



PARTNERS

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

PROJECT DIRECTOR

Tara Zuardo

PROJECT COORDINATOR

Kristina Kind

February 15, 2023

Dear Mountain Housing Council Partners,

We are six months into our third and final year of MHC 2.0! Over the past six months, we have been working in tandem with partners to braid together leadership, capacity, and resources to build emerging strategies in our region's housing delivery system. At our most recent MHC Quarterly Council Meeting, we celebrated those collective efforts and a new framework to implement achievable local housing in our region.

Within the following month, I would like to convene each of you around what's next for the Council partnership. I'd like to learn where you think there is still a need for regional collaboration and your reflections on MHC's tenure.

Through the years, and an ever-changing environment (such as a global pandemic!), we have kept true to our original goal, using data and collective commitment to accelerate housing solutions. This work could not happen without you.

I am enclosing our year three, six-month update report for your review. Staff will reach out with next steps for the MHC. In the meantime, please contact me at (530) 587-1776 or stacy@ttcf.net if you would like to discuss this report.

Ever Forward,

Stacy Caldwell, CFRE
Chief Executive Officer
stacy@ttcf.net

MHC Year Three, Six Month Work Plan Highlights & Learnings

Facilitation and Meeting Coordination:

- Regularly convened **Quarterly meetings** of the Mountain Housing Council
- Facilitated **Working Group and Networking meetings**, including:
 - **Supportive Housing and Homelessness:** To work collectively on planning for short and long-term solutions to end homelessness in the North Tahoe-Truckee region. This included supporting the creation of an advisory council to create a right-sized, community-driven solution of programs and services to meet the needs of individuals experiencing and/or at risk of experiencing homelessness in the region.
 - **Statewide Policy Group:** To provide coordinated state advocacy efforts on important housing issues in the region. The Policy group revised its policy priorities, established targets for action and revised its regional policy platform for the 2023-2024 legislative session (2023 Policy Platform enclosed).
 - **Housing Funders Network:** To coordinate housing funding assistance and regional funds in our region; hear from developers and landowners seeking financial support for achievable local housing projects; and engage in due diligence processes to strategically leverage dollars for these projects.
 - **J4s - Regional Jurisdictions Group:** To coordinate important local government housing programs and ensure continuous communication.
 - **Private Business Employers Housing Network:** To facilitate business owner partnerships and collaboration in housing, and provide the network with experts on creative ways for employers to provide employee housing. The network conferred with Jesse Patterson, the Chief Strategy Officer of the League to Save Lake Tahoe, regarding successful community campaigns, Emily Setzer of Placer County to dive deeper into housing-related amendments and how they could help local businesses, and with Housing Inc. to discuss new deed-restriction programs.

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- Tiger Teams Creation & Coordination:
 - **The Housing “HUB”:** To launch efforts to provide centralized housing services as identified in the Regional Housing Implementation Plan. In the past six months, the group met twice to provide input on how to move the concept of the Housing Hub into implementation (Housing Hub notes and slide presentations enclosed).
 - **The Seasonal Workforce Housing Pilot Program:** To help facilitate temporary housing on publicly-owned land. Partners are exploring a phased approach to developing housing solutions at Hobart’s Mill through an administrative lease with the US Forest Department. We are hoping to launch a pilot this Spring.

Resource Tracking & Building:

- **Tracked housing projects** and the number of units unlocked in our region as part of our overarching outcome to keep our local workforce in the region.
 - *By the numbers:*
 - 132 homes leased, ~240 local residents housed in the Lease to Locals Program.
 - 10 new programs developed or in the works. These include Placer County’s [Workforce Preservation Program](#), [ADU Program](#), [Lease to Locals Program](#), The Town of Truckee’s [Lease to Locals Program](#), [Truckee Home Access Program](#), [ADU program](#) and [Short-Term Rental Workforce Housing Token Pilot Program](#), Truckee Tahoe Workforce Housing Agency’s Home Navigation Program with Landed, as well as guideline changes to the [Martis Fund Down Payment Program](#).
 - Nearly 300 new income-restricted units completed
 - 200+ units in the works
- **Invested in the MHC website to serve as a community resource** for MHC Partners *and* community members
 - To provide a number of resources to help connect renters and buyers with available housing.
- **Convened MHC lobbyists** across the region to strategize regional coordination.

Highlights:

- **Continued to host MHC's [Speaker Series](#)**, featuring experts from a number of communities to catalyze innovation
 - Event & attendance statistics since May 2021:
 - 21 events
 - 558 participants
 - 678 recording views
- **Helped to facilitate community outreach on important partner initiatives**, such as affordable housing, housing and forestry workers, and deed-restriction programs.
- **Worked in tandem with partners to develop a proposed structure of the Housing Hub** that assessed needs and gaps, took into account regional capacity, and triangulated how these fit into the Hub's proposed role and services.
- **Built influence with State legislators.** On February 8th, members of the Policy Working Group met with legislative offices of housing committee members Senator Dave Cortese, Senator Anna Caballero, Senator Kelly Seyarto, Assemblymember Sharon Quirk-Silva, and Vice Chair of the Senate Housing Committee Senator Rosilicie Ochoa Bogh to advocate for the unique housing needs of our region.

Learnings:

- As a region, we needed the information and coordination that was assembled in the first three years of MHC to put together collective strategies for implementation in MHC's second phase-I.e., frameworks like the Housing Hub, housing conversion programs such as Lease to Locals and preservation programs modeled after Vail InDeed.
- Key legislatures need education around the affordability gap unique to our region so that we can advocate for state funding beyond households earning less than 80% area median income.
- As a result of the expiration of COVID-19 funding, there are significant challenges to provide services to our most vulnerable community members. Being able to sustain funding will be an ongoing challenge for our homeless services. We need a strategic plan that includes jurisdictional partners, leverages state and federal grants to partners through each county's Continuum of Care (COC), and fits our community.
- Employers would like a range of different housing types for their



workforce from workforce housing pilot programs at Palisades or proposed at Hobart's Mill at one end to homeownership programs (like the Town of Truckee's Home Access Program) on the other.

Enclosed you will find the following work deliverables that represent our progress report for Year Three, 6 months:

- 1) MHC 2.0 Work Plan
- 2) The Housing Hub: Evolution of the Work
- 3) 2023 Policy Platform
- 4) FY 22-23 Budget (funding partners only)

Please reach out to Kristina@ttcf.net if you would like to review any materials sent in the previous progress reports or Quarterly packets.



1) MHC 2.0 Work Plan



MHC 2.0 Work Plan

Table of Contents

- I. Background/Needs
- II. Approach-Collective *Impact Model*
- III. Services and Deliverables

I. BACKGROUND/NEED

Housing that is affordable and available for the workforce is critical to the health of our region's economy and community. Many local businesses struggle to retain and hire staff due to the high cost and lack of availability of housing in the region. Additionally, a large percentage (over 70% region-wide) of our housing stock is used as vacation or second homes of which, approximately 15% are used as short-term rentals. Over 86% of the homes in Truckee are single-family residences and 11% are rental apartments, a rate much lower than the State

average. The sale price for a home in Truckee in June was over \$700,000, well over the price that a moderate-income earner makes in the region.

The North Tahoe-Truckee Region (Region) is a unique community and includes the geographic areas of Truckee, North Lake Tahoe (Kings Beach to Tahoma), Donner Summit and Olympic Valley and Northstar. Several local agencies boundaries are within the Region including the school district, hospital, and airport district. The Region also includes Nevada and Placer Counties, part of El Dorado County and the Town of Truckee. Employees, students, visitors, and government agencies function in the Region as one community despite county and town boundaries.

In response to the growing housing needs identified in the 2016 Regional Housing Needs Assessment and the lack of one housing entity to serve the entire area, the Tahoe Truckee Community Foundation stepped up in 2017 to form the Mountain Housing Council of Tahoe-Truckee (MHC). The purpose of MHC was to create a regional strategy with regional leadership to drive solutions to a regional housing crisis. Over 25 partners came to the table for MHC 1.0 in 2017 to do the work of designing solutions to housing needs in the Region. MHC

1.0, a three-year initiative, was a successful effort in building a regional platform, voice and direction for North Tahoe Truckee housing needs. Along with the capacity built for MHC during the first three years, remarkable strides were made in building housing capacity at various other agencies as well. For example, Placer and Town of Truckee hired and designated housing specific program staff and a new employer-driven housing agency was formed called Tahoe Truckee Workforce Housing Agency.

With the momentum of MHC 1.0 and the new housing programs and staffing emerging from local agencies, now, more than ever, it will be important to have a regional, collaborative model in place to ensure that we leverage our collective efforts to serve our community. Local employers, employees and families care little for who is delivering housing in our region; they care that solutions are moving forward and that we are working together in smart, effective, and efficient ways.

MHC 1.0 was about launching a new model for collective impact and MHC 2.0 will focus on implementation of a regional housing strategy targeting specific measurable outcomes. To kick-off MHC 2.0, a Regional Housing Implementation Plan will be developed through a 6-month process with MHC partners. The purpose of the planning process is to update regional housing needs and design a collective plan to address the needs. Along with developing a Regional Implementation Plan, MHC 2.0 will continue the work of collecting partner stories and accomplishments to build support and awareness for housing in the region, convening stakeholders, work groups, tiger teams and community to define policy direction and build the funders network to align resources, processes and strategies.

Year one of MHC 2.0 will set the direction for future work of MHC. Once completed, the Regional Implementation Plan will outline needs, strategies as well as responsibilities and timelines for achieving housing goals over the next three years. It is expected that one outcome of developing a Regional Plan will be the need to identify a driver of the Plan. Though it is yet to be determined exactly what or who this entity will be, partners have identified, per earlier planning sessions, the idea of standing up some type of entity to do this work. This implementation entity has been called the "HUB," and is currently included in this scope of work as a placeholder, still to be defined.

MHC concluded in 2019 with an agreement, by all of the partners, to continue working together with a new focus on implementation and building the capacity

for a future housing entity, while maintaining a focus on system s level, collective impact results. The following scope of work is based on priorities set by partners both involved in the planning process during the MHC 1.0 phase as well as the kick-off meeting (October 2020) for MHC 2.0.

II. APPROACH

The organizational structure and approach of MHC is to drive a collective impact model for housing in the Tahoe Truckee region based on the belief that together we can more effectively create change than through our individual agency’s effort. A collective impact model, defined as follows, by the Stanford Innovation Review (2011) highlights the following:

“ Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. However, collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.”

In order to accelerate housing solutions for the region, MHC has been developed based upon the above definition of the collective impact model. MHC includes decision makers from key stakeholder entities representing constituents and with affordable housing policy and land use responsibilities. Stakeholders are asked to commit a key decision maker to participate on the MHC and bring forward funding, policy, land and/ or constituents to offer as part of accelerating solutions. MHC partners commit to serving not just their own agendas but a collective policy agenda and work plan for the region.

III. SERVICES AND DELIVERABLES

The Mountain Housing Council bolsters our region's capacity and ability to address local housing through a collective impact commitment and approach. The scope of work for the next three years will amplify housing needs and solutions, keep the region connected and coordinated, leverage funding, advocate at the state for regional needs, and activate action.

Services and deliverables for MHC 2.0 focus on the following three work areas:

Work Area #1: Collective Impact Work--Manage platform including Collaboration, Exchange, and Inspiration to Fuel the Critical Work of Regional Housing

Description : MHC is the one place where all the partners come together to work on regional housing issues. Partners include major government agencies, foundations, homeowner associations and other employers with diverse missions working together to create solutions for regional housing issues. The following services and deliverables to support this regional, collective impact work are provided by MHC.

