



# MOUNTAIN HOUSING COUNCIL

Meeting #11

January 17, 2020

8:00am-11:00am

**TAHOE  
TRUCKEE  
COMMUNITY  
FOUNDATION**

# AGENDA

- I. Welcome
- II. Storytelling
- III. Partner Updates
- IV. Council Updates
- V. ADU Panel
- VI. Public Comment
- VII. Close



**MOUNTAIN HOUSING COUNCIL OF TAHOE-TRUCKEE**

## AGREEMENTS

1. Show up and bring your best ideas.
2. Be prepared.
3. Treat others with respect.
4. Voice opinions and concerns.
5. Advocate for our collaborative goals.
6. Work collaboratively and strive for consensus.
7. Share your expertise.
8. Serve as an ambassador.

**POWERED BY**  
**TAHOE-TRUCKEE**  
**COMMUNITY FOUNDATION**

## PARTNERS

**NEUTRAL COVENOR:** *Tahoe-Truckee Community Foundation; Stacy Caldwell*  
**HOUSING COVENOR/EMERGENCY COVENOR:** *Sequoia Valley/Emily Viles*  
**COMMUNITY COLLABORATION OF TAHOE-TRUCKEE:** *Alison Schwabner*  
**COUNCILS ASSOCIATION OF TAHOE-TRUCKEE:** *Krist Thompson*  
**MOUNTAIN AREA:** *Heidi Johnson (Chair) / Tom Murphy*  
**MOUNTAIN AREA PRESERVATION FOUNDATION:** *Alexis Oiler*  
**NEVADA COUNTY:** *Shirley Felt / Richard Anderson*  
**NORTH LAKE TAHOE AREA ASSOCIATION:** *Brett Williams*  
**NORTH LAKE TAHOE PUBLIC UTILITY DISTRICT:** *Susan Daniels (Gov) / Sarah Caldwell*  
**PLACER COUNTY:** *Conly Gustafson / Jennifer Huchard*

**SERRA BUSINESS COUNCIL:** *Steve Brink / Heidi Nick*  
**SERRA COMMUNITY HOUSE:** *Paul Bancroft / Teresa Connors*  
**SEQUOIA VALLEY PUBLIC SERVICE DISTRICT:** *Mike Gray / Eric Pruden / Jessica Kiefer*  
**SEQUOIA VALLEY REGIONAL MEDICAL CENTER:** *Jonny Schrag*  
**SILVER LAKE RESORT:** *Monica Perry / Craig Dahill*  
**TAHOE CITY PUBLIC UTILITY DISTRICT:** *Susan Barclay / Scott Sennett*  
**TAHOE SUMMER HOMEOWNERS ASSOCIATION:** *Ann Rosenthal*  
**TAHOE FOREST REHABILITATION DISTRICT:** *Dee Dumas*  
**TAHOE PROSPECTIVITY CENTER:** *Roger Nohr / Heidi Hah-Dum*  
**TAHOE REGIONAL PLANNING BUREAU:** *Sharon MacKenzie / John Hooper*

**TAHOE SERRA BOARD OF REALTORS:** *John Felt / Matt Henson*  
**TAHOE TRUCKEE UNIFIED SCHOOL DISTRICT:** *Robert Lutz / Jean Zappert*  
**TOWNS OF TAHOE:** *David Turner / Yvonne Davis / Jeff Lusk*  
**TRUCKEE CHAMBER:** *Tracy Henson / John Renschler / Lynn Saunders*  
**TRUCKEE SUMMER HOMEOWNERS ASSOCIATION:** *Shirley Oiler / Regina Wade*  
**TRUCKEE DOWNTOWN MERCHANTS ASSOCIATION:** *Shirley Oiler / Carole Habel*  
**TRUCKEE NORTH TAHOE TRANSPORTATION MANAGEMENT ASSOCIATION:** *John Wright / John Bates*  
**TRUCKEE TAHOE AIRPORT DISTRICT:** *Kevin Smith / Rick Stephens*  
**VAL RECREATION NORTH CALIFORNIA:** *Lyndee Hall*

