverage is enough coverage to build a single-family home, when factoring in other development standards (parking, setbacks, etc.) and development costs, it generally does not allow for a duplex or triplex on a parcel that can generate a positive return on investment. Thus, developers construct larger units that will. Cascadia's analysis showed that at least 35 percent coverage would be needed to generate a positive return on investment for a duplex on the median multi-family lot size, if parking standards do not change. Higher coverage percentages would be required for other multi-family types, such as a triplex or fourplex.

In addition to financial feasibility, TRPA's adaptive management system encourages an approach that considers whether there are ways to better meet or exceed water quality and resource protection goals.

¹ More information on TRPA's coverage system can be found in TRPA's Land Coverage 101 Fact Sheet: https://www.trpa.gov/wp-content/uploads/documents/archive/TRPA-Land-Coverage-101_Final.pdf.

² The [bonus unit boundary](#) provides residential incentives outside of town centers but still in areas targeted for higher density growth. The boundary is ½ mile from transit, ½ mile from town centers, and existing area zoned for multi-family:

<https://trpa.maps.arcgis.com/apps/mapviewer/index.html?webmap=e826793519b34973b66202f42d9c8848>

In light of this, TRPA staff recommends analyzing the following two basic policy options that allow coverage flexibility for deed restricted multi-family housing or ADUs on high capability lands (land capability districts 4-7) and buildable IPES parcels.

1. Extend town center coverage incentives to deed restricted housing development and redevelopment

Based on existing TRPA code that allows higher coverage allowances in Town Centers and Community Plans, TRPA staff recommends further analyzing a policy option that would allow property owners to build above base allowable coverage, up to 70%, for deed restricted multi-family housing or ADUs on high capability lands. Any additional coverage above base allowable would be required to be used for the deed restricted unit. For example, if a single-family home covered 30% of a lot, they could build a deed restricted ADU which would total 35% coverage on the parcel, however other expansions to the single-family home that were not part of the deed restricted ADU would not be allowed.

The environmental analysis would include possible alternative mitigation strategies, one of which could be to reduce or eliminate transfer and excess coverage fees.

2. Utilize other appropriate critical and sensitive resource protection and stormwater management requirements, and stormwater infrastructure instead of traditional coverage requirements

Staff recommends analyzing a policy option that would provide an alternative approach to coverage requirements for deed restricted housing. To be a viable option, such an approach would need to demonstrate equal or better environmental benefits as coverage while providing an incentive to the housing provider.

Most of the subdivisions of land that created individual parcels in the Tahoe Basin occurred more than 50 years ago before TRPA was created and when there were few, or very limited, local government land development code requirements. The TRPA Bi-State Compact prohibits the further subdivision of land and therefore does not receive the environmental or public facility benefits associated with subdivisions. Instead, the approach that has been employed to address stormwater runoff, erosion and similar issues at the site or parcel level includes two key components: land capability and use of BMPs for on-site stormwater management. Those standards are being applied one project, and often one parcel, at a time to try and achieve what would have been achieved if there were contemporary land development standards 50 years ago. Without a larger district in place, it is difficult to install adequate public facilities on a parcel-by-parcel basis (curbs, gutters, storage and infiltration facilities, sidewalks, schools, and parks, etc.) and maintain financial feasibility of a project.

Today, higher quality, detailed GIS technology that captures, maps, overlays, and analyzes various development constraints is widely available. This improved information and analysis capability should be paired with, (1) contemporary land development code restrictions that recognize a broader range of critical and sensitive features to be protected and natural hazards to be avoided, (2) stormwater management regulations that address erosion and sedimentation, and (3) the latest green stormwater management infrastructure and ongoing funding methods to provide an option to the coverage approach. Using such an approach for deed restricted housing may yield more environmentally beneficial redevelopment, implement multiple provisions of the Regional Plan (e.g., protect additional natural resources, provide more sustainable public services and facilities, etc.) and prove to be more efficient than employing the existing coverage and BMP approach.

As stated above, to be viable this policy option would need to demonstrate equal or better environmental benefits to coverage and may require certain criteria to be met. Criteria could include the requirement(s) for an existing local jurisdiction area plan, Governing Board approval, consistency with applicable findings, etc. Additionally, this option could be applied using a pilot program, discussed in more detail at the end of this staff report.

Density

In areas where multi-family housing is allowed, existing Regional Plan density allowances range from 3 units per acre to 25 units per acre, depending on the location and whether the parcel is eligible for additional incentives. Centers within area plans allow up to 25 residential units per acre.

Last winter, a presentation by Opticos Design highlighted the difference between “middle” housing and conventional multi-family development, and the different densities needed for both. Middle housing is typically sought out by residents who make too much to qualify for affordable or moderate-income housing, but too little to afford the median priced home. Middle housing is often built in the form of smaller scale multi-family development such as duplexes, triplexes, and fourplexes. Due to the smaller nature of this housing, it can be built on smaller lots that visually fit into existing lower density neighborhoods. Middle housing is different than conventional multi-family development and needs certain standards to be implemented. The maximum allowable density requirements found in the TRPA and local jurisdiction codes do not, to a large extent, consider or even allow middle housing. The Cascadia Partners analysis identified that on smaller parcels zoned multi-family, many allowable multi-family types cannot be realized due to current density standards. For example, a 5,019 square foot parcel in a zoning district within the City of South Lake Tahoe that allows 15 units per acre would only be allowed one unit due to the parcel size, even though it is in an area that allows multi-family dwellings. For reference, 5,019 square feet is the median size of all lots zoned multi-family in the Basin. As such, this example is reflective of many parcels in the basin.

Example Density Calculation: 5,019 sq. ft. Parcel
5,019 sq. ft. = 0.115 acres
0.115 acres x 15 units/acre = 1.73 units

Of the 17,910 parcels in the Basin that allow multi-family dwellings, only 51% of them are large enough to accommodate a duplex under existing standards. Furthermore, only 37% of parcels that allow multi-family dwellings are large enough to build a triplex. As a result, many parcels in the basin identified to accommodate higher density housing are either developed with a single-family home or remain vacant. More information on this can be found in Attachment A and will be presented during the meeting.

1. Allow a minimum of three multi-family units on multi-family parcels

To better support and encourage the development of middle housing, TRPA recommends analyzing a policy change to allow a minimum of three deed-restricted multi-family units (triplex) on all parcels currently zoned for multi-family in the basin³, regardless of the existing units per acre density allowances. As with all other development, property owners would be required to comply with TRPA's development standards.

2. Increase densities to support walkable neighborhoods and services

In addition to Working Group input, other participants in the Working Group meeting provided feedback that the current maximum allowable densities in town centers (25 units/acre) are too low to encourage residential redevelopment, provide the density needed to support thriving local businesses, and support walkability and transit service. Furthermore, existing densities for tourist accommodation units, which have a similar environmental impact, allow up to 40 units per acre. If residential and tourist densities were comparable, residential housing would be more competitive on sites that could otherwise be developed as a hotel. TRPA staff recommends further analyzing a policy option to increase allowable densities up to a minimum of 40 units per acre in town centers, provided a percentage of that increase (e.g., 20%) is deed restricted. For example, the existing 25 units/acre could be increased to 30 units/acre if one of the units is deed restricted, to 35 units/acre if two of the units are deed restricted, or to 40 units/acre if three of the units are deed restricted. Densities could also be increased in other areas zoned multi-family where maximum densities are currently 15 units/acre. Based on Local Government and Housing Committee and Regional Plan Implementation Committee input on this option, staff will create recommended density ranges for each zone, with an option to replace density with form-based code in specific pilot program locations as discussed in more detail below.