Timeframe: 3 years

1. **Track and Report on appropriate and accessible metrics and data to drive MHC's Collective Impact Model** - Track accessible metrics and data (Per the October MHC Partner meeting, MHC 2.0 MHC's One Overarching Outcome: Keep our local workforce in the region. Strengthen our community, environment, and economy by providing housing that our local workers can afford. Captured in the Priorities and Metrics document: <https://www.mountainhousingcouncil.org/wp-content/uploads/2020/08/Mountain-Housing-Council-2.0-Metrics-Priorities-Implementation-FINAL.pdf>
2. **Facilitate public quarterly meetings:** Convene Mountain Housing Council partners, design agendas, create materials, facilitate meetings, report out on project coordination and progress, and take summary notes
 - i. 12, three-hour meetings over three years
 - ii. Proposed dates for Council meetings and events: January 15, 2021, April 23, 2021, July 16, 2021, October 15, 2021, January 22, 2022, April 22, 2022, July 15, 2022, October 21, 2022, January 20, 2023, April 21, 2023
3. **Convene Tiger Teams and Working Groups**
 - i. Standing Working Groups: MHC staff will support Working Groups meetings throughout the year on various housing actions.

Current Standing Working Groups include:

- a. Homeless Coalition of Tahoe Truckee (at minimum quarterly meetings): working to coordinate services for the homeless population including those at risk of homelessness. Focused on creating permanent housing with long-term supports

- b. State Policy Working Group (minimum quarterly meetings, with actual frequency based on legislative agenda): MHC 2.0 will support the critical work of creating a regional policy platform for housing. By aligning the collective voices of the 20 MHC partners for a single policy agenda, we can more effectively create change at the State level.
 - c. Housing Funders' Network (6-7 meetings annually or as needed): To coordinate, align and leverage resources for housing. To develop strategies in which vetted and aligned developers can access available local funding. To coordinate and provide regional visibility into grant and tax credit applications.
 - d. Jurisdictions Working Group (J4's) (6-8 meetings annually): Bring together the top leaders of the land-use and major funding agencies to provide input on the activities and overall direction of the work. Specifically focus on the roll-out of Tiger Teams and regulatory related deliverables, alignment with existing and new capacities within their agencies, and provide insights on County and State level activities and priorities. Membership includes: Placer County, Nevada County, Tahoe Regional Planning Agency, Town of Truckee
- ii. Tiger Teams : MHC will keep the format of Tiger Teams, in which a team is brought together to work on a specific task to bring a set of recommendations back to the Council. Teams will be composed of experts and representatives to move quickly and solve a challenge, and then disband when the task is completed. Generally, MHC takes on three Tiger Teams at a time. When a Tiger Team finishes its task and dissolves, a new Tiger Team emerges.

The 2020/2021 proposed Tiger Teams are as follows:

- Tiger Team #1: Regional Housing Implementation Plan Advisory Committee- Support current Regional Programs in the works, help align efforts and communicate to the community.

Deliverable: Refresh 2016 Housing Needs Assessment and develop a Regional Housing Implementation Plan; Prepare public engagement strategy for Housing programs and programs; Process for MHC Housing Opportunity Site

development; Digital tool kit with specific deliverables, plus a MHC process for Opportunity Sites.

- Tiger Team #2: Deed Restrictions as a Tool for Ownership - Based on completed analysis and program development completed by Placer County for the Workforce Housing Preservation Program (WHPP) and other work prepared by regional agencies and partners, support efforts to increase awareness and support a regional deed restriction program.
Deliverable: TBD but could be a regionally coordinated outreach program on how to create a regional deed restriction program, including benefits, challenges, summarize feedback from surveys, key stakeholders (e.g. TSBOR, CATT, lenders), marketing outreach plan.

- Tiger Team #3: Define Entity (e.g. HUB) to Move Regional Implementation Plan forward -Purpose: Define the next entity to take on implementation/tracking of Regional Housing Implementation Plan

Deliverables: Written strategy on approach, including role of new entity, how it different/complementary to existing entities within the region, proposed fundraising and staffing plan.

Work Area #2: Implement Regional Housing Communications Strategy---Highlighting Collective Impact Results

Description: MHC 2.0 will continue and expand on the work of building awareness and support for housing solutions including celebrating individual partner progress. MHC communication channels will be leveraged to educate about key policy issues and topics at both the local, state, and federal levels. Additionally, digitals tools from MHC 1.0 will be expanded and advanced.

Timeframe: 3-years

Deliverables:

1. Expand and manage existing MHC website: Expand website to include tracking towards regional housing data and progress on Regional Housing Implementation Plan. www.mountainhousingcouncil.org

2. Build Database of Constituents Interested in Housing: Continue to build database of subscribers to MHC to ensure community awareness and education of housing related actions and priorities.
3. Continue to Publish Monthly E-newsletter: to raise community awareness and update the community on various regional efforts.
4. Continue to provide notice of public meetings: that have agenda items addressing housing policies and programs.
5. Amplify MHC's Partner/Collective Impact Results: on a regional, state, and national level through press and National speaker engagements.
6. Create and Manage Online Data Tracking Dashboard: Including a housing watch list to track housing development and capital in our region. Examples of key indicators may include workforce characteristics, units of achievable local housing, aligning and attracting financial capital, and community engagement.

Work Focus Area #3: Develop a Regional Housing Implementation Plan

Description: Foundational to the Collective Impact Model of MHC 2.0 is the development of a Plan that sets down agreed upon metrics for success. Year one of MHC 2.0 will focus on developing a Regional Housing Implementation Plan. Working with Tiger Team #1: Regional Housing Action Plan Advisory Committee discussed in Work Focus Area #1 - Deliverable #3.ii, the Plan will include existing strategies already underway by partners, highlight new potential strategies, and expanded strategies and gaps. Included in the Plan will be an update of regional housing needs.

Timeframe: Year 1

Deliverables:

- 1. Produce a Regional Housing Implementation Plan Scope of Work with RFP Tiger Team including:**
 - a. Update Demand Estimates from the 2016 Workforce Housing Needs Assessment
 - b. Leverage Placer County studies to update Regional Affordability Funding Gap Analysis for housing construction

- c. Define Regional Income Targets for the Plan
- d. Develop public engagement plan with Technical Advisors and Key Stakeholders
- e. Evaluate the Effectiveness of Existing Housing Tools and Actions
- f. Technical Evaluation of Emerging Housing Policy Strategies and Tools
- g. Integration of Stakeholder/Community Engagement into Housing Implementation Plan
- h. Perform Opportunity Sites Analysis of current research taking place independently between jurisdictions and create a regional, community facing deliverable
- i. Use the Sites Inventory to drive Policy Prioritization, create streamline housing development application process, and identify potential funding
- j. Develop final Implementation Strategy

2. Identify Entity to assist with Implementation of Regional Housing Action Plan

- a. TBD based on outcome of Regional Housing Implementation Plan
- b. May include and not limited to tasks identified from feedback received from partners such as:
 - i. Assists developers to: understand needs, access funding, navigate entitlement process, outreach to community, other TBD
 - ii. Manage Regional Housing Programs: HUB type entity could manage deed-restriction type programs for local agencies, one-stop-shop for ADU project, down payment assistance, etc.
 - iii. Work with developers/funders to produce housing on opportunity sites.



2) The Housing Hub: Evolution of the Work



TAHOE TRUCKEE
COMMUNITY FOUNDATION

MOUNTAIN HOUSING COUNCIL THE HOUSING HUB TIGER TEAM

**MEETING #4
NOVEMBER 29, 2022**



MEETING AGENDA

1. Where we are today
2. Updates since last Tiger Team meeting
3. Initial Housing Hub concept
4. Revised Housing Hub concept
5. Questions + feedback
6. Next Steps + timeline



WHERE ARE WE TODAY?

1. TTCF has raised funds to support Housing Hub.
2. TTWHA hired a consultant to develop a strategic plan (may impact scope of Housing Hub).
3. NLTRA passed a Tourism Business Improvement District which could fund housing programs/projects.
4. Two percent TOT passed and made permanent in eastern Placer County in June 2022. Housing is an eligible use of funds.
5. NLTRA's recently formed TOT Committee in place to recommend TOT allocation to housing.
6. CAP Committee scope expanded to include housing for TOT allocation



UPDATES

- NLTRA board presentation
 - Shared Housing Hub concept
 - Positive board feedback
- Weekly meetings w/ TTCF
 - Erin, Emily and Stacy met weekly to ensure alignment
- Gap analysis w/ TTWHA
 - Reviewed and updated analysis
 - Ensured compatibility with TTWHA
- TTWHA update
 - Board meeting to discuss mission/scope expansion



INITIAL HOUSING HUB CONCEPT



Provide Technical Assistance

Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.