## MOUNTAIN HOUSING COUNCIL: IMPACT PLACEMAT JANUARY 17, 2020

*Accelerating Housing Solutions in the North Tahoe-Truckee Region*

### MEETING GOALS

- Discussions/Feedback, MHC 2.0
- Operationalizing ADUs from White Paper to Action

### COUNCIL AGENDA

- I. Welcome
- II. Storytelling
- III. Partner Updates
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### INFO HUB

#### MHC PRESS

*Joining Housing Hub for Construction of Secondary Units (see Jan. 16, 2020 issue)*

*Placer County Moving Forward with Housing First (see Jan. 16, 2020 issue)*

*Placer County ADUs: New Start (see Jan. 16, 2020 issue)*

*How Safe, How Safe for Students? Nevada Board of North Lake Tahoe in Placer County (see Jan. 16, 2020 issue)*

*Mountain Housing Council Releases Study on ADUs (see Jan. 16, 2020 issue)*

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### PARTNER HIGHLIGHTS

#### PLACER COUNTY

- Adopted new 375 ordinance, requiring 375% be permitted, have a local contact to manage the home, and receive a life-safety inspection by local fire officials, among other requirements.
- Establishing a private housing trust, Housing First Placer, to fund affordable housing projects throughout the County. The fund will allow for donations from a variety of sources.
- Launched the 2021-2022 Housing Element update process. On November 22, 2019 the County contracted with PlaceWorks Inc. to assist in the process of updating the Housing Element as required under California state law.
- County will launch soon a new with-based Secondary Dwelling Resource Center inclusive of calculators to determine cost of construction and return on investment. It will also include informational fliers on location and design of second units as well as how to fast-track an application, getting to construction sooner.
- Meadowlark Place (a.k.a. Schaffer's Mill) applied for building permits and anticipate beginning construction of 50 affordable units this year.

#### TOWN OF TRUCKEE

- Have Green Building and Housing Program Manager, starting January 13, 2020.
- Have Final Comprehensive to explore short-term rental issues and solutions.
- Council directed staff to use \$500,000 of the \$2-million ADU housing opportunity fund to incentivize ADUs, other programs that will be explored with the housing opportunity fund are homeowner's assistance programs, a deed restriction pilot program, and funding assistance for housing projects that meet Town goals. The details of the ADU incentives will be coming to Council in February.
- Facilitated three stakeholder groups for a potential revenue measure for housing. It looks promising to put a 2% increase to the Town's Transient Occupancy Tax on the ballot in November 2020, but details are yet to be finalized—this is just a recommendation by the committee and will need to be finalized by Council.
- The State has granted the Town \$6.2 funding which is anticipated to be used to help analyze and facilitate revenue for housing.
- The Town anticipates that the Planning Commission will review Franchise Initiative II, a 10-unit affordable housing project, in February. This is meant for 50-80% of AMI.

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#### CAT

- Worked with Town of Truckee to remove the language in the development code specifying a 3-acre minimum lot size for an ADU on septic. Continuing to work with Lahontan Regional Water Quality Control Board and will be expanding to work with the county Health Department to make their rules clear and defined on this issue so that all jurisdictions can implement consistent rules and the public has a clear understanding of what is allowed.
- Working with town of Truckee on their proposed new 375 that would be examined for treating affordable housing.

#### TAHOE PROSPECTIVITY CENTER

- South Shore agencies and jurisdiction collaboratively funded a Housing Opportunity Assessment and Action Plan for the South Shore, including both CA and NV Phase I, the Nevada Assessment, was completed on schedule July 15, 2019 and shared with the public in December (https://tahoeprospectivity.org/ncg-19-01-01/).
- Phase II, the Housing Action Plan, is currently in process and is a public feedback stage. The Action Plan will include a multitude of achievable priorities, spread among various partners and agencies, to increase the availability of suitable housing options. Completion is on track to be finished by March of 2020.

#### TIGER TEAM UPDATES

##### STATE ADVOCACY

###### TIGER TEAM CAPITAL

*Goal: Create and broaden relationships with state and federal decision makers responsible for budget, finance, change policy, and attract funding.*

*Progress:*

- Met during the legislative session with selected state legislative offices, agency staff, and housing organizations to ascertain key priorities during the 2020 session.