Height

Like coverage and density incentives adopted in 2012, TRPA increased height standards in Town Centers, Regional Centers, and High-Density Tourist Districts as part of the 2012 Regional Plan amendments. Outside of these areas, existing TRPA height allowances are dependent on the slope of the parcel and the proposed roof pitch of the building. The parcel may qualify for additional height depending on the parcel location and the specific use of the building. A few of the local jurisdictions within the basin have further requirements and guidelines to ensure buildings fit the character of the community in which they are being constructed.

According to local jurisdiction staff and Working Group members, height is particularly challenging when building larger multi-family developments, both within town centers and outside of town centers, generally due to a lack of flexibility in TRPA and local jurisdiction codes. For instance, in some cases just a few additional feet of height are needed to accommodate unique characteristics of the site, but this is not possible without a Regional Plan amendment.

³ A map of areas that currently allow multi-family housing in the basin and the associated allowable densities can be found [here](#).

The 2012 Regional Plan Update provided many incentives for centers but did not account for the relatively few parcels suitable for multi-family housing within those boundaries. TRPA proposes to analyze the following height policy changes for deed-restricted multi-family housing projects.

1. Clarify Regional Plan and Code language

TRPA's Regional Plan Land Use Policy CD-2.1.C, also articulated in TRPA Code, states the building height within town centers "may be allowed up to four stories (56 ft.) maximum as part of an Area Plan that has been found in conformance with the Regional Plan." The Regional Plan and Code contain similar language for Regional Centers. Working Group members indicated having two standards (number of stories and allowable feet) result in developers being limited to building four stories when, in some cases, five stories could fit into a 56-foot building. To provide greater flexibility to developers, TRPA proposes analyzing a policy change to set the maximum height in feet and remove the number of allowable stories. This amendment would also need to be made in local jurisdiction area plans.

2. Allow additional height for deed restricted housing

TRPA Code section 37.5.5 allows building height to be increased for affordable housing projects, specifically located in special areas designated for affordable housing identified in the Placer County Tahoe Basin Area Plan. In these areas, height may be increased above the maximum allowable, but not to exceed a total building height of 48 feet. The project must meet required findings and incorporate community design features such as pitched roofs, articulated facades, and the use of earth tone colors. Kings Beach Housing Now is a 100% deed restricted affordable housing development that was, in part, possible to build because of this code provision. Because this flexibility is needed for housing projects not only in Kings Beach but throughout the basin, TRPA staff recommends further analyzing a policy option that would expand this height allowance, or a similar one to other deed restricted multi-family developments. The environmental analysis would examine whether this additional height flexibility should be allowed anywhere multi-family is currently allowed in the basin or if it needs to be restricted to certain locations.

3. Reevaluate roof pitch allowances

TRPA Code section 37.4 outlines maximum heights for buildings using the percent slope retained across a building site and a designated specified roof pitch, with the intent that the resulting building will be attractive and compatible with surrounding uses. Working Group members identified roof pitch requirements as out of step with modern designs and not conducive to energy efficiency. TRPA recommends updating or removing roof pitch requirements for deed-restricted multi-family developments.

Pilot Programs

At the October 2021 TLWG meeting, several working group members expressed interest in the use of pilot programs to test certain options in specific areas of the Basin or for a certain amount of time. Local jurisdiction staff noted that some changes, such as reduced parking requirements, would need to be located in walkable areas, close to employment centers and transit.

1. Pilot program for higher density, height, coverage, and reduced parking

Implementation of pilot programs in targeted areas throughout the Basin with good access to transit and services could include even greater flexibility with coverage, height, and density than those described above. These incentives would need to be paired with reduced parking requirements from the local jurisdictions. For example, the Stateline area within the City of South Lake Tahoe could be an appropriate area for a multi-family development with higher coverage and no or minimal parking requirements due to the proximity to employment centers and transit, and an existing area-wide stormwater treatment system with ongoing funding. Through a pilot project TRPA could analyze allowing significantly higher density, height, and coverage than the Regional Plan currently allows. More broadly, preliminary criteria for other pilot program locations could include:

- Within ½ mile of centers
- Within ½ mile of a transit route
- Within an area-wide stormwater treatment system service area
- Areas with at least 15 units/acre multi-family residential density

2. Pilot program for form-based code and/or floor area ratio

At previous Working Group meetings, staff presented the form-based and floor area ratio (FAR) concepts as an alternative that could provide local jurisdictions more flexibility to promote the type of housing that fits the characteristics of their communities. Form-based regulations focus on the overall form of a building as it relates to the streetscape and adjacent buildings rather than the specific uses and density. FAR regulates the building's floor area in relation to the size of the parcel and is a quantitative approach to controlling overall the bulk and mass of a building, especially when it is mixed use and contains both units and commercial floor area. Because form-based codes and FAR provide predictability for both developers and local governments, TRPA could defer to local jurisdiction density and height standards if accompanied by form-based code and/or FAR that is in conformance with TRPA's environmental thresholds. Developers and local jurisdictions would still need to comply with the findings in Chapter 37 and any findings developed through this process in Chapter 30 of the TRPA Code. This option would also enable local jurisdictions to pair form-based standards with more flexible standards for parking and setbacks.

Next Steps:

Staff requests feedback and direction from the Local Government Housing Committee on which of the following nine policy options should be further analyzed:

- Coverage Option 1: Extend town center coverage incentives to deed restricted housing development and redevelopment
- Coverage Option 2: Utilize other appropriate critical and sensitive resource protection and stormwater management requirements, and stormwater infrastructure instead of land capability
- Density Option 1: Allow a minimum of three multi-family units on multi-family parcels
- Density Option 2: Increase densities to support walkable neighborhoods and services
- Height Option 1: Clarify Regional Plan and Code language
- Height Option 2: Allow additional height for deed restricted housing
- Height Option 3: Reevaluate roof pitch allowances
- Pilot Program Option 1: Pilot program for higher density, height, coverage, and reduced parking
- Pilot Program Option 2: Pilot program for form-based code and/or floor area ratio

Following the Local Government and Housing Committee meeting, staff will continue to refine the policy options with input from the Regional Plan Implementation Committee (RPIC) before completing the environmental analysis and drafting Code amendments. Code amendments will follow the regular approval process including Advisory Planning Committee (APC), RPIC, and Governing Board hearings.

Contact Information:

For questions regarding this agenda item, please contact Alyssa Bettinger, Senior Planner, at (775) 589-5301 or abettinger@trpa.gov.