Manage Programs

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

Access Capital

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

Intermediary

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

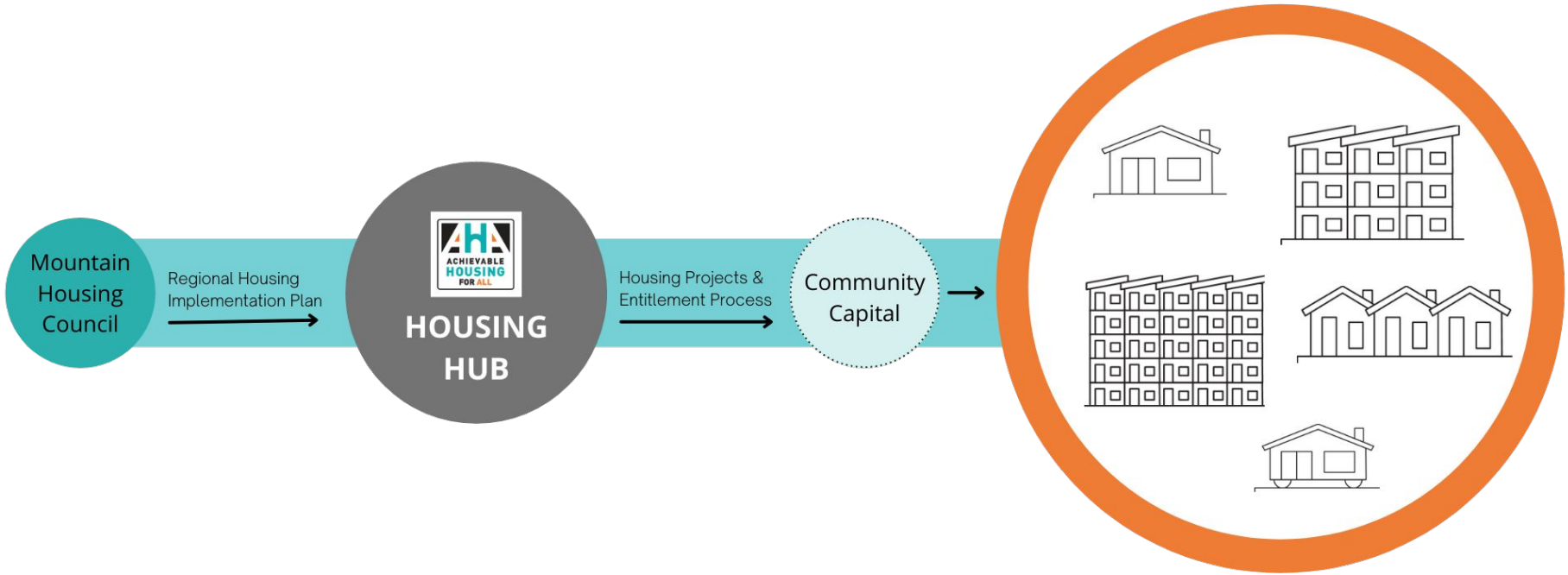


UPDATED HOUSING HUB CONCEPT

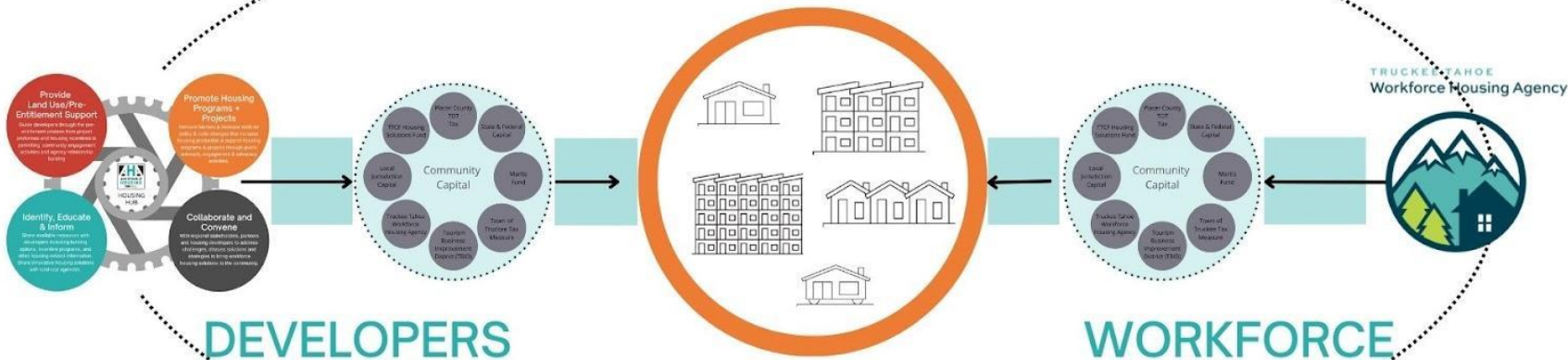




INITIAL HOUSING HUB CONCEPT









TTWHA STRATEGIC PLAN UPDATE

Truckee Tahoe Workforce Housing Agency DRAFT Strategic Framework

Create Financing Tools

Create finance tools to support development and acquisition of middle-income housing.

Support Member Employees

Provide housing services, education and implement programs to support immediate needs of member employees.



Create Short + Long-Term Housing Solutions

Facilitate: development on public agency land, acquire rental units, implement programs to increase inventory of WF homes.

Operate + Advocate

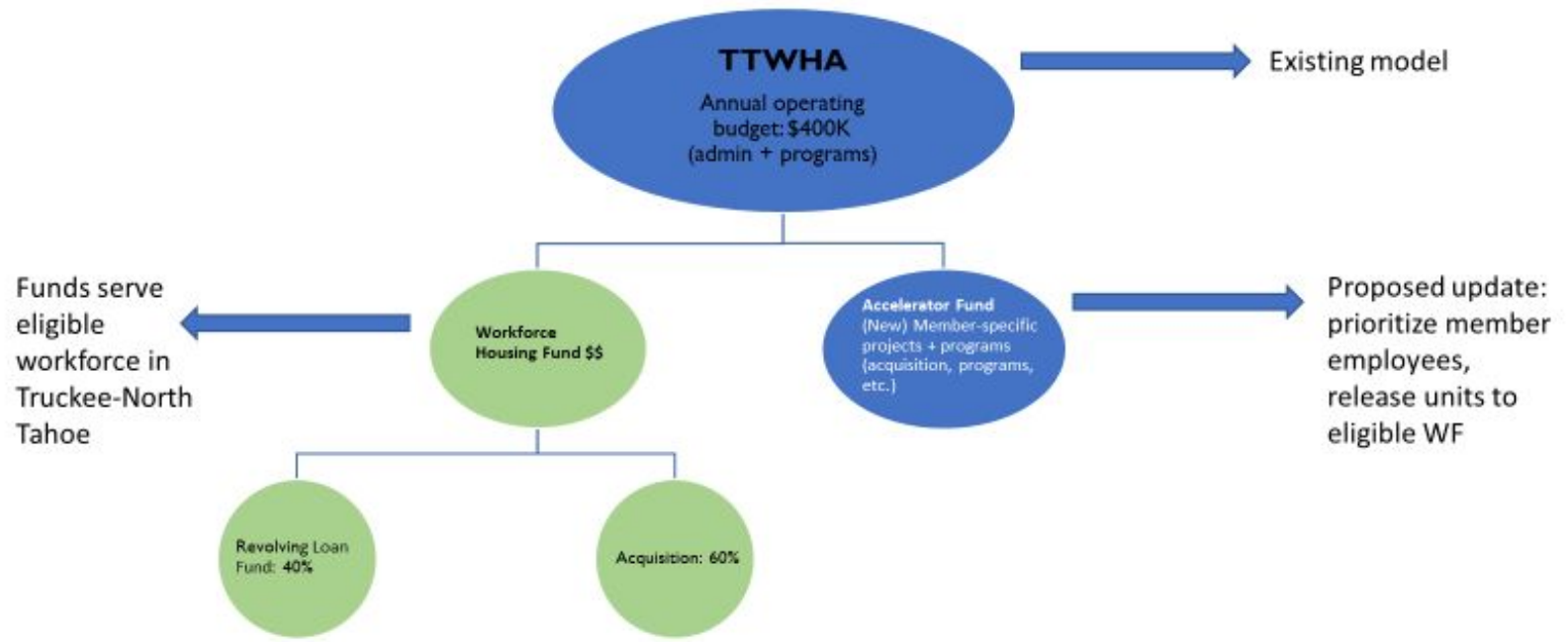
Strengthen and grow the agency to respond to increased housing needs and execution of the 10-year Plan. Advocate for middle-income house at the State level.

TTWHA exists to accelerate solutions for middle-income workforce housing needs in the Truckee-North Tahoe region



PROPOSED STRATEGIC DIRECTION

Expanded Financial Structure to Support Efforts





POTENTIAL NLTRA ROLE IN HOUSING

1. Funding partner (TBID + TOT funds)
2. Incubate the Housing Hub
 - a. Provide initial funding for staff + other initial operational needs
 - b. Provide office space and other administrative support for a temporary period of time
3. Leverage relationships with business, agency partners and other stakeholders to support housing + new Housing Hub organization
4. Partner w/ TTWHA and TTCF/MHC (others?) to ensure organizations are providing complementary services
5. Provide some oversight or board participation depending on organizational structure



DISCUSSION TOPICS

1. Are we on the right track?
2. Does the “housing ecosystem” address housing needs?
3. How would a Housing Hub be funded over time?
4. How quickly can we act? What are potential barriers to moving forward?
5. Anything else?



NEXT STEPS

1. Expand on Housing Hub concept to include:
 - a. Governance
 - b. Funding
 - c. NLTRA incubation
2. Meet w/ stakeholders to finalize Housing Hub concept
3. Present updated concept to NLTRA board and other stakeholders (TTCF board, TTWHA board, Tiger Team, broader community, other)
4. Go!



TAHOE TRUCKEE
COMMUNITY FOUNDATION

MOUNTAIN HOUSING COUNCIL THE HOUSING HUB TIGER TEAM

**MEETING #3
OCTOBER 25, 2022**



WELCOME AND INTRODUCTIONS

HOUSING HUB TIGER TEAM PURPOSE

Provide feedback and shape the direction of a housing Hub pilot to launch within the next 6 months to a year.



MEETING AGENDA

1. Summary of Initial Housing Hub concept
2. Updates Since Last Tiger Team Meeting
3. Revised Housing Hub Concept (Gap analysis)
4. Truckee Tahoe Workforce Housing Agency (TTWHA) Update
5. Revised Housing Hub Concept
6. What a partnership with NLTRA as incubator looks like
7. Timeline + Next Steps



THE HOUSING HUB

Provide Technical Assistance

Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.

Manage Programs

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

Access Capital

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

Intermediary

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



HOUSING HUB



THE HOUSING HUB





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4. Two percent TOT rate passed in eastern Placer County in June 2022. Housing is an eligible use of funds.
5. NLTRA's recently formed TOT Committee in place to recommend TOT allocation to housing.



HOUSING HUB GAP ANALYSIS

1. Developed a matrix of housing needs
2. Included categories including policy advocacy, funding, land acquisition, program implementation and other
3. Compared needs against existing housing-focused efforts
4. Identified housing needs with little to no organizational support at this time
5. Identified gaps informed updated Hub concept



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COMMUNITY FOUNDATION

	Advocacy - Policy Informer>>Transformer	Housing Development	Regulate Land-Use	Fee, Programs & Incentives Tracker	Programs	Regional Funding \$\$\$	Funding Attractor	Regional Collaboration	Tenant Services	Employer Solutions	Steward Deed Restrictions	Advocacy - Projects	Pre-Entitlement Services (conceptualize, parcel-capacity & economics, community partnerships, etc.)	Entitlement Services & Supports
TTCF						Y		Y						
MHC	Y							Y*		Y			Y	
Town of Truckee			Y		Y	Y								
Placer			Y		Y	Y								
NLTRA	Y													
Nevada County			Y											
Developers		Y												
TRPA	Y		Y		Y			Y*						
Martis Fund						Y								
JPA										Y				
CATT												Y		
SCH					Y				Y			Y		
SBC					Y									
Private Developers														Y
Private Businesses/Individuals		Y												
HUB				Know		Know								

* shows strong track record in this role.



TTWHA STRATEGIC PLAN UPDATE

Truckee Tahoe Workforce Housing Agency DRAFT Strategic Framework

Create Financing Tools

Create finance tools to support development and acquisition of middle-income housing.

Support Member Employees

Provide housing services, education and implement programs to support immediate needs of member employees.



Create Short + Long-Term Housing Solutions

Facilitate: development on public agency land, acquire rental units, implement programs to increase inventory of WF homes.

Operate + Advocate

Strengthen and grow the agency to respond to increased housing needs and execution of the 10-year Plan. Advocate for middle-income house at the State level.

TTWHA exists to accelerate solutions for middle-income workforce housing needs in the Truckee-North Tahoe region



TTWHA STRATEGIC PLAN DETAIL

Strategic Plan Building Blocks



Financial Tools



Development



Acquisition



Programs + Services

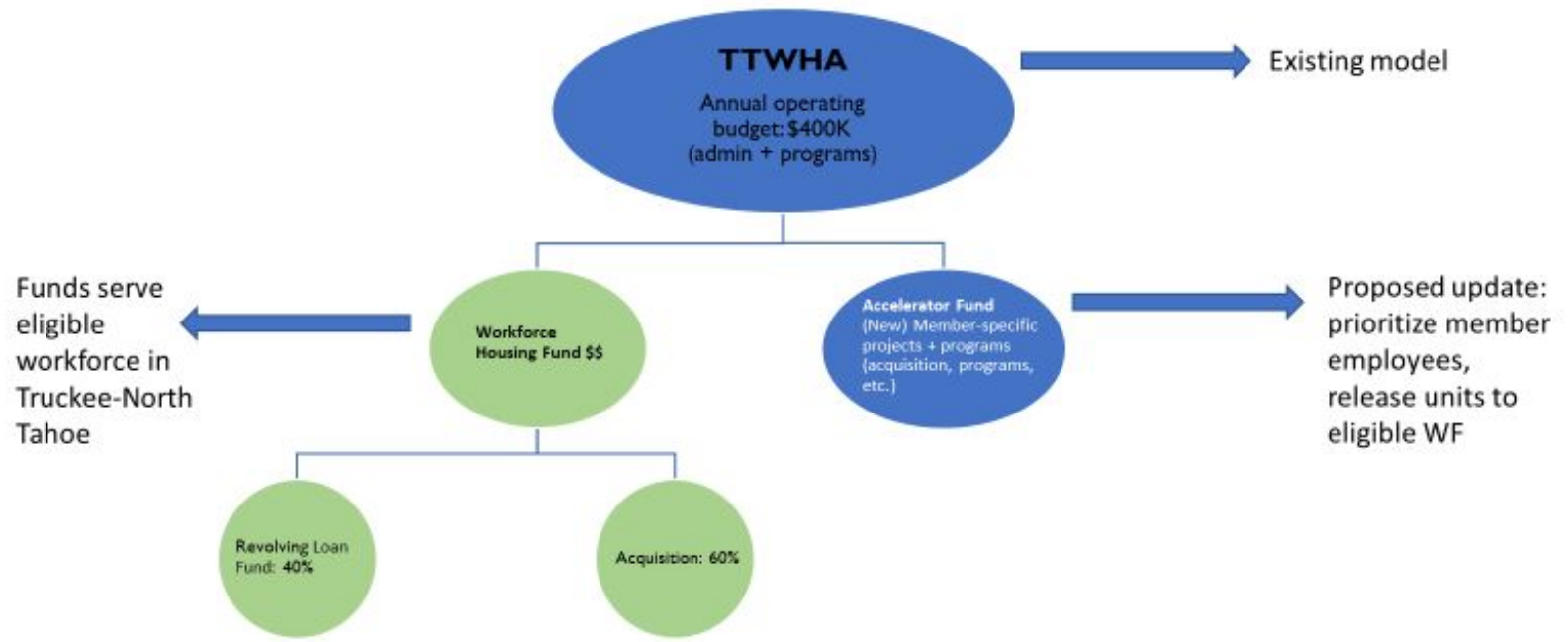


State Advocacy



PROPOSED STRATEGIC DIRECTION

Expanded Financial Structure to Support Efforts





WHAT DOES THIS MEAN FOR HUB CONCEPT?