- Worked with statewide housing groups to include MHC priorities in the development of a disaster housing relief and recovery proposal for inclusion in the Governor's budget.

- Monitored the development of guidelines and beginning of implementation of programs created by Prop 1 for incorporation of MHC priorities.

- Continuing to monitor legislative and funding programs impacting affordable housing in the Tahoe-Truckee region.

- Worked with the California, West Coast Housing Council to consider strategy for use of excess state lands.

- Worked with partners in preparation of proposal for the use of Enhanced Infrastructure Finance Districts as a housing finance tool.

- Provided technical assistance on securing future public funding to housing developers with affordable and achievable housing projects.

- Developed draft 2020 policy platform for review and approval of the Tiger Team.

##### PARTNER SUB-COLLABORATIVE ACTIONS

###### Truckee Employer Housing IPA

*Four major employers (Truckee Truckee Unified School District, Tahoe Forest Hospital, Truckee Donner Utility District, Tahoe Truckee Airport District) entered into a legal agreement to combine resources to collectively address their employee housing issues. 2020 kick-off expected.*

###### Martin's Fund Down Payment Assistance Program

*The Martin's Fund Down Payment Assistance Program (DFAP), managed by SHC, has initiated a third round of funding in the amount of \$200,000, for a total of over \$1.4 million since 2016. A total of 28 families in our community have been supported with down payment assistance.*

### WHAT IS ACHIEVABLE LOCAL HOUSING?

The term *Achievable Local Housing* was developed by the Mountain Housing Council in 2017 to define the range of housing needs in the region from homeless UP to the "missing middle" (20% AMI level).

Achievable local housing is a framework to describe both the traditional affordable housing model homes as well as single family-for-sale homes for middle income families.

For full partner updates, meeting summaries, and an expanded Info Hub, visit [www.mountainhousingcouncil.org](http://www.mountainhousingcouncil.org)



**MOUNTAIN HOUSING COUNCIL OF TAHOE-TRUCKEE**

# MEETING PURPOSE

- MHC 2.0 Proposal and Discussion
- Operationalizing ADUs:  
From White Paper to Action