Attachment:

- A. Tahoe Development Base Cases and Test Results by Cascadia Partners

Attachment A

Tahoe Development Base Cases and Test Results by Cascadia Partners



**TAHOE
REGIONAL
PLANNING
AGENCY**

TRPA: Proforma Analysis Test Results

| March 30, 2022



LOCAL GOVERNMENT & HOUSING
COMMITTEE AGENDA ITEM NO. 4A

- 1. Identifying development standard barriers to workforce housing**
- 2. Testing the impact of alternative development standards for:**
 - Maximum Density
 - Lot Coverage Allowances
 - Maximum Height

SCENARIO 1

- **Zone:** Kings Beach Residential (outside of Town Center)
- **Prototype:** Duplex



Duplex

Located in the
North Basin in
Placer County,
California



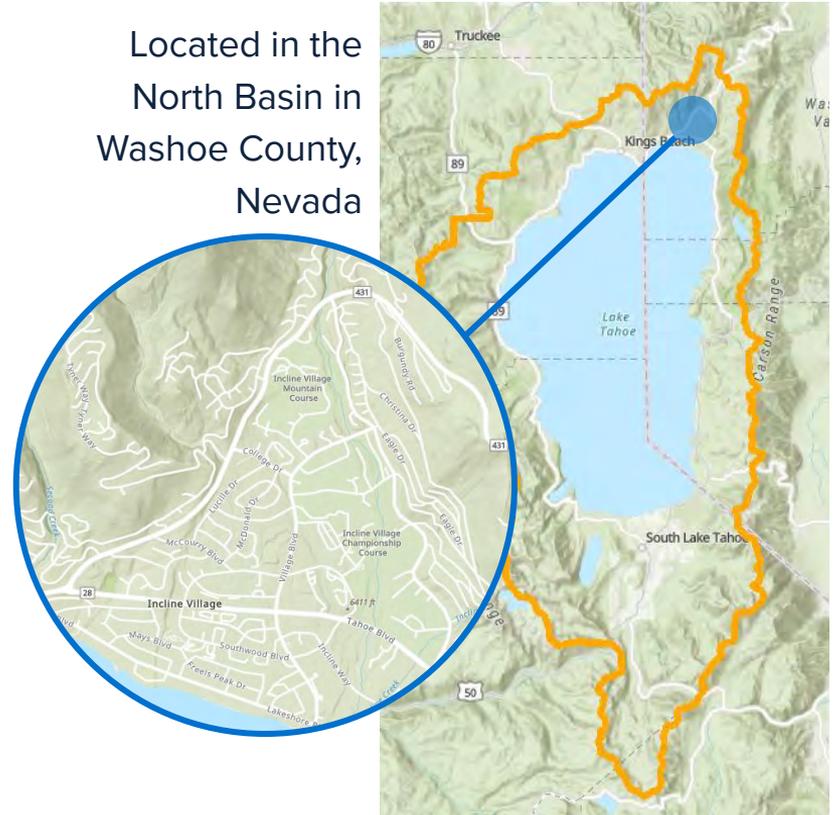
SCENARIO 2

- **Zone:** Incline Village Residential (outside of Town Center)
- **Prototype:** Fourplex



Fourplex

Located in the
North Basin in
Washoe County,
Nevada



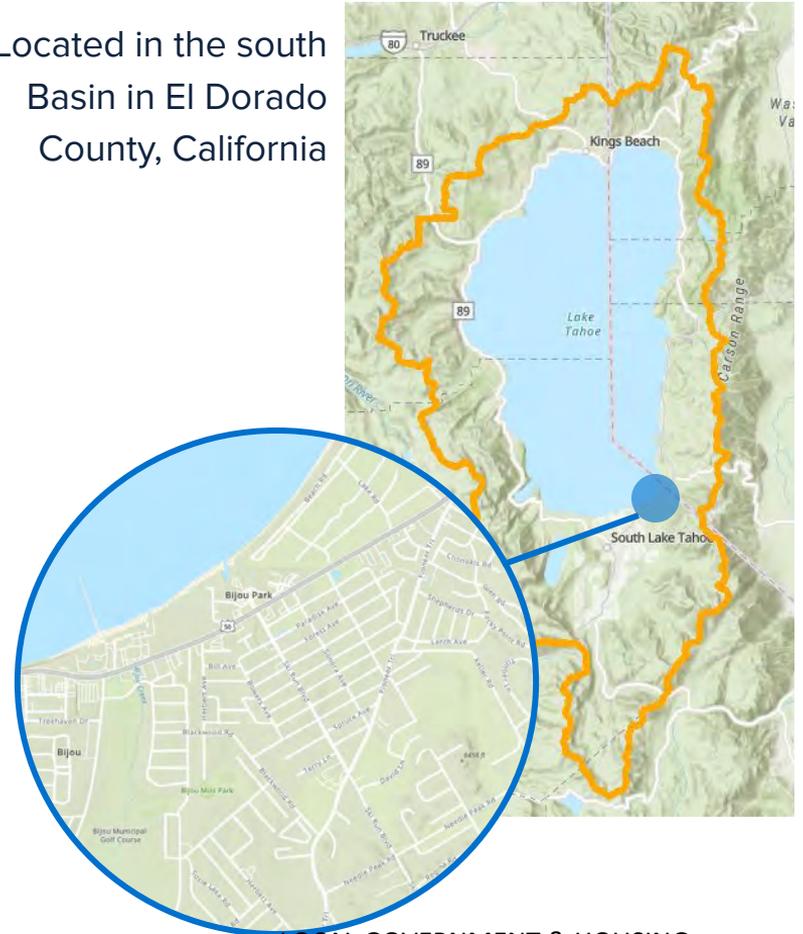
SCENARIO 3

- **Zone:** Central South Lake Tahoe Ski Run Blvd Town Center
- **Prototype:** Multi-Unit Affordable Housing Development



Sugar Pine Village Affordable Project

Located in the south
Basin in El Dorado
County, California



**LOCAL GOVERNMENT & HOUSING
COMMITTEE AGENDA ITEM NO. 4A**

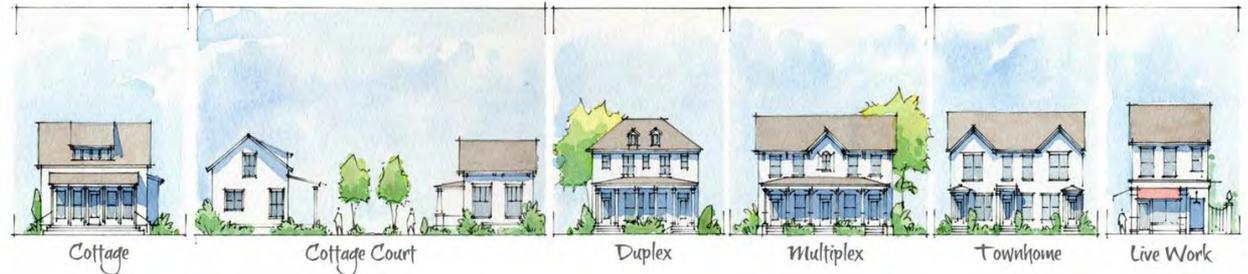
SCENARIO 1 | Kings Beach Residential

Kings Beach Residential is anticipated to have mixed residential types

Statement of Purpose *“The Kings Beach Residential Subdistrict is located within the North Tahoe East Subarea. This area should continue to be a **mixed residential area** with substantial improvements to upgrade the character of the area.”*

Various multi-unit housing types are permissible in Kings Beach Residential

- ✓ Single-family detached
- ✓ Cottage cluster
- ✓ Townhomes
- ✓ Duplex
- ✓ Triplex/fourplex
- ✓ Multifamily



SCENARIO 1 | Kings Beach Residential

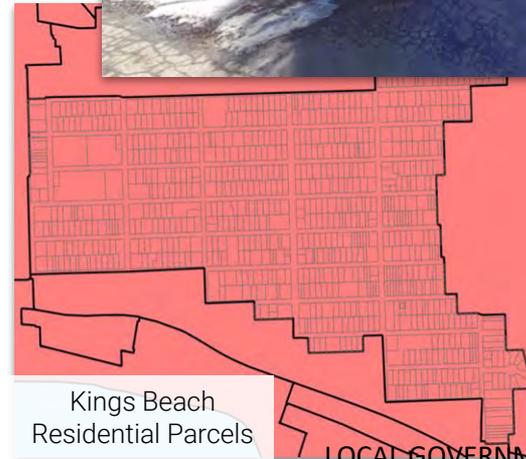
Test Prototype: Duplex

Recommended lot size: 5,000 sf

The intent of this scenario is to test the development of a duplex on an 5,000 square foot lot in Kings Beach Residential zone.