1. If TTWHA's role expands, this will impact Housing Hub concept
2. Financial tools may be available for projects that serve entire workforce (not just member organizations)
3. Housing Hub could be developed to complement TTWHA's efforts
4. If TTWHA's role stays as is, Hub concept could evolve to include a broader scope



REVISED HOUSING HUB CONCEPT DETAILS

Housing Hub could provide the following services:

1. **Policy advocacy** - Influence land use policy improvements to comply with State and unique to the region/basin.
2. **Program Advocacy** - Support innovative solutions to housing issues (incentives, fee offsets, other.
3. **Project Advocacy** - Support specific housing projects.
4. **Pre-Entitlement Services** - Support developers working w/ agencies on opportunities, incentives, and community engagement. Knowledge base of costs, processes, people. Educating on sources of funds.
5. **External Program Management** - I.e. Deed restriction



POTENTIAL NLTRA ROLE IN HOUSING

1. Funding support (TBID + TOT funds)
2. Incubate the Housing Hub
 - a. Provide initial funding for staff + other initial operational needs
 - b. Provide office space and other administrative support for a temporary period of time
3. Leverage relationships with business, agency partners and other stakeholders to support housing + new Housing Hub organization
4. Partner w/ TTWHA and TTCF/MHC (others?) to ensure organizations are providing complementary services
5. Provide some oversight or board participation depending on organizational structure



DISCUSSION TOPICS

1. How will Housing Hub concept evolve if TTWHA's role remains as is?
2. Are there housing needs not covered by MHC, TTWHA and Housing Hub as presented?
3. How would a Housing Hub be funded over time?
4. How will MHC engage with TTWHA and Housing Hub?
5. How quickly can we act?



NEXT STEPS

1. MHC meeting on Friday, October 28th
2. TTWHA Board meeting in November to discuss strategic plan
3. NLTRA has retained a consultant to assist. Consultant will engage with TTCF, MHC, NLTRA and TTWHA which will inform evolving concept



MOUNTAIN HOUSING COUNCIL THE HOUSING HUB TIGER TEAM

**MEETING #1
JUNE 21, 2022**



MEETING PURPOSE

Provide feedback and shape the direction of a housing Hub pilot to launch within the next 6 months to a year.



AGENDA

- Welcome
- Review: The Housing Hub
- Public and Community Feedback
- Business Canvas
- Funding
- Open Discussion
- Closing



WELCOME

If you could wave a magic wand and come up with a perfect solution to our housing problems, what would it be?



THE AHA PROCESS BEGINS WITH.... THE HOUSING READINESS TRIANGLE

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





THE HOUSING HUB

TAHOE TRU
COMMUNITY FOU



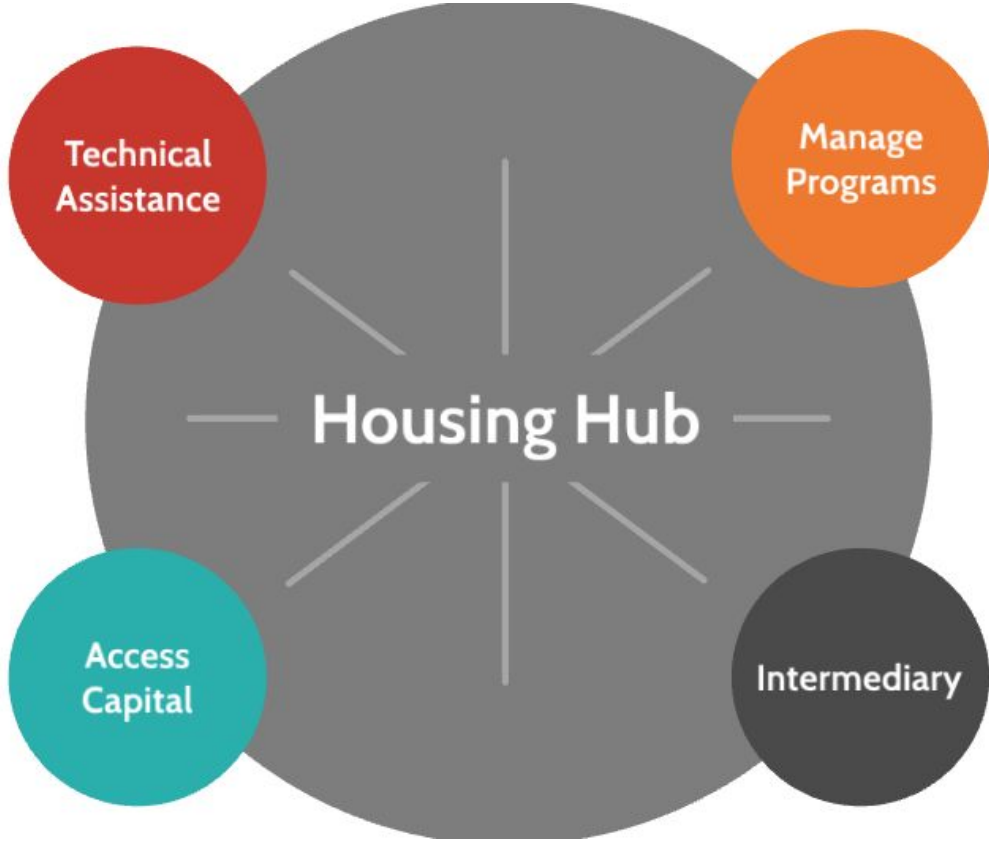
Regional Housing
Implementation
Plan →

HOUSING
HUB

Housing Projects
& Entitlement
Process →



THE HOUSING HUB





THE HOUSING HUB



Provide Technical Assistance

Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.

Manage Programs

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

Access Capital

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

Intermediary

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



HOUSING HUB



THE HOUSING HUB

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Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.



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THE HOUSING HUB

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THE HOUSING HUB





PITCH SHEETS



BROCKWAY PARCEL

GENERAL SITE INFORMATION	
Parcel APN	019-470-009/019-470-000
Parcel Address	111496 Brockway Road
Acreage	8.92 acres (388,555 Sq. Ft.)
Zoning	Town of Truckee – RM-10 (Residential Multi-Family 10 units per acre)
General Plan	Truckee
Fire District	Truckee
Water District	Truckee Donner Public Utility
Public Utility (Gas)	Southwest Gas
Public Utility (Electric)	Truckee Donner Public Utility
Park District	Truckee Donner
Regulatory Agencies	Town of Truckee
SPECIFIC SITE INFORMATION	
Maximum Site Coverage	50% maximum
Open Space Requirement	30% or in compliance with 18.46, whichever is greatest.
Maximum Building Height	35 ft. or 3 ½ stories, whichever is less
Minimum Setback Requirements	
Front	20 ft.
Sides	30 ft.
Street side	30 ft.
Rear	30 ft.
Between structures	As required by Town Bldg. Code



INCENTIVES AND FINANCING	
Incentives	Financing
Limit studies to state requirements	Deed Restriction Purchase Programs
Density bonus	Down payment assistance programs
Inclusionary housing standards	Publicly financed land donations
Dwelling unit equivalency calculation	Publicly financed off site improvements
Parking standards	Low interest public financing
Set back standards	Low interest private financing (community capital)
Road width standards	
Increase Floor Area Ratio (or coverage in the Basin)	
Fee waivers	
Process streamlining	





PUBLIC FEEDBACK

Public agencies are supportive of a regional entity that can:

- Attract capital
- Provide navigation
 - Connecting community members to housing programs
 - Supporting developers with technical assistance
- Administer Programs



COMMUNITY FEEDBACK



Community Housing Solutions

- Do you agree there is a need/place for all of these type of housing in our region? - What would make this housing type more or less successful in Truckee/ North Tahoe? - Can you imagine yourself, a family member, friend, colleague, or neighbor living in one of these types of housing?

Detached single family



3

Yes, need for detached SFR housing needed.

1

No more SFR, Truckee is already 85% SFR

1

Increased development of detached single family means increased sprawl. If done, should only be done on previously developed parcels.

0

Yes there is demand for detached single family homes. Truckee needs entry level single family detached units. We don't have any "starter homes" and we are not planning for starter homes that will allow the

Townhome/Duplex



5

Sample Comment: We need more duplexes in our community so more people can afford to live in our beautiful residential neighborhoods. I could see my family living here with our pets and gear.

2

Duplexes are great for families looking to enter the housing market. We should support policies that encourage townhome/duplex conversions from single family parcels.

5

We definitely need more higher-density housing, especially in the entry-level market segment.

0

ADUs/ Tiny Homes



4

Sample Comment: ADUs are a win-win. Homeowners can use or rent their property while ALSO providing housing to the local workforce.

3

yes I agree there is a need for all of these housing types. I would love to be able to come back to Tahoe and live in an ADU

1

Totally agree ADUs are a win/win - great for longterm renters, great for homeowners who need to supplement their income to remain in the community

2

ADUs and Tinv Homes are

1-4 story multifamily



4

These types of house don't necessarily fit with the "typical truckee lifestyle" as there is a heavy need for storage space

1

the most effective way to increase units while building local communities within each complex and preserving undeveloped land in the community.

1

Seems most practical and economical.

0

An important option for increasing housing inventory and affordability without increasing sprawl

Mobile home communities



0

Mobile home communities

Mobile homes are a model for keeping people in poverty. The land lease model of mobile home parks prevents upward mobility. They should never be built again. Tiny homes are much better.

2

Sadly, these are the source of most low income workers in our community today. There are few other options so this is what is often left.

0

At rental rates for the lot exceeding \$1K per month this doesn't seem like a great option for entry level.

0

I live in Coachland, been here 15 years and having

Supportive Housing



1

There is a need for supportive housing units for community members who may have a serious mental illness or disability and need extra support from case managers.

1

some residents in our area are unable to work due to physical/mental disabilities. We have an obligation to find places for them to just live and avoid their inevitable homelessness due to limited income.

2

Providing housing for people who need support costs communities much less than the costs that are incurred when people live on the street

Other



2

Would love to see cottage villages with shared space in the center.

5

micro units with cluster design for our millennial folks who don't need a larger place to live.

2

need more for-sale, deed-restricted homes under \$600K or under \$500K. new land use planning needed to make this easier...i.e. ownership units in MF zones.