# CREATING A REGIONAL HOUSING ACTION PLAN

**Cyndy Andrus**  
**Mayor, City of Bozeman, MT**



# PARTNER UPDATES

# COUNCIL UPDATES AND BUSINESS

# MHC 2.0

# 28 Partners Working Together

## Community Partners

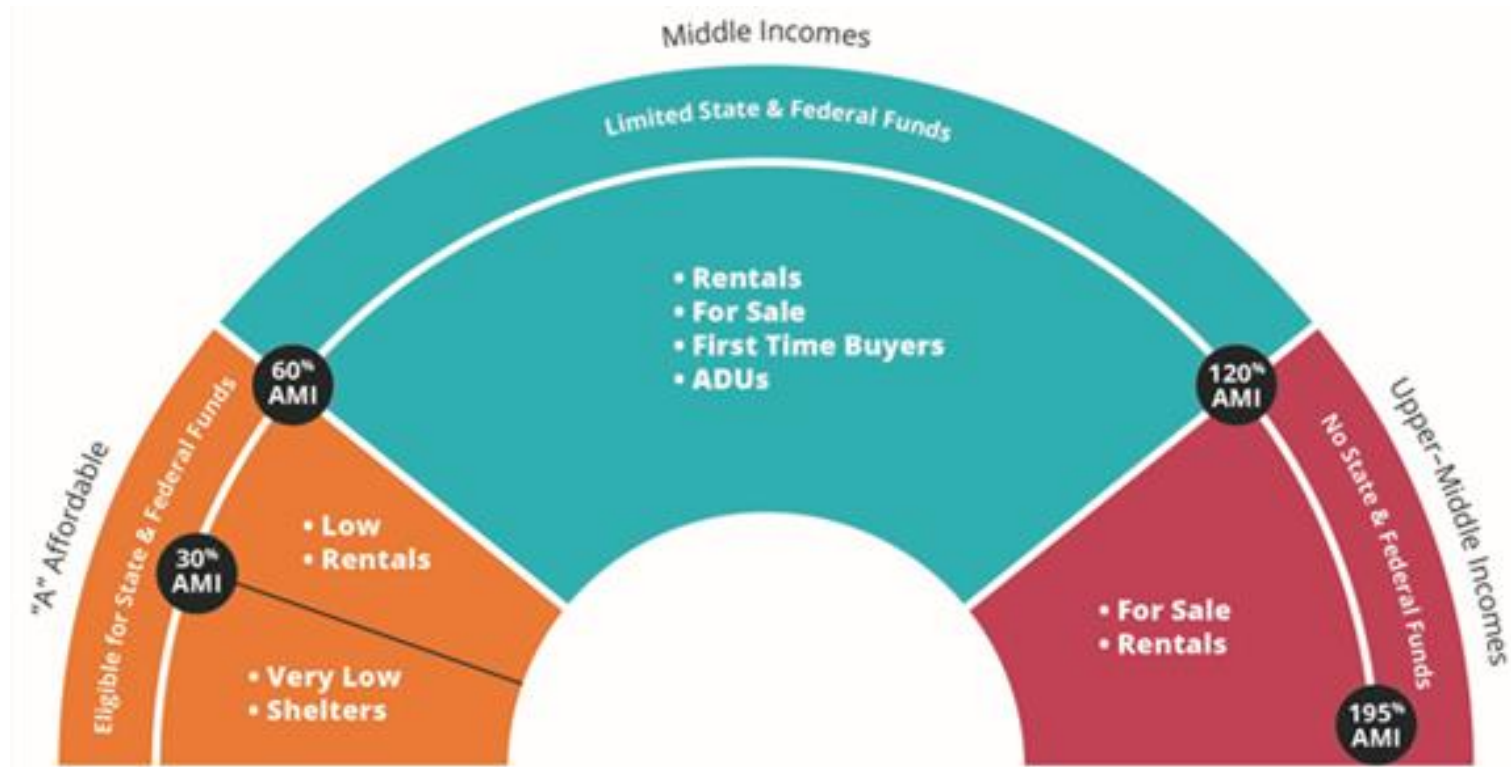
Community Collaborative of Truckee Tahoe  
Contractors Association of Truckee Tahoe  
Martis Fund  
Mountain Area Preservation  
North Lake Tahoe Resort Association  
North Lake Tahoe Public Utility District  
Sierra Business Council  
Sierra Community House  
Sugar Bowl Resort  
Tahoe Prosperity Center  
Tahoe Sierra Board of Realtors  
Tahoe Truckee Community Foundation  
Truckee Chamber of Commerce  
Truckee Downtown Merchants Association  
Truckee North Tahoe Transportation  
Management Association

## Funding Partners

Nevada County  
Placer County  
Squaw Valley | Alpine Meadows  
Squaw Valley Public Service District  
Tahoe City Public Utilities District  
Tahoe Donner Association  
Tahoe Forest Hospital District  
Tahoe Regional Planning Agency  
Tahoe Truckee Unified School District  
Town of Truckee  
Truckee Donner Public Utilities District  
Truckee Tahoe Airport District  
Vail Resorts / Northstar California



# To Accelerate Solutions to Achievable Local Housing



# Results

**GOAL: Create 300 new units in 3 years**

**RESULTS: 413** Achievable Local Housing units completed or underway and another **284+** units on the horizon that are submitted or in pre-application process.

**GOAL: Attract \$15m over 3 years**

**RESULTS: ~\$50M** in capital for regional housing tracking to garner another **\$50m** in funding for locals housing in our region.

**GOAL: Secure 300 units in 3 years**

To date, **86** units “unlocked” and secured for local workforce,

**GOAL: Retain 30 Affordable Units**

Currently working to preserve **10** units in Sunset 1 Mobile Home Park.