Typical Lot in Kings Beach



Kings Beach Residential Parcels

SCENARIO 1 | Kings Beach Residential

Zone Standards	EXISTING	ALTERNATIVE
Max Density	15 units / acre	20 units / acre
Max Height	3 stories	Up to 3.5 stories
Max Lot Coverage Allowance	30%	Up to 70%
Min Setbacks	Front: 20' Rear: 10' Side: 5'	Front: 20' Rear: 10' Side: 5'
Min Parking Ratio	2 spaces / unit	2 spaces / unit



Maximum density allows for no more than a single family home on a 5,000 SF lot

- Developing a duplex on a 5,000 SF lot exceeds the 15 units per acre maximum density allowance.

*Density
Calculation*

5,000 SF = 0.114 ACRES

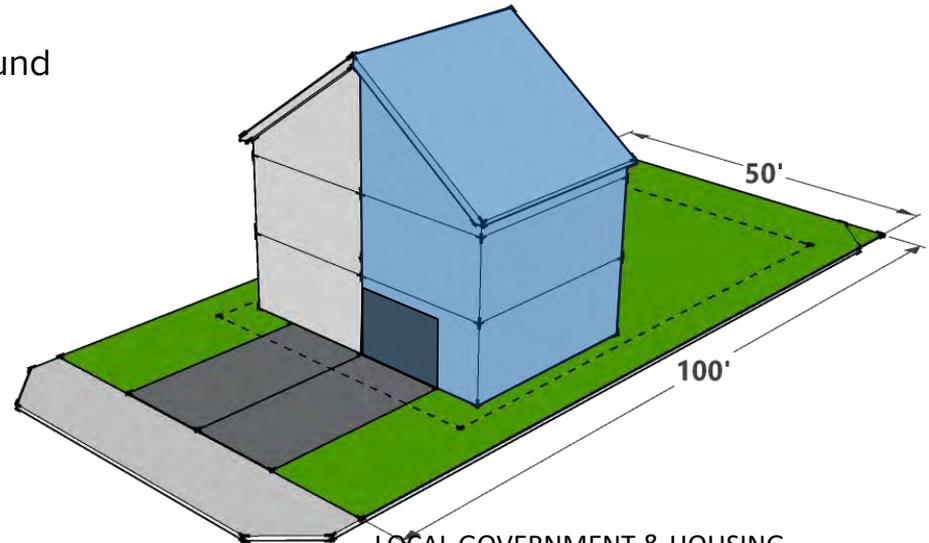
2 UNITS / 0.114 ACRES

= 17.5 UNITS PER ACRE



Lot coverage allowance makes for awkward and inefficient units

- **909 SF unit is the maximum** possible unit size.
- Garages takes up close to the entire ground floor.
- Unit size further limited by roof pitch requirement.



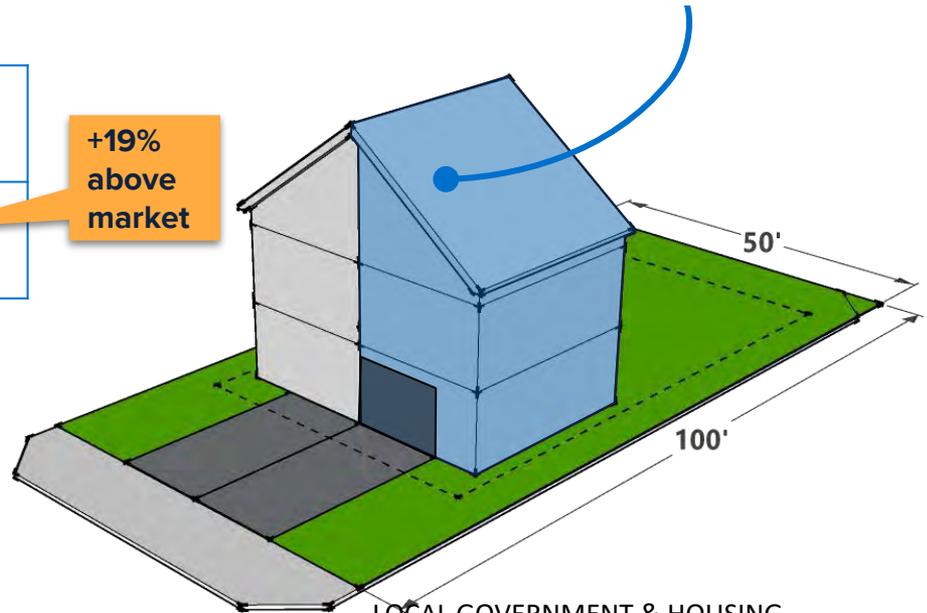


Lot coverage allowance makes for an awkward and inefficient unit layout

Return on Investment (Target = 15%, @ \$600 / SF)	-3.1%
Minimum Feasible Sale Price / SF	\$712 / SF \$647,200 / unit

+19%
above
market

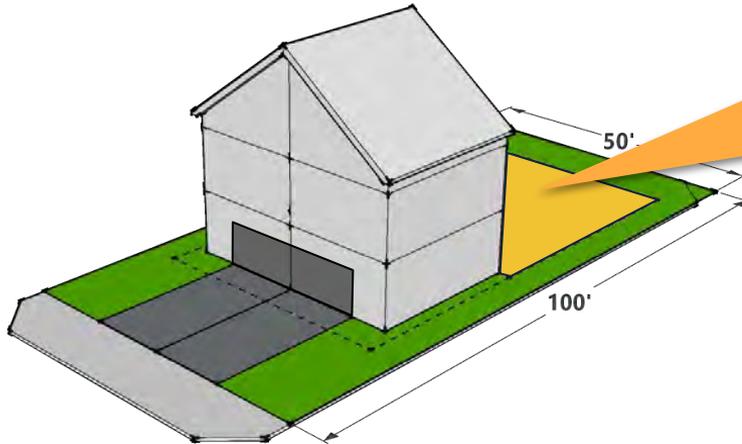
909 SF duplex is too small to be market feasible.





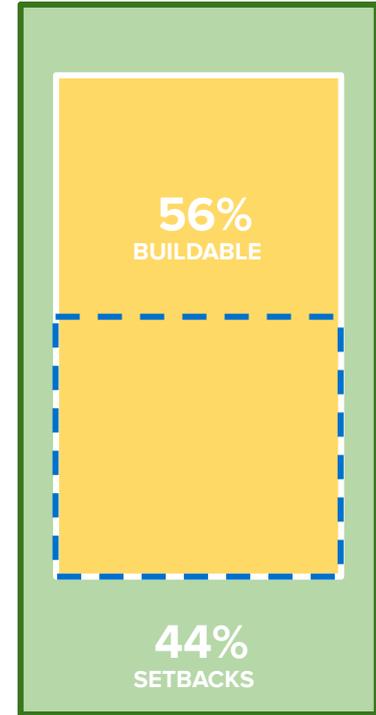
Setbacks and lot coverage result in different buildable areas.

- Lot coverage governs buildable area, more so than setbacks.