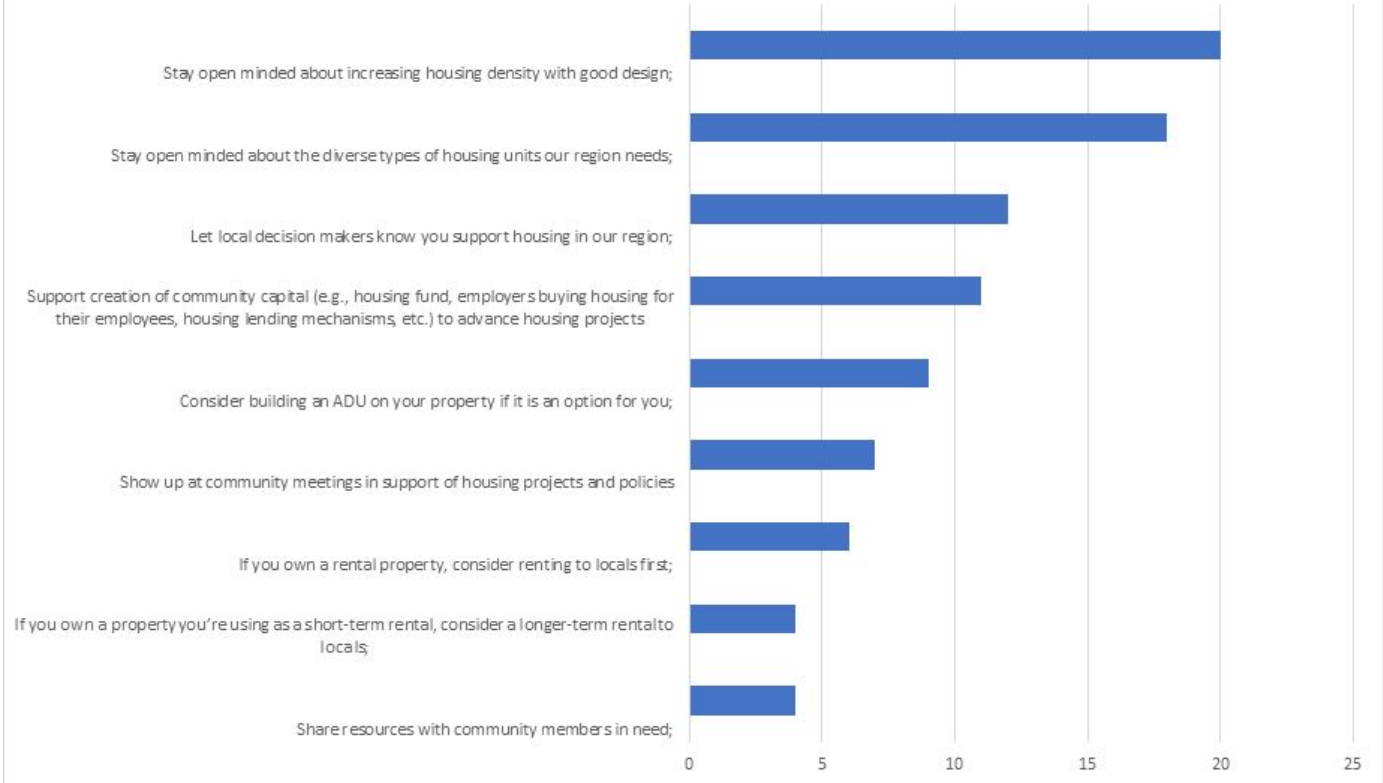
0

I love the idea of an ADU village community, just require residents to live there full time so it doesn't become a second home



COMMUNITY FEEDBACK

Which of the following community action strategies do you think can have the biggest impact on addressing achievable housing for all in our region? Pick your top three (3).





HOUSING HUB BUSINESS CANVASS



The Hub Business Model Canvas

External/Inputs

Partners
What are your key partners to get competitive advantage?

- Advocates
- Developers
- Land Owners
- Community Capital

Coordinate With
What are your key partners to get competitive advantage?

- Community Capital
- Public Outreach
- TTWHA
- Jurisdictions

PEST
What are your barriers to overcome?

- Timeline of Planning Processes
- Development Costs
- Community Social License
- Technology Adoption

Key activities
What are the key steps to move ahead to your customers?

- Communications
- Create Community Transparency
- Secure Intermediary to Community Capital
- Secure Intermediary to Community Capital
- Land Use Inventory
- Key Site Pitch Sheets
- Leadership Commitment

Key resources
What resources do you need to make your idea work?

- Property Inventory
- Access to Capital
- Leadership Political Will
- Supportive Policy
- Developers Code Flexibility
- Experienced Key Staff
- Jurisdictional Staff Support

Cost Structure
How much are you planning to spend on the product development and marketing for a certain period?

Year 1: \$300k seed capital
Year 2: \$250k
Year 3: \$250k

Staffing: 80%
Marketing: 10%
Advocacy: 10%

Social Value Propositions

To Address Shortage of Achievable Housing Utilize Site Inventory to Shorten the Timeline Between Project Iteration and Occupancy

Focus on Mid to Small Sized or "Incremental" Development

Process Streamlining & Project Readiness

- Communications
- Intermediary to Jurisdictions
- Intermediary to Community Capital
- Direct Technical Assistance
- Code Making
- Grant Writing
- Policy Advocacy
- Local Planning Network

Revenue Streams
How much are you planning to earn in a certain period? Compare your costs and revenues.

Internal/Outputs

Mgt. Strategy
Joint Venture TTCF/SBC/?
Fiscal Sponsor TTCF

- Soft Skills: Diplomacy, Trust, Network, Political Savvy, Strategic Foresight

- Technical Skills: Real Estate Finance, Planning/Development, Project Management, Regulatory Compliance, Tax Credit

Channels
How are you going to reach your customers?

- Free Media Plan
- Partnerships w/ Jurisdictions
- Outreach to Developers/Landowners
- Partnerships with Prof Networks
- Community Outreach

Key Stakeholders
Public Sector
Placer County
Nevada County
Town of Truckee

Private Sector
Local Employers
CATT
Professional Networks
Landing Locals

Nonprofits
TTWHA
Mountain Area Preservation
Mountain Housing Council
NLTRA
Truckee Chamber
Downtown Associations
Destination Marketing Assoc.

Community Capital
Martis Fund
TTWHA
TTCF

Year 1: \$300k Philanthropic
Year 2: \$250k Blended
Year 3: \$250k Earned

- Start Up: TTCF/M/SBC
- Earned Income: TA from Developers, Grant Writing, Pay for Performance
- Public Sector Fee on Community Capital

- Initial work products:
1. Policy Tools Tracker
 2. Site Identification tracker
 3. Community Outreach Tools
 4. Site Selection Top 5 Pitch Sheets



THANK YOU!





**Mountain Housing Council
Housing Hub Meeting #4 Summary
Tuesday, November 29, 2022**

Attendees: Amy Kelley, Kristina Kind, Emily Vitas, Lynn Baumgartner, Samir Tuma, Tom Murphy, Kristi Thompson, Jackelin McCoy, Nancy Costello, Sache Cantu, Patrick Flora, John Falk, Shawna Purvines, Tony Karwowski, Nick Martin, Scott Keith, Chris Romero, and Karolina Scarcia

Facilitation: Erin Casey

Meeting Purpose: Discuss the evolved vision of the Housing Hub, fold in partners with new information and ideas, and hopefully answer questions and fill in gaps from the original concept with the intent to bring this concept into implementation within the next 6 months.

Topic	Discussion	Next Steps
Funding Source Update	The CAP Committee scope expanded to include housing for TOT allocation. This is in addition to other housing funding sources, such as Placer County TOT funds through the NLTRA's recently formed TOT Committee, Placer County TOT funds (housing is an eligible use and this fund is permanent as of June 2022), TBID, TTCF, and Martis Fund.	
Updated Housing Hub Concept	Erin presented an updated Housing Hub concept that complements the evolving capacities of partner agencies. The four main roles of the Housing Hub have shifted from the original concept to provide technical assistance, manage programs, access capital, and be an intermediary to an updated concept that primarily functions to work with developers and land use agencies to provide land use/pre-entitlement support; promote housing programs and projects; identify, educate and inform; and collaborate and convene.	

	<p>The biggest change in the updated Housing Hub concept is that it will no longer include the roles of managing programs or being an intermediary. This is because these roles would potentially shift to be a function of the JPA. The JPA's Board is expected to approve its strategic plan in January, which would expand program support and navigation to the entire workforce and establish a 501c3 housing fund for housing acquisition and revolving loans, essentially taking on these two roles. Both organizations will work in partnership leveraging community capital.</p> <p>The group engaged in a robust discussion about the updated concept. Here is a summary of the discussion.</p> <p>Provide Land Use/Pre-entitlement Support (Guide developers through the pre-entitlement process from project proformas and housing incentives to permitting, community engagement activities and agency relationship building):</p> <ul style="list-style-type: none"> ● Everyone is in agreement that this is necessary. <p>Promote Housing Programs + Projects (Remove barriers and increase tools for policy and code changes that increase housing production and support housing programs and projects through public outreach, engagement, and advocacy activities):</p> <ul style="list-style-type: none"> ● Advocacy Activities: <ul style="list-style-type: none"> ○ Tom maintained that the HUB shouldn't advocate for any one project. ○ Emily suggested that we could set up criteria for specific project advocacy and the nature of the advocacy (ie. pro housing vs specific project that serves the workforce). ○ Samir noted that TBID dollars are controlled by businesses and can be used for project advocacy. However there is an understanding that the co-mingling of private and public dollars wouldn't allow for this. ○ Kristi would like to see a well-funded effort to get the developers/community to show up at meetings/give feedback to the land use agencies. CATT currently does this but is limited by volunteer timeframes and developers don't want to speak out for fear of having their projects stalled/denied. 	<p>Create a side by side comparison of each entity (the Hub, MHC, and the JPA) and their future roles.</p>
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	<ul style="list-style-type: none"> ○ Patrick suggested wording to promote a culture change within land use agencies away from regulation. ● Program Role: <ul style="list-style-type: none"> ○ Tom stressed that contracted program management is still a critical need that isn't being addressed across the region; ie. deed restrictions. <p>Identify, Educate + Inform (Share available resources with developers including funding options, incentive programs, and other housing-related information. Share innovative housing solutions with land -use agencies):</p> <ul style="list-style-type: none"> ● John made the point that we should introduce our own ideas in addition to sharing housing solutions from other regions. <p>Collaborate and Convene (With regional stakeholders, partners and housing developers to address challenges, discuss solutions and strategies to bring workforce housing solutions to the community):</p> <ul style="list-style-type: none"> ● Samir said this role is more of a subset on how we will do some of the community work under promoting housing programs and projects. ● The Hub could create the policy and reports. ● Does the Hub take on activities that were a success in MHC? Is this a duplicate function of MHC? 	
Truckee Tahoe Workforce Housing Agency DRAFT strategic Framework Update	<ul style="list-style-type: none"> ● Keeping the JPA structure while incubating a 501c3 Housing Fund. ● The JPA has 6 strategic plan targets in 5 years. <ul style="list-style-type: none"> ○ Create \$10M worth of new financing tools to accelerate workforce housing solutions ○ Facilitate development of at least 75 workforce housing units on public agency owned land ○ Incentivize the development and/or acquisition of workforce housing on privately owned land ○ Acquire at least 24 units of existing housing stock for immediate and long-term workforce housing needs. ○ 1000 employees: Expand housing programs, such as master leasing and concierge services, to serve 200 employees per year, including member employees and other qualified employees. 	

