



Mountain Housing Council Meeting Summary Notes | Meeting #8

June 14, 2019: 8:00 – 11:00am
Truckee Tahoe Airport Conference Room

Meeting Purpose

- Feedback: Next Entity Research + Findings Report (The Housing Workshop)
- Feedback: MHC's Role at Community Meetings / Housing Forums

Summary Notes

I. Welcome

II. Partner Updates

- a) Squaw Valley | Alpine Meadows
 - Squaw Valley | Alpine Meadows signed a letter of intent with a developer on an 11-acre parcel between River Ranch and Tahoe City – they will have up to 320 beds depending on how the rooms are configured. The project will be online in the next year or two.
- b) Town of Truckee
 - Project Updates:
 - o Artist lofts project received 9% tax credit. Not sure when construction will happen. The project will provide 77 low income units of housing.
 - o Coburn Crossing: 138, market rate, local deed restricted units, hope to open late fall 2019.
 - o Coldstream Canyon: 48 units low income rentals. Site work is being done, no construction yet.
 - o Gray's Crossing: Kicked off neighborhood process with facilitator from Consensus Building Institute to bring about range of solutions for Council to review this fall with hopes of keeping locals housing moving forward.
 - Non building updates:
 - o Submitted Housing Element for review to the State. The element is part of our General Plan Update.
 - o Applying for \$167,000 dollars under SB2 funds for housing. Use to rezone key pieces of property.
 - o Town received Cap and Trade grant—using for infrastructure improvements along DPR.
 - o Town Council passed the budget for a Housing Coordinator. They



are looking to hire someone within the next couple of months.

- c) Martis Fund
 - Update on the down payment assistance program: Since 2016, \$1.5 million has been loaned. Eight families have received these loans through the Sierra Business Council. There is still \$162,000 left in the fund right now.
- d) Placer County
 - BAE will bring forth a finance strategy to the Board of Supervisors for consideration of future decisions around regional housing needs. This will help fine tune their development strategy—in other words, how much will it cost to build the inventory we need.
 - In lieu fee program: still collecting feedback. Currently, we negotiate on a case-by-case basis for affordable housing projects but want to move to a more standard methodology in the future.
 - Housing Work Plan meeting –July 9 in Auburn – folks that can't attend can stream it live.
 - We pursued funding for an ADU pilot program: successful working with Rick Stephens at the Airport to secure a \$75,000 grant which will offset half of the county and permit fees for Eastern Placer County ADUs. Challenges still include fees and deed restrictions but this pilot will help reduce those challenges.
 - Regional Plan Committee – Tahoe Basin Area Plan – this plan is being revised to include the facilitation of workforce housing.
 - Working on improving the Tourism Master Plan to include housing development. Adding housing improves tourism development.
 - Dollar Creek Crossing: So far we have had two community meetings.
- e) Truckee Donner Public Utility District
 - California has new solar energy code that will go into effect on January 1, 2020 which requires that every new development have solar panels. They are currently working with lobbyists to understand how this will ensure that the new code doesn't damper affordable/achievable development in our region.
- f) Tahoe Regional Planning Agency
 - TRPA has created a housing coordinator position. This person will work on all things housing.
 - Currently discussing short-term rentals and using MHC White Paper to inform conversation.
 - BAE did a study in 2012 to help ensure housing could be more affordable, specifically looking at developer rights and ways to convert commercial land to residential land. Policy changes are starting to happen.
- g) Family Resource Center of Truckee
 - There has been a decline in affordable mobile home units. While the



topic has been given attention in the Town's Housing Update, we need to do more.

- h) Heather Rankow | Developer's Connection (Community Member)
 - Strong Towns is a newly formed, grassroots advocacy, community action group – three meetings have taken place so far. Morgan Goodwin and Jan Holan have organized it. It is a group of concerned citizens who want to bring more awareness around housing. Their goal is to organize and show up at public meetings and advocate for projects. They are looking for support and leadership. First project they will take on is the Dollar Creek Crossing.
- i) Colin Frolich | Landing (Community Member share)
 - About 500 tenants looking for homes right now via out on-line platform. On the housing for-rent side, there are about 100 houses in the pipeline which could be a good match to rent in some capacity.
 - Homeowners are asking Landing for help with rental prices. Landing can give guidance but they can't legally recommend prices which can help impact the market in a good way.
- j) Truckee Tahoe Sanitation Agency has adopted the Mountain Housing Council Fee Policy and made changes to their fee requirements so fees are based on square footage, rather than a flat fee.