More than half of buildable area is left vacant
Equates to **\$51,800** in land costs

30% Lot Coverage Allowance





Allowed housing types do not align with development standards

- Existing development standards make it infeasible to build anything other than a single family home on a 5,000 SF lot.



Feasible Types

Duplex is allowed but not feasible

Single Family Detached	
Accessory Dwelling Unit	
Cottage Cluster	
Townhomes	
Duplex	
Triplex/fourplex	
Multifamily	
Mixed Use Multifamily	

Allowed Types

SCENARIO 1 | Kings Beach Residential

Test Alternative

ALTERNATIVE

70% Lot Coverage + 20 unit / acre
+ 3.5 stories

Proforma Results

EXISTING*

# of Units	2	2
Unit Size	909 SF	1,250 SF
Building & Parking Coverage	30%	34%
Parking	4 spaces (2 surface / 2 tuck under)	4 spaces (2 surface / 2 tuck under)
Return on Investment (Target = 15%, @ \$600 / SF)	-3.1% 	7.8% 
Minimum Feasible Sale Price / SF	\$712 / SF \$647,200 / unit	\$640 / SF \$800,000 / unit

*assumes increased maximum density

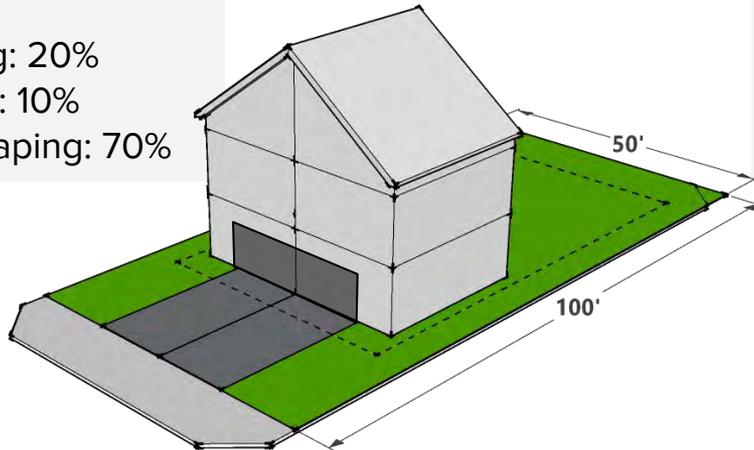
Alternative standards can comfortably accommodate a duplex with average 3-bedroom unit sizes and improves rate of return.

EXISTING

Unit Size: 909 SF

IRR: -3.1%

- Building: 20%
- Parking: 10%
- Landscaping: 70%

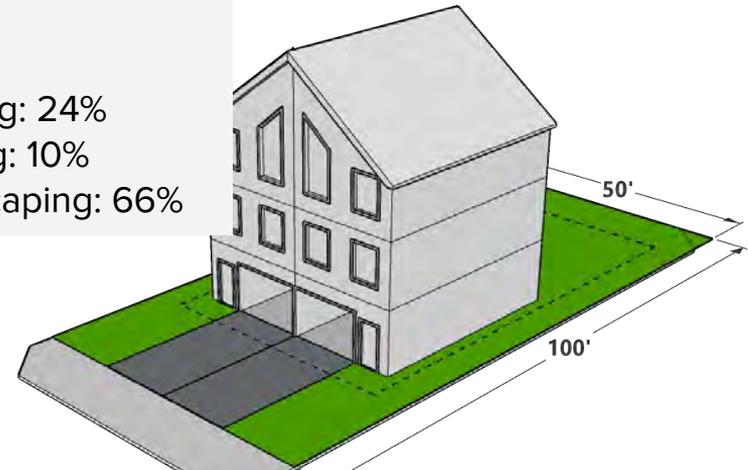


TEST ALTERNATIVE

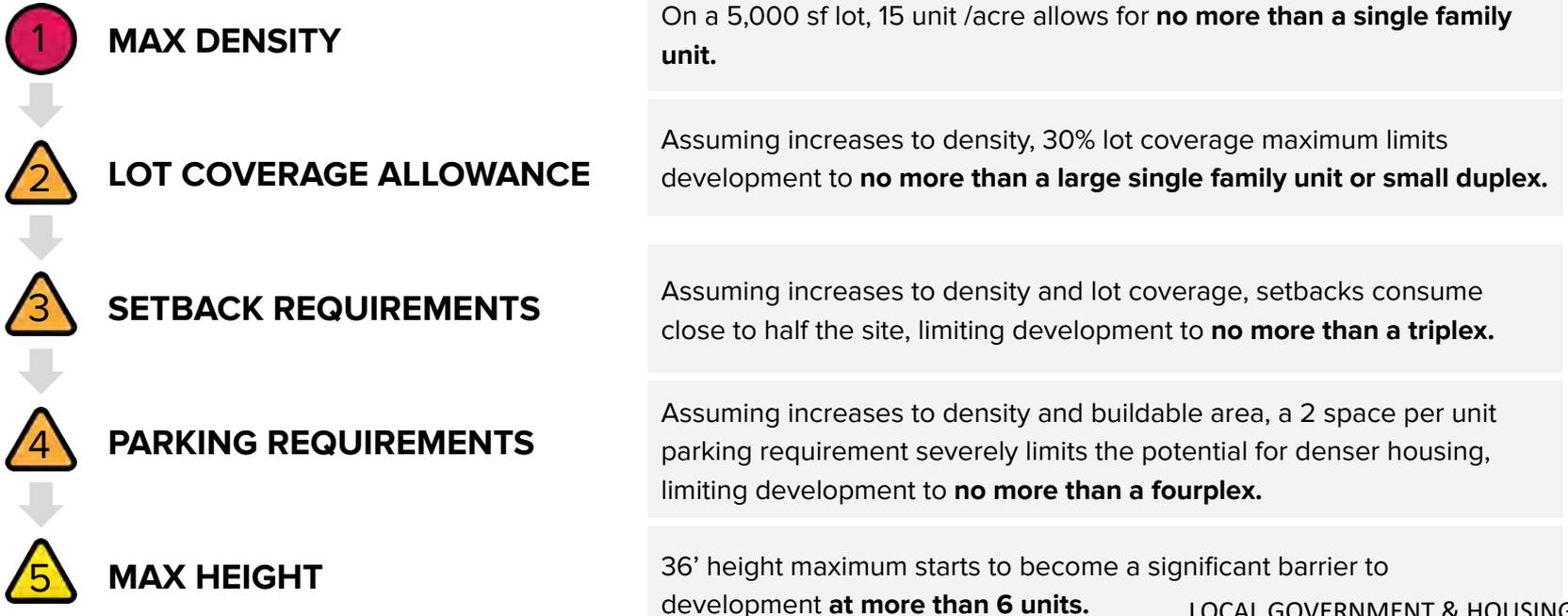
Unit Size: 1,250 SF

IRR: 7.8%

- Building: 24%
- Parking: 10%
- Landscaping: 66%



How do current development standards affect multi-unit housing types allowed in the Kings Beach Residential Zone?