	<ul style="list-style-type: none"> ○ Coordinate state advocacy efforts to increase funding for workforce housing needs beyond tax-credit levels. ● Final step is to approve the plan at the Jan Board meeting. They are in the process of developing guidelines of 501c3 and housing solution fund. 	
Housing ecosystem address housing needs	<p>General Feedback:</p> <ul style="list-style-type: none"> ● John thinks it's advantageous to have a decentralized hub. Supportive of it. Thinks going the right direction having JPA fill in the gap. ● We need to clarify the problem or the need of the Hub. Make sure that we communicate that we are focusing on the missing middle because that is where there isn't funding for this area. We have pathways to build housing but it's going to second homes. ● Patrick- it's going to take subsidies and incentives to get workforce housing built. Market rate has to be part of development to get the workforce housing to pencil. ● Lynn wants to be sure that we are being realistic and aligning expectations with what can be done in the code as it is. ● Nick suggested that we be specific with clearly defined roles and that we be careful not to be too broad so we can have early successes. 	
Next Steps	<ul style="list-style-type: none"> ● Expand on Housing Hub concept to include; <ul style="list-style-type: none"> ○ Governance ○ Funding ○ NLTRA incubation ● Meet with stakeholders to finalize Housing Hub concept ● Present updated concept to NLTRA board and other stakeholders (TTCF board, TTWHA board, Tiger Team, broader community, other) 	
Next Meeting		TBD



**Mountain Housing Council
Housing Hub Meeting #3 Summary
Tuesday, October 25, 2022**

Attendees: Amy Kelley, Kristina Kind, Emily Vitas, Erin Casey, Lynn Baumgartner, Samir Tuma, Tom Murphy, Kristi Thompson, Scott Keith, Steve Frisch, Heather Rankow, Jackelin McCoy, Nancy Costello, Sache Cantu, Ben Mills, John Falk, Shawna Purvines, Tony Karwowski

Facilitation: Stacy Caldwell

Meeting Purpose: Discuss the original vision of the Housing Hub, fold in partners with new information and ideas, and hopefully answer questions and fill in gaps from the original concept with the intent to bring an update to partners at the quarterly meeting on October 28th. We are at a juncture where political will is lining up with available new funding sources to move this concept into implementation.

Topic	Discussion	Next Steps
Framing of Housing Hub	<ul style="list-style-type: none">• The Housing Hub was embedded in MHC’s Regional Housing Implementation Plan published in 2021. A proposed Housing Hub would provide a set of services that would help speed <u>achievable housing projects</u> from ideation to breaking ground by using a set of resources and tools (pitch sheets, incentives, etc) to speed up individual projects through the entitlement process by working directly with the developer (<u>mid-to-small developer</u>) and the jurisdictions and by connecting these projects to community capital.• This is an entrepreneurial, innovative opportunity for the community that will require iteration and the tools, resources and leadership of partners on this Tiger Team.	
Capacity Growth and	<ul style="list-style-type: none">• The Martis Fund, Sierra Business Council (SBC), and the Tahoe Truckee	

<p>Readiness for Implementation</p>	<p>Community Foundation (TTCF) have been committed to the Housing Hub's implementation as part of the recommendations from the Regional Housing Implementation Plan. Since then, new partners, that include the North Lake Tahoe Resort Association (NLTRA) and the Truckee Tahoe Workforce Housing Agency (TTWHA), have joined in and voiced their resources and support.</p> <ul style="list-style-type: none"> ○ TTWHA hired a consultant to develop a strategic plan that may impact the scope of the Housing Hub. ○ NLTRA is transitioning into a destination stewardship organization. It has committed to <u>housing for the region</u> and <u>housing advocacy</u> in its campaign to pass the Tourism Business Improvement District (TBID). By passing TBID, there will be approximately \$2M/year to allocate to housing programs and community needs. It also frees up approximately \$4M/year in TOT funds for housing, transit and infrastructure. 	
<p>Housing Hub Local Capacity Inventory</p>	<ul style="list-style-type: none"> ● Samir, Seana, Stacy and Erin did a <u>needs-gap analysis</u> to compare housing needs (the columns) against housing-focused efforts/services by local agencies (the rows) to align potential roles of the Hub with existing capacities in the region. <ul style="list-style-type: none"> ○ Orange boxes in the bottom row represent where there are needs/gaps or where we could enhance services. ○ In the bottom row, "Know" means understanding the housing needs for example incentive programs not implementing them or understanding the different funding streams available and not necessarily holding the funds. ○ The list isn't exhaustive and partners were asked to fill in any missing capacities that were missed. 	<p>Review spreadsheet, If there is something on this list missing, let Kristina know.</p>
<p>Truckee Tahoe Workforce Housing Agency DRAFT strategic Framework</p>	<ul style="list-style-type: none"> ● The TTWHA has expanded from its original 4 agency membership to 7 public agency partners, serving 2,300 employees. Since March, they have been in a strategic planning process to determine how to better serve member employees (80% AMI and above) as well as the whole community and generate enough funds to acquire housing. ● At a recent Board Meeting, the Board approved moving forward with an <u>expanded financial structure</u> to support efforts to serve the broader 	

	<p>workforce than member agencies and generate the funds needed for housing. TTWHA staff now have the next 4-6 weeks to do due diligence. The strategic plan will need to be approved in November.</p> <ul style="list-style-type: none"> ○ The expanded financial structure to support workforce efforts would be to create <u>a new 501c3 workforce housing fund</u> that would serve the workforce in two ways: 1. <u>revolving loan fund</u> to help with pre-entitlement developer assistance (Agnew Consulting talked to 7 developers in the strategic process and they all said that they need funding to get started) and 2. <u>acquisition</u> of existing units for general workforce access. <ul style="list-style-type: none"> ■ There are soft commitments of \$10 M in the first 5 years for this fund. ■ TTWHA would still retain its model (and Accelerator Fund) to continue to run existing programs, education, etc. to specific employees with potential to expand to the broader workforce. ○ This financial structure of two funds is needed to unlock all of the partner agency dollars as some can only give to 501c3 organizations and some can't. ○ 6-9 mo. timeline 	
<p>Revised Housing Hub Concept Details</p>	<p>If the TTWHA role expands, financial tools would be available for projects that serve the entire workforce and not just member organizations.</p> <p>Revised Housing Concept Details. The biggest change from the original concept of the HUB would be the expansion of policy to local and the addition of program and project advocacy.</p> <p>Samir shared that there are two areas of focus in implementation in which he can see TTWHA and NLTRA playing a role. NLTRA could be best at focusing on the small-medium size developers and assisting them and advocating to get units built; and TTWHA could focus on supporting the workforce and helping them find housing while acting as a source of funds through a revolving loan fund.</p>	<p>Partner agencies looking to play a role in launching the effort will meet independently before the next Hub meeting on 11/29 to take a look at their agency's capacity and funding and how it all fits</p>

		together to form the Hub. They will bring a report back on the 29th.
Parking Lot: Workforce Definition	<ul style="list-style-type: none"> • The group spent time discussing the need for a single workforce definition across the region- a definition that is broad enough to support state advocacy and land use policy. It was recommended that the broad definition not be tied to AMI and that AMI could instead be set at the programmatic levels. • Stacy suggested that a revised “achievable” definition could be constructed through the MHC platform. We did not resolve how to do it through MHC. For example, we discussed starting to construct the definition at a quarterly meeting and then narrowing it down through a smaller team or vice versa starting with a smaller team and passing a definition at the larger meeting. 	
Next Meeting		November 29, 3-5 PM



HUB Tiger Team
Meeting #2- Meeting Summary
 July 13, 2022

Facilitation: Steve Frisch, and Tara Zuardo

Attendees: Amy Kelley, Jill Sanford, SACHE Cantu, Stacy Caldwell, Emily Vitas, Emily Setzer, Patrick Flora, Kristi Thompson, Seana Doherty, Tom Murphy, Nancy Costello, Heather Rankow

Goal of this Meeting: Walk through the Business Model Canvas framework for the housing hub. The Canvas is a tool developed by Stanford University and is used by the Sierra Business Council in its small business center to help individuals think through their business model before creating a full business plan.

Agenda Item	Discussion	Next Steps
Social Value Proposition: What is the value you want to provide? Who do you plan on serving?	<ul style="list-style-type: none"> ● The business model canvas defines the social value proposition of the hub as “to address the shortage of achievable housing utilizing site inventory to shorten the timeline between project iteration and occupancy”. <ul style="list-style-type: none"> ○ One of the overarching goals of the housing hub is to get to 10 sites in 10 years. ○ SBC believes that the housing hub fills a social role rather than a technical role as it was defined in the Regional Housing Implementation Plan, the housing tools (site inventory, the matrix of housing programs/finance options as well as pitch sheets) help a land owner and developer 	MHC test assumptions regarding duplication and that it is indeed responding to a gap in the system that isn’t getting filled through existing capacities. Could MHC develop a white paper called---Policy + Incentives to Encourage Achievable or Workforce Rental Projects and outline all of these ideas in one place so that staff could reference.

	<p>understand what is possible on a site and as a result setting up a project to be pitched with greater success.</p> <ul style="list-style-type: none"> ■ Services provided here aren't architectural/engineering. Instead it's about the systems we have in place to speed up the project itself ■ Facilitating connections to the technical side but there is also the navigation of navigating politics and relationships with local funders. <ul style="list-style-type: none"> ● Partners spent a lot of time discussing the value of the housing hub and who it might serve. There is still concern that the hub would provide a free service to developers that is duplicative of professional services being already provided by other entities. ● Semantics matter. Don't recommend using the verbiage technical assistance ● We also spent a lot of time discussing the role of being an intermediary to community capital. <ul style="list-style-type: none"> ○ These are parallel tracks ○ Partners voiced that this is a priority and that a crucial need is for a regional trust. ○ To be clear a function of the hub would be to acquire public (state and federal) funding for projects. 	
Customer Segments	<ul style="list-style-type: none"> ● The three main customer segments are landowners, developers, and the jurisdictions. <ul style="list-style-type: none"> ○ Jurisdictions: The housing hub could manage a down payment assistance program or tracking region deed restrictions for the jurisdictions. 	<p>Agreed that we need to have developer criteria in the business plan as we need some insurance that developers are going to follow through with an achievable housing project. We still need to</p>

	<ul style="list-style-type: none"> ○ Developer: We spent a lot of time discussing who we are trying to serve. 	think through stipulating deed restriction and if the project should be 100%, 50% etc.
Key activities:	<ul style="list-style-type: none"> ● Partners also spent a lot of time discussing the need for advocacy. The role of advocacy in the Hub is still unanswered. Some partners suggested that we need a 501c4 that can do it (Seana gave an example of this in Jackson, WY (https://shelterjh.org/)). Other partners suggested that we keep the social proposition as simple as possible. SBC can engage in advocacy and we can be a conduit to CBOs who could advocate on behalf of code amendments or projects. 	Add: Zoning code requirements.
Partners:	<ul style="list-style-type: none"> ● Community isn't listed as a partner because it is too ambiguous to identify here. Intent of communication is to be in regular contact with the community. 	Add architects and engineers.
Pest:	<ul style="list-style-type: none"> ● Cost financing, inflation, cost of materials are all barriers that are out of the Hub's control. Listed here is what is in the Hub's control. 	
Mgt. Strat/Staffing	<ul style="list-style-type: none"> ● This is a list of desired skills for this position/hub staffing. We are aware that it is going to be difficult to fill. We will need to be a community member who is altruistically motivated. ● Envisioned to be a joint venture between SBC and TTCF. Joint venture. Likely have its own Board. 	