Discussion Topic: MHC's Role at Community Meetings / Housing Forums

Discussion Question: What is the role of MHC in the public process for Achievable Local Housing projects? Should MHC advocate? If so, how?

Summary of Comments:

- Gray's Crossing Community Process Example: About nine months ago, the Town of Truckee moved forward with a plan but neighbors voiced their concern and the plan caused the Town to reflect on their process. What kind of community neighborhood process could we work with? The result was a two-path process with a series of meetings of stakeholders (Town of Truckee, HOAs, developers, Henness Flats) and a mediator Gina Bartlett (Consensus Building Institute). At the end of the day, there might not have agreement, but at least we have tried to make it work. The role of MHC was to give guidance on design of the process; not give specific input on the outcome of the project nor was MHC at the stakeholder meetings. This process allows vetting to be done by a broader community and specific neighborhood meetings.
- If MHC, were to advocate for projects, shouldn't all partners have to agree?
- What are the principles that would allow MHC to advocate? Those are currently missing from the MHC structure. Maybe the group's principles need to be explicitly stated.



- What role/influence does the TTCF board have over the MHC advocacy? Would the decisions around advocacy come directly from the partners or the TTCF Board?
 - The power of the 29 partners informs this body. Coming to consensus could mean that we may not all be in favor of advocating for a specific project but we can see the greater good. How can we achieve consensus? We have 1 year left so maybe this is too much work but I think there is benefit in having an advocacy role.
- There is developer expectation that MHC will show up as an advocate.
- It could work for MHC to advocate if we speak to the need for housing and how a project helps to satisfy that need, but leaves the door open for partners that don't fully support the project for other reasons.
- MHC could come up with a set of principles that MHC representatives could always advocate for, in a broader setting. That is important as a counter balance.
- For specific projects, the principles don't quite get you there. The Next Entity will need to be the true advocate for specific projects.
- Consider where our funding is coming from because this could influence our advocacy role and cause a conflict of interest.
- The Community Collaboration of Tahoe Truckee has that list: Policy Advocacy Criteria. It helps clarify when and where we do and don't advocate. This would be helpful for MHC
- We had this conversation at the start of MHC and talked about how hard it is going to be to agree on advocating for certain projects. Having guiding principles that we all agree on would be helpful.
- There is potential conflict, MHC has credibility with policy right now. There is a tradeoff.
- We can stay at the macro level and decide on our principles. For specific projects, the partners can individually decide if they want to advocate.
- The State Advocacy Tiger team has been advocating at a high-level and we have been able to take a position on a few bills. MHC can take a similar, high-level approach.
- Advocating is important and MHC should show up at every one of these meetings – the big ones. MHC needs to have a presence. We can speak to the guiding principles without supporting the specific project.
- We actually already do have goals (as displayed on our impact placemat).

Next Steps:

- Form a Tiger Team to draft a set of guiding principles that will drive how MHC shows up at project. Also, develop a paper on positive public process for local housing, including roles around advocacy, etc.
- Bring draft concept back to MHC at Sept meeting



III. The Future of Our Work | The Housing Workshop

Presentation by Jessica Hitchcock of The Housing Workshop

Opening Comments by Jessica

- Our Process + Scope: The Housing Workshop has conducted interviews with MHC partners, and has researched and interviewed potential entities that could work in our region. Research on existing entities will be used as a framework for MHCs Next Entity.
- The effectiveness of MHC is a testament to true collaboration on a regional scale and has proved very effective.
- There are many options moving forward: a new entity could be created, many new entities could be created, or new programs could sit under existing organizations.
- Three categories that generate housing (production and preservation):
 1. Development and finance
 2. Regional policy and advocacy (pushes development and government)
 3. Government
- Gaps in Existing and Future Ecosystem
 - Lack of nonprofit housing developer
 - Need for continued regional dialogue and policy collaboration
 - Need for development champion for Achievable Local Housing
 - Need for a local sustainable housing subsidy funding source
 - Need for a third party to administer deed restrictions and/or Buyer assistance programs
- The Housing Workshop researched examples of groups that could be modeled to help fill the MHC gaps (8 groups)
- See *PP presentation for details.*

Process

Group provided feedback on the 5 different entity types presented:

- 1) Regional Professional Advocacy Entity
- 2) Regional Housing Trust Fund
- 3) Non-Profit Affordable Housing Developer
- 4) Grassroots Advocacy Entity
- 5) Entity to manage and steward deed restrictions in the region

The facilitator used a large wall to capture comments on each of the entity types including the idea of merging some of the entity types. See below for photos of the comments and workshop format.

#2

Grassroots Local Advocacy Entity

Deed Restriction Role

Non Profit Housing Entity -

Fit for Regional entity?