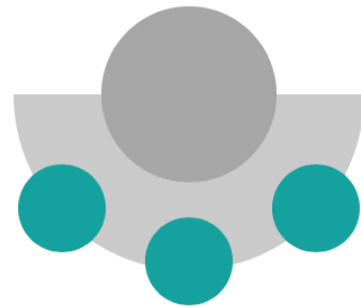
**GOAL: Implement 10 Policies / Solutions**

Authored **5** Policy Papers resulting in **13** government changes to increase housing availability

**GOAL: Increase % of Workers Living Here**

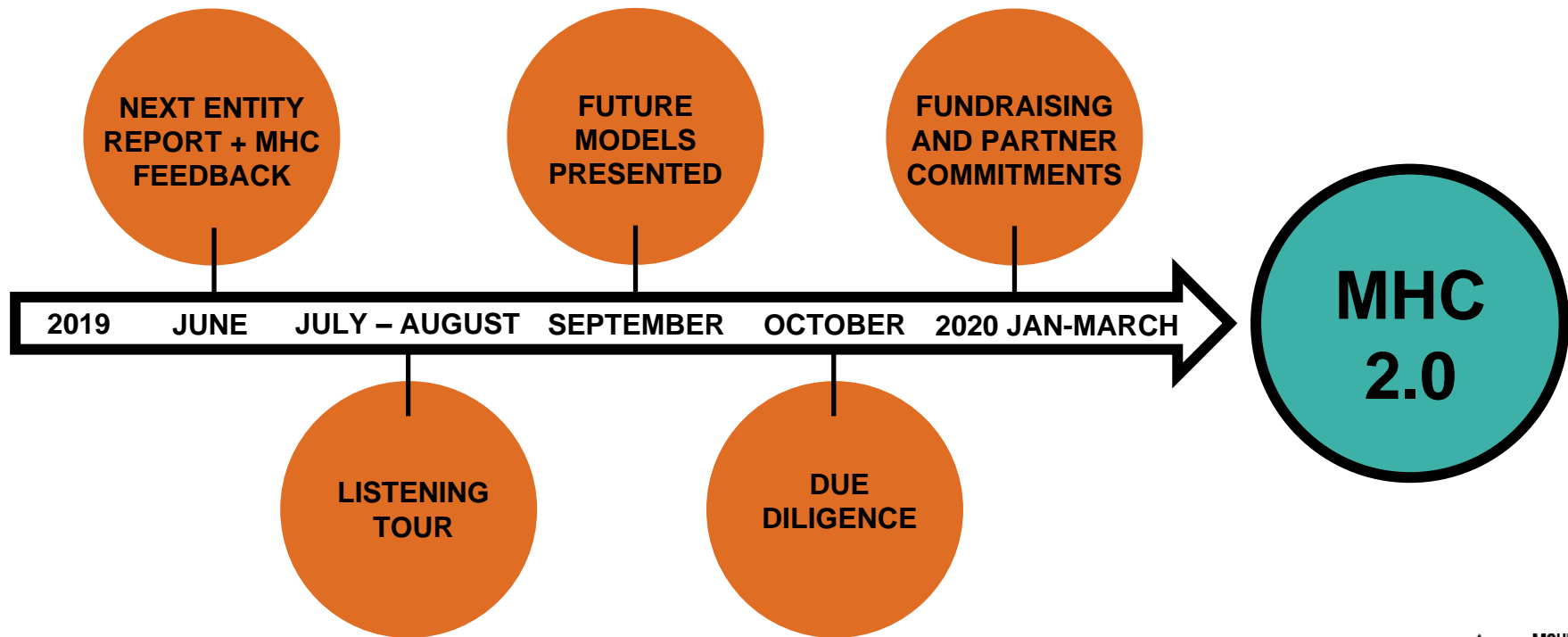
Supporting innovative solutions such as the Employer Housing JPA and Landing.

# Inspiring Collaborations



- **Employee Housing JPA** – TTUSD, TDPUD, TFHD, TTAD
- **Supportive Housing Project** – Placer County, Nevada County, CCTT, Sierra Community House, Town of Truckee
- **Down Payment Assistance Program** – Martis Fund, Sierra Business Council
- **Dollar Creek Development Project** – North Lake Tahoe Resort Association, Tahoe City Downtown Association, Placer County, Local Employers, Tahoe Truckee Airport District
- **Soft Financing for Artists Lofts Project** – TTCF, Martis Fund, Town of Truckee
- **Cap + Trade Grant Application for Meadow View Place** – Placer County, Town of Truckee, Sierra Business Council, TTCF

# The Process to MHC 2.0



# Shared Partner Priorities

- Continue Regional Approach to Housing
  - Convening Stakeholders is Critical
  - Identify and Attract More Funds for Housing
  - Broader Community Education is Important
- > Continuation of Mountain Housing Council