Revenue streams:	<ul style="list-style-type: none">● Funding to operate the housing hub will be secured through philanthropic sources in year one. Year 2 and 3 could include some earned income. Earned income model after year 3● Agreed that we shouldn't launch the housing hub until the capital for year 1 and 2 is raised.● TTCF and SBC will contribute funding for year one and two but there is still a \$300K gap.	
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HUB Tiger Team Meeting #1- Meeting Summary June 21, 2022

Facilitation: Stacy Caldwell, Steve Frisch, and Tara Zuardo

Attendees: Emily Setzer, Amy Kelley, Jill Sanford, Sache Cantu, Tom Murphy, Seana Doherty, Stacy Caldwell, TNancy Costello

Goal of this Meeting: Provide feedback and shape the direction of a pilot Hub to launch within the next 6-12 months

Agenda Item	Discussion	Next Steps
I. Review: The Hub	The Tiger Team reviewed the housing hub as defined in the regional housing implementation plan . The hub will be an iterative process that works with housing developers and entitlement agencies to maximize and speed up housing production through tools (like the pitch sheets) and innovative policy.. A goal of the hub is to bring housing to ten sites within ten years.	
Open Discussion around the need and role of the hub	The Tiger Team spent a lot of time discussing the need for a regional hub, who would be the key customer/stakeholder, and the essential functions of it.	

	<p><u>The Need/Role of the hub:</u></p> <ul style="list-style-type: none"> ● There was consensus that there is a need to speed up the entitlement process. ● Discussion focused on whether or not the hub is a duplication of the work of agency staff planners or architect and engineer firms. <ul style="list-style-type: none"> ○ Steve and Stacy articulated that the hub is in addition to the existing capacity/roles. <ul style="list-style-type: none"> ■ It would bring projects to predevelopment meetings closer to ready, shortening the timeline to approval. ■ The hub would link together community readiness and funding sources, acting as a “facilitator”, “liaison” or “holder” of the <u>FULL</u>* process from beginning to end. *It’s important to note that many projects fall through between approval and proformas and that market forces can create roadblocks in a project. And that securing funding is a simultaneous process from the beginning. ○ Not every developer has access to engineers, planners, or consultants, especially achievable housing that we hope to bring to bear. ○ The hub would be able to facilitate political buy-in, show developers community readiness/support (for ex. It is appealing to developers that 	<p>Bring the Hub back to MHC partners (potentially at the July quarterly meeting) and present the value proposition of the hub. We discussed presenting the business canvas, introducing a role playing activity to showcase the potential pitfalls and successes in the entitlement process through a developers eyes or inviting Chris Romero to speak.</p>
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	<p>there is a coalition willing to work with them to build housing),</p> <p><u>Who:</u></p> <ul style="list-style-type: none"> • The primary stakeholder is smaller-to-mid-size developers who need assistance navigating the different stakeholders (where to go) and processes. However it doesn't preclude market rate developers getting into workforce housing or large developers either. • Project start and end dates: Fall 22-24\ • We need to develop a full work/business plan to determine who will do what, including key milestones and timeline • Project evaluation pending full business plan. 	
II. Public agency and Community Feedback	<ul style="list-style-type: none"> • The hub doesn't define a role connecting community members to housing programs. <ul style="list-style-type: none"> ○ More discussion is needed if this should be a key function/role. 	Important that the jurisdictions are part of theHub to have skin in the game.
III. Business Canvas	<ul style="list-style-type: none"> • See attached for pdf of the business canvas • Additional inputs to consider: <ul style="list-style-type: none"> ○ output to developers (how many hours do they get?), ○ add communication as a skill for management ○ Consider a model that provides core services and then brings in contractors/expertise as needed 	<ol style="list-style-type: none"> 1. Reevaluate and work on the business canvas at our next meeting. 2. Vet business plan and launch over the next 6-12 months.
IV. Funding	<ul style="list-style-type: none"> • Pilot would be subsidized. Once off the ground, we can build a revenue model. 	

	<ul style="list-style-type: none"> ○ The value is ten sites across the finish line. ● Currently TTCF has raised \$140K in seed funding from private donors. Would like to have two years of funding to be able to prove the pilot. 	
VII. Closing: Who is Missing?	<ul style="list-style-type: none"> ● Immediately <ul style="list-style-type: none"> ○ Board of Realtors ○ CATT ○ Jurisdictions ○ Potential customer- the developer (invite Chris Romero) ● In the future <ul style="list-style-type: none"> ○ connect with funders 	
Next Meeting		July 13th, 3-4:30 PM



Housing Hub

A Social Enterprise for Achievable Housing

With the objective of illuminating and demonstrating a process that results in achievable community housing, it will be critical to ensure that the process is easily repeated, lessons learned translated into guidance for future use, and the professional capacity built is structurally integrated or permanent. In short, a repository for the process is needed. The MHC "Housing Hub" will act as such a repository. Incubated by MHC, **the Housing Hub will act as an ally to development, providing technical assistance and problem solving for landowners interested in building workforce housing and facilitating community outreach to bring neighborhood input into the design process earlier and ensure that the needs of the developer, the jurisdiction, and the community are met.**

Role and Position of Housing Hub



The Housing Hub primary focus will be the knowledge of the various agencies involved in the development process, eligibility for a range of federal, state, and local funding programs, the site- specific history of local development efforts, interpersonal relationships with the relevant jurisdictions as well as regular contact with the development community. The Housing Hub will produce materials like checklists and toolkits to help stakeholders understand, organize, and expedite various aspects of the development process. But the real value of the Hub will be its experienced, well-connected staff who can **act as an advocate for development and liaise with both the public sector and the community in order to help developers overcome regulatory barriers, fill funding gaps, and address the concerns of neighbors.**

Another equally critical role of the Housing Hub is that of preserving and expanding access to the existing supply of housing in the region. This work might entail encouraging programs that facilitate the conversion of short- term rentals to long term rentals, monitoring the conversion of permanent housing to transient housing, establishing a fund for acquisitions, establishing a regional rent relief fund, and other anti-displacement measures. The Housing Hub may pursue these efforts through developer technical assistance and access to capital, through the management of defined programs, through community communication support, and, in general, as an intermediary that may hold land, property, and/or dollars for deployment on projects or programs.

Responsibilities of Housing Hub



Provide Technical Assistance

Through technical assistance, the Housing Hub will work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements. It is envisioned that ultimately the Housing Hub will maintain a portfolio of pitch sheets for sites across the region that jurisdictions have identified as housing-ready.

The role of the Housing Hub will vary dramatically by site as each site will present a unique set of challenges depending on ownership, environmental requirements, infrastructure needs etc.

Technical Assistance

Work directly with developers to match interest with sites, match product to cohort and needs, help navigate the development process, negotiate concessions and incentives, and help secure entitlements.

Manage Programs

The Housing Hub will be positioned to manage a strategic suite of programs, including ADU, DPAP, Deed Restriction, Rental Assistance, Anti-displacement, etc.

Manage Programs

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



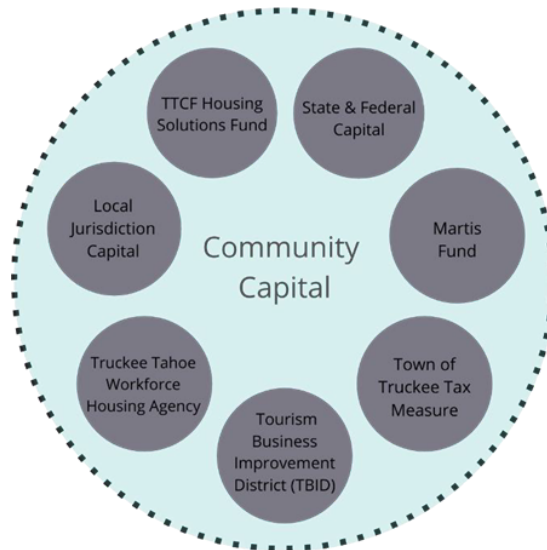
Access Capital

The Housing Hub will work directly with developers on securing sources of public and private capital. Examples may include local capital from jurisdictions, from the Truckee Tahoe Workforce Housing Agency, the Martis Fund, and state and federal sources.

Access Capital

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

Community Capital in the Region



Serve as Intermediary

As an intermediary, the Housing Hub will hold land, property, or dollars for deployment on projects or programs.

Intermediary

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

Moving Forward:

The practical realities of establishing a Housing Hub include making several operational and financial determinations, which may include the following:

- Develop a business proforma that identifies a hybrid model as a social enterprise. The service and alignment with community informed Mountain Housing Council objectives can be supported by State grants, community institutions and donations. However, there are opportunities for fee-based activities, such as monitoring and regulating deed restrictions. We believe a blended revenue stream will set it up for success.
- Determination of whether the Hub should be housed within an existing entity or established as an independent entity. If it is to be housed within an existing entity, identify a parent entity or fiscal sponsor, likely among MHC's partners. Partners see the next two years as a pilot phase in which MHC can oversee the start-up aspects of the business plan and ensure that it is set-up to serve the community.
- Exploration of ongoing and one-time grant funding available to support the Housing Hub. TTCF will work to find funding opportunities that can see fund the
- Development of the Housing Hub work plan based on the [Regional Housing Implementation Plan](#).



3) 2023 Policy Platform



2023 Mountain Housing Council Policy Platform

The goal of the Mountain Housing Council (MHC) Policy Working Group is to increase opportunities to build achievable and affordable housing in the North Lake Tahoe Truckee region. Policy is one tool to improve the conditions necessary to build housing.

The Policy Working Group will build on the data and strategies developed as part of the 2016 Regional Housing Needs Assessment, the 2021 update of the Regional Housing Needs Assessment, the 2021 Regional Housing Action Plan, and outreach and coordination with other statewide housing advocacy organizations to establish targets for action, through the development of a regional policy platform.

The MHC Policy Platform (Platform) establishes the objectives of the MHC's Policy Working Group and the related priorities and interventions the team will use to address the achievable local housing problem in the Tahoe-Truckee Region. The Platform is a document approved by Mountain Housing Council members and lays a framework for how the Policy Working Group proposes to represent the region in its advocacy efforts in both broad categories and specific issues. This allows the Working Group to recommend formal positions on legislative and administrative proposals and act efficiently as opportunities arise.

Principles

The policy platform is based on a set of core principles or understandings to advance its work.

- We seek to support policy that will increase the supply of affordable and achievable housing and advance housing equity
- We seek to increase access to housing for local workers and residents as established by the MHC definition of achievable local housing that includes the range of unmet housing needs in the region from those who are unhoused up to middle-income salary earners.



- We seek to increase access to a wide range of housing types--from Accessory Dwelling Units to Single Family Residential, to small scale multifamily 2-4 units, to Multi-family housing
- We seek to reduce homelessness by supporting housing and services to serve the unhoused community
- We seek to retain existing affordable and achievable housing, including existing affordable housing and affordable by design housing such as secondary units and mobile home parks, and the development of a wide range of tools including deed restrictions to retain that housing
- We seek to advance and encourage a planning, zoning and permitting environment that is clear and predictable to the applicant and can enjoy broad based support from local jurisdictions implementing those policies

What is the achievable local housing problem in the North Lake Tahoe Truckee region?

Affordable housing is a crisis facing the nation, the state, and the Tahoe-Truckee region. The North Tahoe-Truckee region has a population of more than roughly 30,000. On holiday weekends, those numbers swell to around 100,000. For full and part-time residents as well as vacationers, there are 34,191 housing units – mostly single-family homes built before 1979. Around 60% of them are vacant for more than half the year.

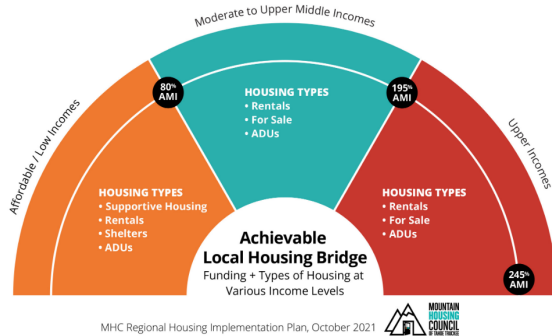
Those looking for long-term housing in our region and existing local residents are struggling to find housing in our community - with estimates showing a potential shortfall of more than 9,528 units to serve the local workforce. Teachers, firefighters, police officers, business owners, and many more can no longer afford to live in the region. They are forced to move away or live elsewhere and commute, leaving employers unable to find staff, emergency responders struggling with response times, and a rippling impact on our region's economy, environment, culture, and vitality.