Important May need own entity

Key Where? Entities Now

currently jurisdiction manage

+ LTCC Developer Prop Manager

Program of Next Entity?

Let market show up

Not needed

Limited to 60% AMI

Hard for this entity to work above

Not best fit for our range income

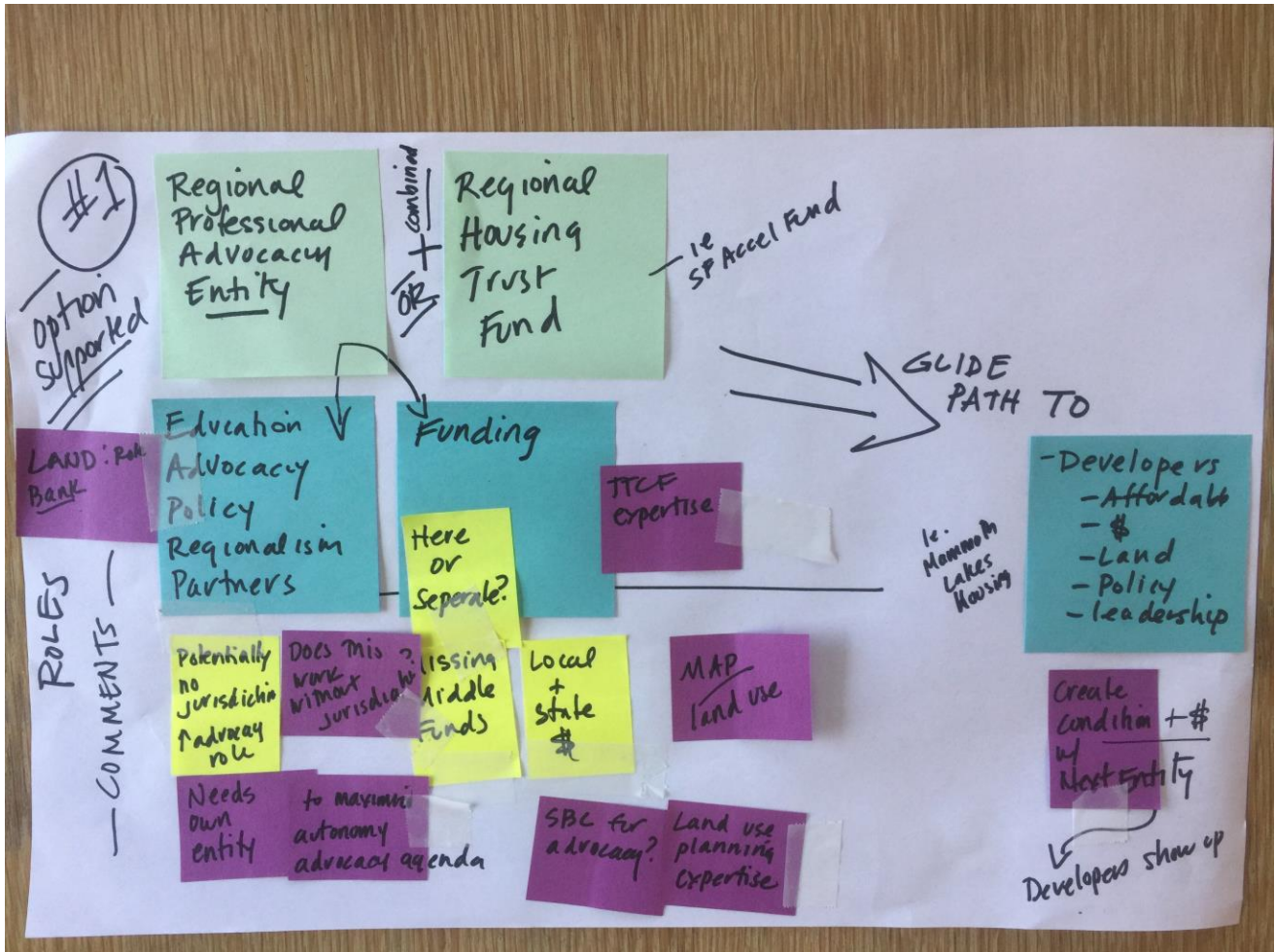
Bridge

in missing middle zone

SOME TODAY: FRC Strong Towns MAP CATT

TODAY: in-house, jurisdiction case-by-case Not strong tool in region → potential

TODAY: N/A, developers coming to region - Sutter Nevada Housing Authority



Discussion Comments

- Do we all agree that we actually need a “next entity?”
- Entity really needs to have teeth to drive things
- Skill set of staff will be key
- The most important needs for this entity is that the work is specific, focused, mission-driven, and provided with a high level of expertise.
- Focus on the advocacy part: let’s differentiate between Policy vs. Projects.
- Potentially exclude jurisdictions from the board in order to allow for stronger advocacy roles. Jurisdiction could be on a committee to give input but excluding them from the board would allow the Next Entity to advocate for its mission.
- The work of the Next Entity is too big to fit under an existing organization.
- You may need to create a new entity. However, this Next Entity could have



many programs that work closely with existing organizations.