# Proposed MHC 2.0 Workplan

## ONGOING

Quarterly Facilitation and Reporting

Public Outreach and Education

State-wide Policy Coordination

Support Collaborations Among Partners

# Proposed MHC 2.0 Workplan

## Ongoing

Quarterly Facilitation and Reporting

Public Outreach and Education

State-wide Policy Coordination

Support Collaborations Among Partners



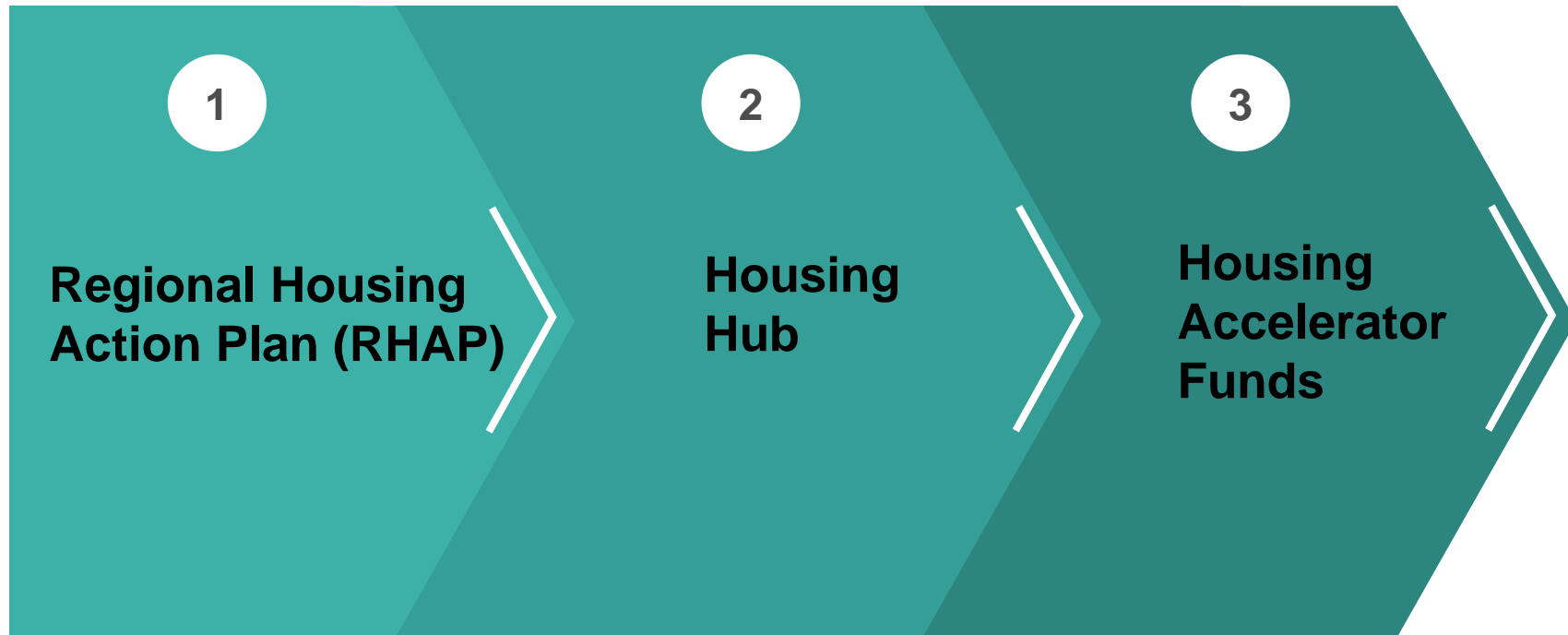
## New Work

Regional Housing Action Plan (RHAP)

Housing Hub

Housing Accelerator Funds

# Proposed MHC 2.0 Workplan





# Proposed MHC 2.0 Workplan

1

## Regional Housing Action Plan (RHAP)

A partnership framework with actionable strategies aimed to increase the inventory of achievable local housing in the region.