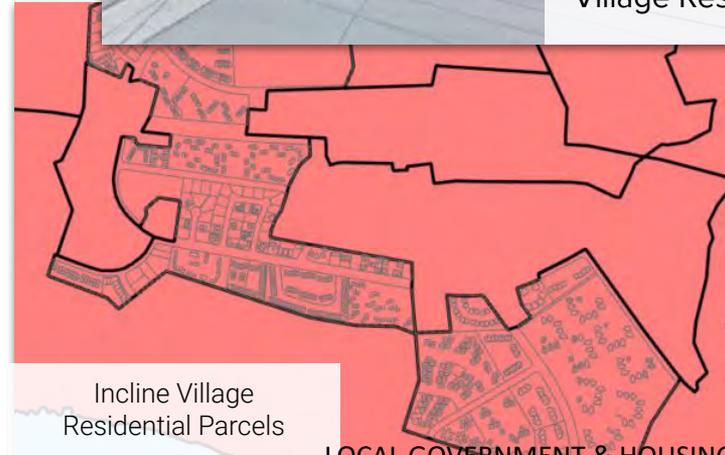
SCENARIO 2 | Incline Village Residential

SCENARIO 2 | Incline Village Residential

Test Prototype: Fourplex

Recommended lot size: 8,000 sf

The intent of this scenario is to test the development of a fourplex on an 8,000 square foot lot in Incline Village.



SCENARIO 2 | Incline Village Residential

Zone Standards	EXISTING	TEST ALTERNATIVE
Max Density	15 units / acre	30 units / acre
Max Height	3 stories	Up to 3.5 stories
Max Lot Coverage Allowance	30%	Up to 70%
Min Setbacks	Front: 20' Rear: 20' Side: 5'	Front: 20' Rear: 20' Side: 5'
Min Parking Ratio *one of which must be in enclosed garage	1 bdrm: 1.6 spaces / unit 2+ bdrm: 2.1 spaces / unit	1 bdrm: 1.6 spaces / unit 2+ bdrm: 2.1 spaces / unit



Maximum density allows for no more than 2 units

- Developing a fourplex on a 8,000 SF lot exceeds the 15 units per acre maximum density allowance.

*Density
Calculation*

8,000 SF = 0.184 ACRES

4 UNITS / 0.114 ACRES

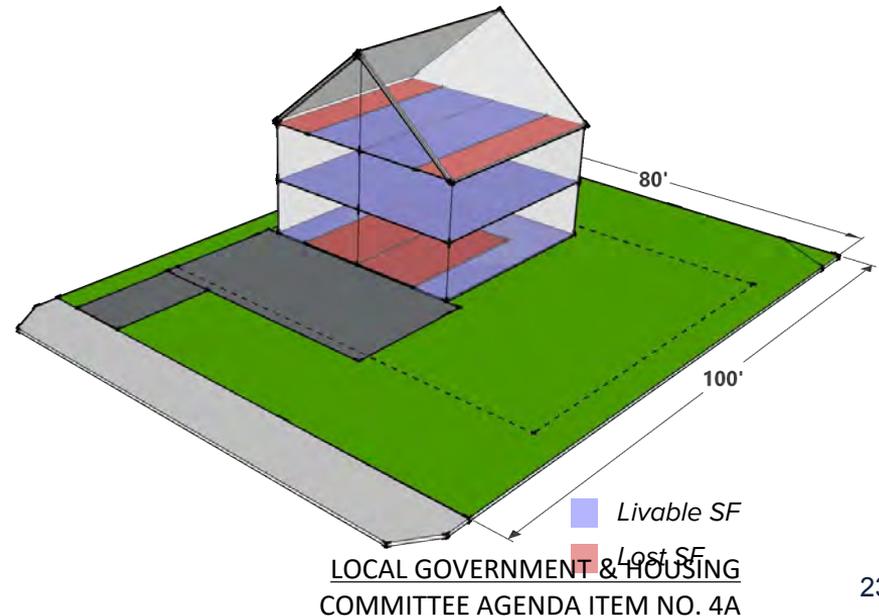
= 21.7 UNITS PER ACRE



Lot coverage makes for an infeasible fourplex, especially given other code requirements.

- **518 SF unit is the maximum** possible unit size under existing standards.
- Parking requirements leaving little room for development.
- Third story allowed under maximum height standards is limited by roof pitch requirements.

38% of livable SF is lost to internal parking and pitched roof requirements



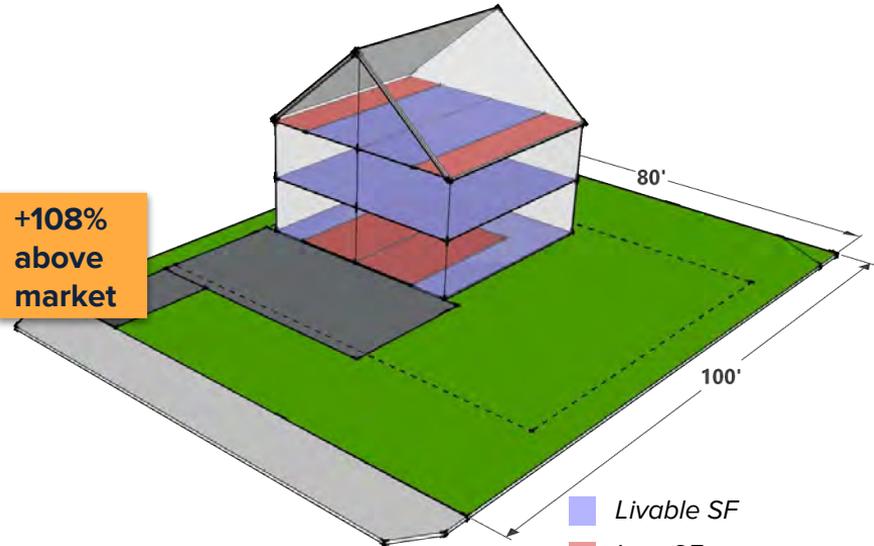


Lot coverage makes for an infeasible fourplex, especially given other code requirements.

Return on Investment (Target = 12%)	-0.18% (@ \$3.10 / SF for studio)
Minimum Feasible Rent / SF	\$6.47 / SF \$3,350 / unit

**+108%
above
market**

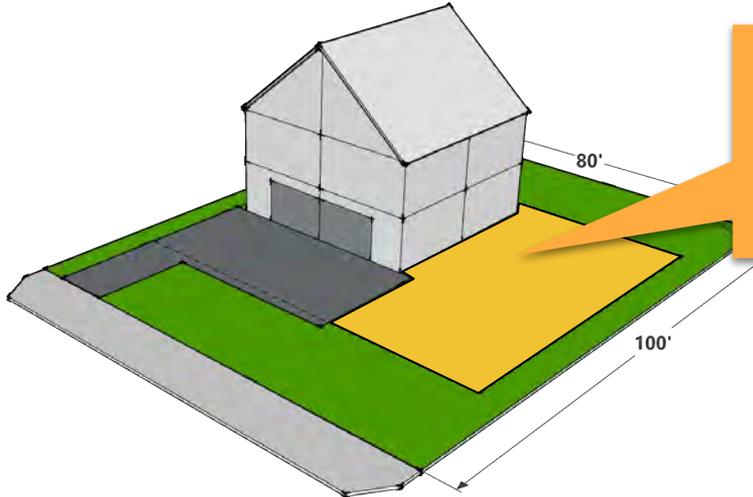
38% of livable SF is lost to internal parking and pitched roof requirements





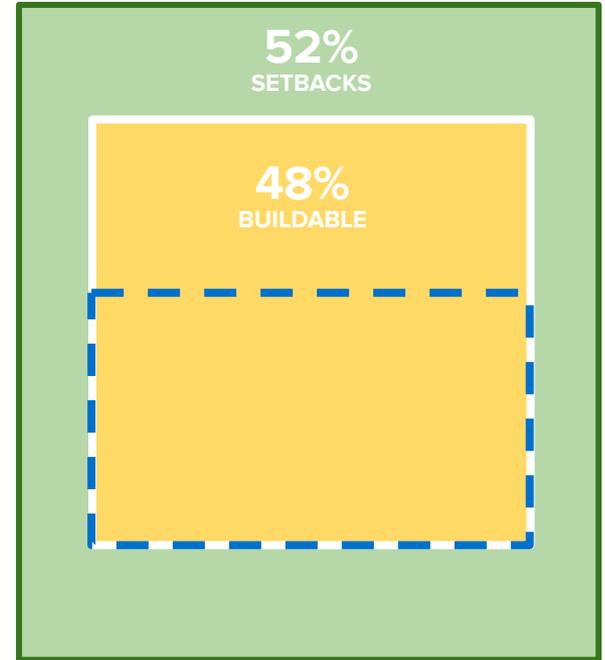
Setbacks and lot coverage result in different buildable areas.