- SBC could serve in the advocacy role
- May need to keep public TOT
- Really liked the Community Land Trust model
- I think we could actually do this work as a program under an existing entity

Challenges

- Fundraising - the Next Entity might have competition for funding
- Is it possible to work in the green and yellow zones (missing middle and above)?
- Deciding the many layers of the Next Entity – will it hold the funds and programs for developer work, advocacy, property management, etc?

Conclusions and Next Steps:

The entity type that had the stronger support was for the regional professional advocacy entity, similar to the SV@ Home model as well as the role of MHC. Additionally, the group felt that having some sort of local Housing Trust Fund would be key to the goal of attracting housing developer to do projects in the region. There was discussion both about including the Housing Trust Fund under the regional entity as well as keeping it as its own entity. The key points here is that skills sets for regional housing work compared to raising money were different and there were concerns over housing both needs in one place. There was agreement that this next entity would stand on its own, if possible, to allow for maximum autonomy and ability to advocate without being limited by the mission of the organization it sits under. The group was not opposed to this next entity nesting under an existing entity but preference was for a stand alone organization if financially feasible.

There was agreement that the grassroots advocacy was also an important puzzle piece in housing delivery in the region but that it may need to have its own entity since local projects would be the main focus.

Because MHC is dedicated to creating housing across the income bridge, from homeless up to 195% AMI (achievable local housing), they group felt that the traditional non-profit housing developer model was too limiting. The group felt that a non-profit housing developer would focus primarily on the low to middle income rental product since that is their expertise, we wouldn't as a region, get as much focus on the for sale and upper income levels if this entity model was chosen.

The group felt it was a priority to create the gliding path for these developers to show up by doing the work at the regional entity level—focusing on education, regional advocacy, funding, partnership, land banking, etc.



Next Steps:

- MHC team will reach out to MHC partners this summer to gather more feedback on this concept of creating a new, regional professional advocacy entity.
- The Housing Workshop will take feedback gathered from today's meeting to finalize their report and conclusions.
- MHC will be asked to review the final report and summary of feedback from partners and make a final decision on the direction of the next entity at the September Mountain Housing Council meeting.



Meeting Attendees

Alison Schwedner – Community Collaborative of Tahoe Truckee
Kristi Thompson – Contractors Association of Truckee Tahoe
Carmen Carr – Family Resource Center of Truckee
Heidi Allstead – Martis Fund
Alexis Ollar – Mountain Area Preservation
Richard Anderson – Nevada County
Jerusha Hall – Northstar California
Deirdra Walsh – Northstar California
Brett Williams – North Lake Tahoe Resort Association
Anibal Cordoba Sosa – North Tahoe Family Resource Center
Jennifer Merchant – Placer County
Lindsay Romack – Placer County
Emily Setzer – Placer County
Chris Mertens – Sierra Business Council
Steve Frisch – Sierra Business Council
Jen Scharp – Squaw Valley | Alpine Meadows
Eric Poulsen – Squaw Valley Public Service District
Robert Leri – Tahoe Truckee Unified School District
John Falk – Tahoe Sierra Board of Realtors
John Hester – Tahoe Regional Planning Agency
Rick Stephens – Truckee Tahoe Airport District
Karyn Grow – Tahoe Forest Hospital District
Sean Barclay – Tahoe City Public Utility District
Jeff Loux – Town of Truckee
David Tirman – Town of Truckee
Cassie Hebel – Truckee Donner Merchant Association
Stefanie Olivieri – Truckee Donner Merchant Association
Steven Poncelet – Truckee Donner Public Utility District
Julia Tohlen – Truckee North Tahoe Transportation Management Association
Jessica Hitchcock – The Housing Workshop

Community Members

Scott Keith – Keith Design Group
Tony Lashbrook – Retired Truckee Town Manager
Colin Frolich - Landing
Kai Frolich – Landing
Curtis Shapiro – Mammoth Lakes Chamber, Housing Coordinator
Troy Ortiz – MOBO Law, LLP
Heather Rankow – Developer's Connection