To address this shortfall, the community needs to increase the number and diversity of available new and old units to preserve an adequate portion of our housing stock as workforce housing, and to help people move from renting to homeownership. The Policy Working Group seeks to be proactive and maximize the ability for the Tahoe-Truckee



region to capitalize on policy solutions proposed and enacted at the state and federal level.

The Working Group will support policies that address all income levels defined as “achievable local housing” as shown below and described in the MHC’s 2016 Policy Brief titled “Achievable Local Housing”. County 2022 AMI) for family of four: Nevada \$98,400 Placer \$102,200 El Dorado \$102,200



How Does the Policy Working Group Seek to Achieve Its Goals?

The Policy Platform objectives for advocacy outside of the region will help the team complement the Mountain Housing Council’s work within the region. These objectives correspond to barriers to achievable local housing that cannot be changed at the local level but are changeable at the state or federal level.

This document outlines the objectives of the Policy Working Group. A separate complementary document, called the “Annual Work Plan”, will be developed in January of each year and will identify and describe the Working Groups positions on specific pieces of legislation, administrative actions, and funding programs for that year. Positions on these activities will be informed by and consistent with this Policy Platform.



The Annual Work Plan will be updated periodically throughout the year as proposals evolve or are introduced.

The Policy Working Group will strive to make decisions on the Annual Work Plan and any updates to it through a consensus model, facilitated and documented by the facilitator of the group (Sierra Business Council), with the following understandings:

- The definition of consensus spans the range of: strong support to “I can live with it.” Any of these statements by Working Group members constitutes consensus.
- Many Policy Working Group representatives cannot act independently on behalf of the agencies and organizations that they represent. Therefore, official communications of MHC policy positions will also include language recognizing that the position conveyed is the general consensus of the MHC but does not necessarily reflect the official endorsement of every MHC participant. When the Policy Working Group uses a vote to determine a course of action, the meeting notes will reflect the voting detail of those who approved, opposed and abstained.
- This decision-making process will encourage the early articulation of concerns, which maximizes the chance of understanding and accommodating the views of all parties.

The Policy Working Group will use a variety of public outreach and education channels to deliver its message. The primary method will be verbal and written communications with legislators, legislative staff, agency staff and in legislative hearings. In these cases the Annual Work Plan and agreements reached in the Policy Working Group on the specific positions will be represented as the direction of the group. In cases where written communications are delivered every effort will be made to have Policy Working Group members review those communications in advance with an “opt out” opportunity provided.



Anticipated Actionable Priorities

Objective #1: Build political identity and influence outside of the region. Three overarching conditions exist with regard to our region’s ability to achieve the objectives of this Policy Platform: first, the Tahoe Truckee region’s small population is a barrier to gaining political influence; second, the regions relatively high income compared to other regions of the state make it difficult to advance our priorities; third, to date, the region has not had a unified message on housing priorities when engaging with state and federal policymakers.

To counteract these three factors, a major priority of the Policy Working Group will be to build strategic partnerships with organizations outside the region and statewide organizations with similar goals to achieve our objectives. The Policy Working Group, through this Policy Platform and the Annual Work Plan, will develop unified messages and priorities so that efforts will be consistent among all Working Group and MHC partners.

As such, the Working Group supports activities that achieve the following:

1. Leverage members’ current relationships and lobbying experience. The Working Group has identified existing partnerships and lobbying relationships that will be essential to collaboration to achieve its goals.
2. Support statewide coalitions with similar priorities.
3. Coordinate and build relationships with legislators representing our region and those from outside our region with similar goals.
4. Build and maintain relationships with state agencies implementing funding programs and regulations impacting achievable local housing.
5. Build education and awareness among MHC members of local barriers to implementing state policies that could benefit achievable local housing solutions.

Objective #2: Support the implementation of the 2022 California State Housing Plan “A Home for Every Californian” released in March 2022.



In March of 2022 the California Department of Housing and Community Development released its updated 5-year statewide housing plan titled “A Home for Every Californian”. The plan includes several specific recommendations to speed the development of affordable, workforce, and achievable housing. Although there are many important recommendations in the report the Policy Working Group will focus on advancing the following:

1. Streamlining development in areas not building enough housing, through policy tools such as ministerial approvals and CEQA exemptions
2. Providing financial resources, such as grant funding, and incentives to local governments to support policy or process improvements that accelerate production of housing for all income levels
3. Allowing for missing middle housing production in formerly single-family zoning districts through state-level up-zoning legislation
4. Providing funding for infrastructure, parks, and other non-housing community benefits as a reward to cities and counties that produce and preserve affordable housing (Transformative Climate Communities; Affordable Housing and Sustainable Communities; SB 2 incentive programs)
5. Offering matching funds for cities and counties that utilize existing resources that facilitate housing investment (Local Housing Trust Fund)
6. Making grants available for income qualified homeowners to incentivize ADU construction (CalHFA ADU Grant Program)
7. Creating a permanent source of funding to subsidize mixed-income housing projects (CalHFA Mixed Income Program established by SB 2)
8. Unlocking excess state land available for affordable housing (Executive Order N-06-19)
9. Promoting community resiliency and adaptation to climate change and natural disasters within state and local strategies

Objective #3: Maintain the funding pledged in the 2021-2022 budget during the 2022-2023 budget cycle.



The 2020-2021 California state budget increased funding over previous years for housing and homelessness programs by approximately \$1.75 billion. In the 2021-2022 budget expenditures were increased by another \$1.5 billion, to more than \$10 billion, making 2021-2022 the highest proposed housing budget as a percentage of the overall budget in California state history. The budget in 2022-2023 is fluid due to a projected \$24 billion budget deficit. The Governor's proposed 2022-23 budget pares back funding in some key areas. The Policy Working Group will focus on restoring funding to a few of these key areas, or ensuring that delayed funding is secured in legislation.

Top priorities in the budget bill for our Policy Working Group would include:

1. Restore the \$250 million General Fund out of a total of \$1.5 billion General Fund to 2024-25 for the Behavioral Health Bridge Housing Program proposed to be delayed
2. Restore a portion of the \$480.7 million General Fund proposed to be delayed to \$240.4 million in 2024-25 and \$240.3 million in 2025-26 for behavioral health continuum infrastructure capacity grants
3. Restore the \$130 million General Fund proposed to be delayed for the California 25x25 Community Health Worker Initiative Grant program
4. Support maintaining \$1 billion to the Department of Health Care Access and Information to strengthen and expand the state's health and human services workforce to increase nurses, community health workers, and social workers, as well as support new individuals coming into the workforce in behavioral health.
5. Restore the \$200 million proposed to be cut from the previously approved \$500 million Dream for All to provide shared-appreciation loans to help low- and moderate-income first-time homebuyers achieve homeownership
6. Restore the \$100 million proposed to be cut from the CalHome Program to provide local agencies and nonprofits with grants to assist low- and very-low-income first-time homebuyers with housing assistance, counseling, and technical assistance
7. Restore the \$50 million proposed to be cut from the California Housing Finance Agency's Accessory Dwelling Unit Program
8. Continue to support budget allocations to the following. Programs funded in 2021-2022:



- a. The Infill Infrastructure Grant Program (\$500m);
- b. Low Income Housing Tax Credit Program (\$500m);
- c. Technical assistance to enable homeowners to access the National Mortgage Settlement Program;
- d. The Affordable Housing Sustainable Communities Program (\$426m);
- e. The Homekey Program (\$750m);

Objective #4: Change or remove policy barriers to implementing achievable local housing in the region.

There are three major barriers to achievable local housing that are of primary importance in our region. The first is access to capital, both public and private, to achieve housing goals. The second is land use regulations that restrict access to land for housing. The third is the conversion of achievable housing to high-income housing. The working group will address the first two barriers via the following:

1. Access to capital:
 - a. State funded programs
 - i. Affordable Housing Sustainable Communities program: secure increased funding and continuous appropriations for the program; maintain and seek to expand the “rural set aside” portion of the program;
 - ii. Advocate for including “rural set aside” language in the guidelines for the Infill Infrastructure Grant Program, the Multifamily Housing Program, and the Local Housing Trust Fund Program;
 - iii. Advocate for the creation of a Middle Income Housing Tax Credit Program;
 - iv. Low Income Housing Tax Credit program: intervene in the Tax Credit Allocation Committee (TCAC) Opportunity Area mapping process to expand the portion of the MHC geography scoring in the high opportunity areas; Influence criteria for affordable housing to better meet unmet demand by income and unit size



- v. Supportive Housing: seek to expand permanent sources of funding for projects serving homeless individuals and families.
 - vi. Area Median Income determination: Establish a state-recognized Truckee-specific Area Median Income (AMI) to reflect the significantly higher cost of living in the Truckee region (eastern Nevada County) compared to the County as a whole.
- b. Federally funded programs
 - i. Seek to expand access to funding through expanding access to rental assistance programs, funding for states and localities, and housing financing and homeownership assistance.
 - c. Leveraging private capital
2. Land Use Regulation:
- a. High Hazard Zones: Track and intervene in landscape oriented regulatory and policy actions across the “fire transect,” from built environment to landscape level, that seeks to limit development in high hazard zones with the goal of ensuring that appropriate mitigations are recognized and policy is developed to allow for and incentivize the transfer of development from high hazard zones to community centers;
 - b. Community Fire Safety: Identify and track needed regulatory mechanisms. Possibilities include: addressing land use and development patterns; increasing home hardening and defensible space; expanding incentive programs, and exploring insurance-based cost avoidance models;
 - c. Planning, Zoning and Development Law: Identify and track and selectively intervene in proposed new planning, zoning and land use law that will impact access to affordable and achievable housing. Possibilities include proposed legislation affecting hazard mitigation planning, climate action planning, state definitions of infill development, up-zoning single-family residential lots, accessory dwelling units, short-term rentals, insurance regulations, and conversion of affordable and achievable housing.



- d. Fire Insurance Reform: support legislation that will mandate reduced fire insurance rates for property owners that maintain fire safe properties as determined by the Wildland Hazards & Building Codes
- e. Consideration of unique climatic conditions in land use legislation: Advocate for legislation to provide high-elevation zones with reasonable exemptions to mandates that would create life safety hazards within areas with high snow loads. This could include legislation that restricts such a jurisdiction from requiring on-site residential parking, or legislation that reduces setbacks beyond the minimum distance necessary for roof snowshed.
- f. Short-term rental regulations: Support legislation that will enhance local government ability to regulate the loss of available long term housing units to the short-term rental and fractional ownership industries.

4) FY 22-23 Budget (funding partners only)



FY22-23 BUDGET (FUNDING PARTNERS ONLY)

Year 3 - Budget to Actual

	MHC 2.0 Projected Budget	Year 3 budget	Year 3 actual
<u>Income</u>			
MHC2.0 Carry-Over		\$ (30,137.00)	\$ (30,137.00)
Partner Commitments		\$ 250,000.00	\$ 188,760.00*
Total Income		\$ 219,863.00	\$ 158,623.00
<u>Expense</u>			
Project Coordination and Support		\$ 50,000.00	\$ 21,519.39
Facilitation and Project Management		\$ 70,000.00	\$ 26,423.27
Policy/Fund Development		\$ 60,000.00	\$ 22,874.59
Communications		\$ 45,000.00	\$ 12,479.71
TTCF Administrative Fee (10%)		\$ 25,000.00	\$ 18,876.00
Total Expenses		\$ 250,000.00	\$ 102,172.96
	NET	\$ (30,137.00)	\$ 56,450.04

*Three Partner payments outstanding