- Lot coverage governs buildable area, more so than setbacks.



Close to half of buildable area is left vacant
Equates to **\$61,200** in land costs

30% Lot Coverage Allowance



SCENARIO 2 | Incline Village Residential

Test Alternative

TEST ALTERNATIVE

70% Lot Coverage + 30 unit / acre
+ 3.5 stories

Proforma Results

EXISTING*

# of Units	4	4
Unit Size	518 SF	1,050 SF
Building & Parking Coverage	30%	42%
Parking	6 spaces (4 surface / 2 tuck under)	8 spaces (6 surface / 2 tuck under)
Return on Investment (Target = 12%)	-0.18% (@ \$3.10 / SF for studio)	0.5% (@ \$2.79 / SF for 2-bdrm)
Minimum Feasible Rent / SF	\$6.47 / SF \$3,350 / unit	\$5.57 / SF \$5,853 / unit

14% decrease
in \$ / SF

*assumes increased maximum density

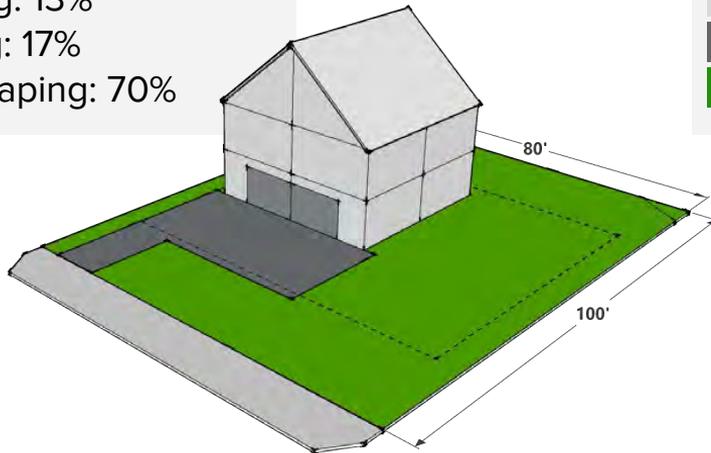
Alternative standards can accommodate a fourplex with average 2-bedroom unit sizes and reduces unit rent per square foot.

EXISTING

Unit Size: 518 SF

Minimum Rent: \$6.47 / SF

- Building: 13%
- Parking: 17%
- Landscaping: 70%



TEST ALTERNATIVE

Unit Size: 1,050 SF

Minimum Rent: \$5.75 / SF

- Building: 21%
- Parking: 21%
- Landscaping: 58%



How do current development standards affect multi-unit housing types allowed in Incline Village Residential?



MAX DENSITY

On a 8,000 sf lot, 15 unit /acre allows for **no more than a duplex.**



LOT COVERAGE ALLOWANCE

Assuming increases to density, 30% lot coverage maximum limits development **to no more than a triplex.**



SETBACK REQUIREMENTS

Assuming increases to density and lot coverage, setbacks consume more than half the site, limiting development to **no more than a 5 units.**



PARKING REQUIREMENTS

Assuming increases to density and buildable area, a 2 space per unit and tuck under parking requirement severely limits the potential for denser housing, limiting development to **no more than an 6 units.**



MAX HEIGHT

36' height maximum starts to become a significant barrier to development at more than 10 units.

SCENARIO 3 | Ski Run Blvd Town Center

SCENARIO 3 | Ski Run Blvd Town Center

Located in the Tourist Core, Ski Run Blvd Town Center supports a mix of uses, including residential

Ski Run Blvd is supported by the Tourist Center Mixed-Use Corridor (TSC-MUC) zoning district, allowing for a rich mix of uses such as employment services, professional offices, commercial, public service, recreation, tourist accommodation **and residential** organized around an aesthetically-pleasing pedestrian environment.



Ski Run Blvd Town Center is identified as a preferred affordable housing area.

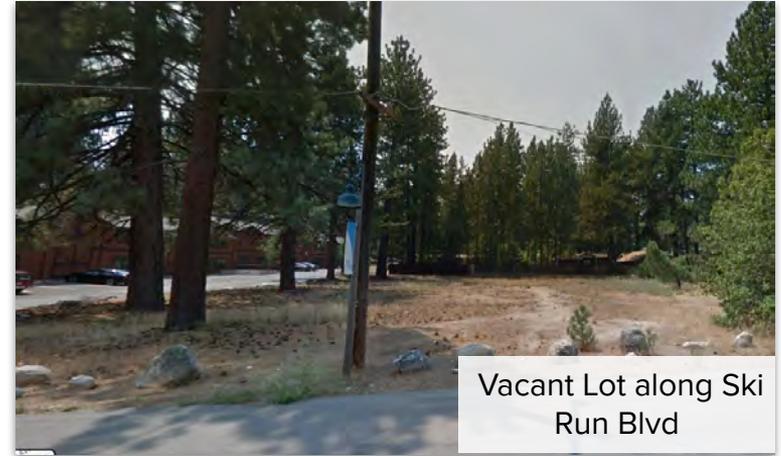
Due to its close proximity to essential amenities, employment opportunities and transit and bike and pedestrian infrastructure, Ski Run Blvd is assigned a special designation making it a preferred affordable housing area.

SCENARIO 3 | Ski Run Blvd Town Center

Test Prototype: **Multi-Unit Affordable Housing**

Recommended lot size: **12,000 sf**

The intent of this scenario is test a deed-restricted affordable housing development on an 12,000 square foot lot given existing standards and recommended standards.



SCENARIO 3 | Ski Run Blvd Town Center

Zone Standards	EXISTING	TEST ALTERNATIVE
Max Density	25 units / acre	40 units / acre
Max Height	4 stories	4 stories
Max Lot Coverage Allowance	70%	70%
Min Setbacks	Front: 20' Rear: 15' Side: 10'	Front: 20' Rear: 15' Side: 10'
Min Parking Ratio *Includes 20% parking reduction for affordable	1 bdrm: 1.6 spaces / unit 2+ bdrm: 0.8 space / unit 0.8 guest space / 4 units	1 bdrm: 1.6 spaces / unit 2+ bdrm: 0.8 space / unit 0.8 guest space / 4 units

SCENARIO 3 | Ski Run Blvd Town Center

Proforma Results

EXISTING

of Units

6

Avg Unit Size

770 SF

Site Layout

Building: 15%
Parking: 19%
Landscaping: 66%

Building + Parking Coverage

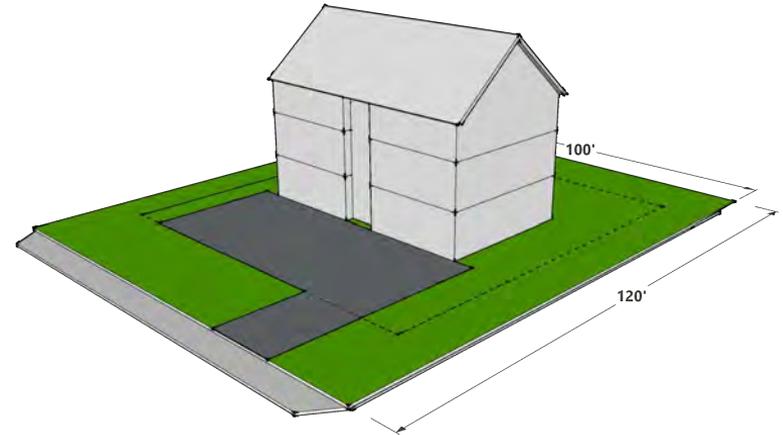
34%

Parking

7 spaces

Subsidy Required / Unit

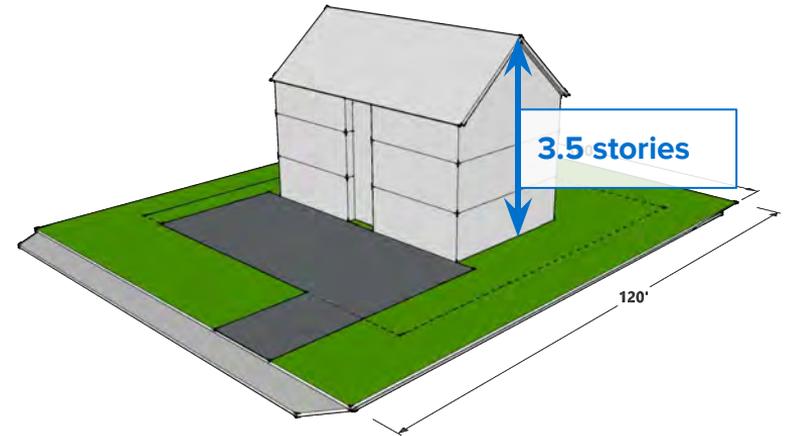
\$375,000 / unit





Maximum density is constraining the development opportunities that other standards can offer

- Building and parking only covers 34% of the lot - less than half of the coverage allowed under existing standards.
- Although existing code allows for 4 stories, a 6 unit development requires no more than 3.5 stories.

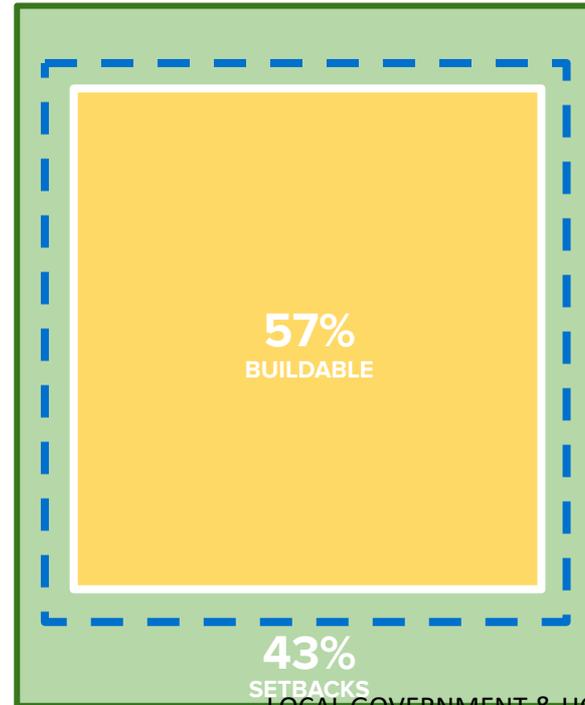




Setbacks and lot coverage result in different buildable areas.

- Setbacks governs buildable area, more so than lot coverage allowance.

70% Lot
Coverage
Allowance



Proforma Results	EXISTING	TEST ALTERNATIVE 40 unit / acre
# of Units	6	11
Avg Unit Size	770 SF	770 SF
Site Layout	Building: 15% Parking: 19% Landscaping: 66%	Building: 23% Parking: 33% Landscaping: 44%
Building + Parking Coverage	34%	56%
Parking	7 spaces	13 spaces
Subsidy Required / Unit	\$375,000 / unit	\$335,800 / unit

10.5% reduction in needed subsidy per unit

Increasing maximum density can help decrease the amount of funding required to subsidize deed-restricted affordable units.

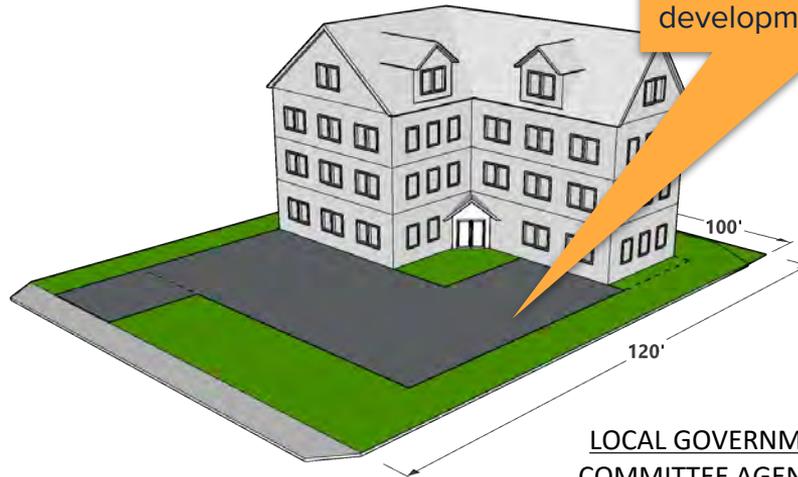
TEST ALTERNATIVE

of Units: 11

Unit Size: 770 SF

Subsidy needed
per unit: \$335,800

- Building: 23%
- Parking: 33%**
- Landscaping: 44%



33% of lot is consumed by parking, despite existing parking reductions for affordable housing development.

How do current development standards affect residential development in Ski Run Blvd Town Center?



MAX DENSITY

On a 12,000 sf lot, maximum density limits development to **no more than 6 units.**



SETBACK REQUIREMENTS

Assuming increases in density, setbacks consume 43% of the site, constraining the 70% lot coverage allowance and limiting development to **no more than a 11 units.**



PARKING REQUIREMENTS

Although parking reductions are afforded to affordable housing development, parking remains a significant barrier, limiting development to **no more than 13 units.**



MAX HEIGHT & LOT COVERAGE ALLOWANCE

Assuming increases to density and lower parking minimums, maximum height and lot coverage become a significant barrier to development at **more than 20 units.**

BIG TAKEAWAYS

- **There is no single ‘silver bullet’ alternative standard.**

One change alone is typically not enough to increase development opportunities.

- **Barriers to multi-unit development increase with density.**

Standards that are friendly to single family housing development can become significant barriers once you explore the feasibility of denser multi-unit development such as fourplexes or six-plexes.

- **Prioritize changes that have the most impact.**

Changing development standards is a hard process and it can be especially difficult to convince decision makers and the public to change development standards. Make sure pursuing those changes are worth the work.