- Implementation Strategies with Timeline/Roles
- Regional Partnership
- Sets Goals with Metrics
- Timeline: 6-10 months to develop the 5 year plan

# Proposed MHC 2.0 Workplan

2

## Housing Hub

**A resource for  
developers,  
homeowners, local  
jurisdictions, and  
land owners**

- Executes RHAP
- Liaison to County/Town
- Problem solving
- ALH Navigator
- Public Process Consultant
- Partnership resource
- Streamline the process

# Proposed MHC 2.0 Workplan

3

## Housing Accelerator Funds

**Attract and coordinate regional funding for housing that supports the RHAP**

- Public, Private, and Philanthropic Funds
- Sharing due diligence
- Sometimes co-mingled
- Collective + separate governance & focus

# MHC 2.0 Governance

Governing 501 (C)(3) Organization  
Fiduciary and Reporting  
Program Operator  
Managing and Facilitating Program



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Stakeholders driving the work  
Community Engagement and Education  
Inspiring Partner Collaboration



# MHC 2.0 Budget

Year 1		Year 2		Year 3	
Project Management	\$50,000	Project Management	\$50,000	Project Management	\$50,000
Facilitation	\$70,000	Facilitation	\$70,000	Facilitation	\$70,000
Policy/Fund Development	\$60,000	Policy/Fund Development	\$60,000	Policy/Fund Development	\$60,000
Communications	\$45,000	Communications	\$45,000	Communications	\$45,000
Program Costs – Regional Housing Action Plan (RHAP)	\$60,000	Program Costs – RHAP - HUB Pilot Project	\$200,000	Program Costs – RHAP- HUB Pilot Project	\$200,000
TTCF Administrative Fee (10%)	\$28,500	TTCF Administrative Fee (10%)	\$42,500	TTCF Administrative Fee (10%)	\$42,500
<b>TOTAL</b>	<b>\$313,500</b>		<b>\$467,500</b>		<b>\$467,500</b>

**3 Year Total: \$1,248,500**

# Partner Ask

## 3-year Agreement:

- Committed to the work
- Assigning top leaders - Elected and Staff
- Consider recommendations of policy, land use, and programs that come from MHC
- Funding that makes sense to your Agency
- Access to additional resources

# Community Ask

- **Educate and advocate for Achievable Local Housing**
- **Donate and grant to our effort (Currently raising \$548k outside of the Partners)**

# Next Steps

1. **Request:** Funding and partnership agreements
2. **Approval:** Partners seek approval from their Board and leadership
3. **Commitment:** Forms due March 15, 2020



# Advocacy Tiger Team Update

# Governor's Budget on Housing

\$6.8 billion overall for housing across departments

## Highlights:

- \$468 million for Affordable Housing and Sustainable Communities
- CalOES: \$10 million for Specialized Emergency Housing

2020-21 Affordable Housing Funding  
(Dollars in Millions)

Department	Program	Amount
Department of Housing and Community Development	Veterans and Affordable Housing Bond Act Programs (SB 3)	\$563.0
	No Place Like Home Program	\$400.0
	Building Homes and Jobs Fund Programs (SB 2)	\$277.0
	Federal Funds	\$68.0
	Veterans Housing and Homelessness Prevention	\$75.0
California Housing Finance Agency <sup>1/</sup>	Various	\$45.0
	Single Family First Mortgage Lending	\$2,500.0
	Multifamily Conduit Lending	\$600.0
	Multifamily Permanent Lending	\$140.0
	Mixed-Income Loan Program	\$180.0
	Innovative Fund Programs	\$60.0
	Single Family Down Payment Assistance (SB 3)	\$85.0
	Special Needs Housing Program	\$25.0 <sup>2/</sup>
Tax Credit Allocation Committee	Low Income Housing Tax Credits (Federal)	\$295.0 <sup>3/</sup>
	Low Income Housing Tax Credits (State)	\$601.0
	Farmworker Housing Assistance Tax Credits	\$1.0
Strategic Growth Council <sup>4/</sup>	Affordable Housing and Sustainable Communities	\$468.0
Department of Veterans Affairs	CalVet Farm and Home Loan Program (SB 3)	\$220.0
Office of Emergency Services	Domestic Violence Housing First Program	\$34.0
	Transitional Housing Program	\$40.0
	Specialized Emergency Housing	\$10.0
	Domestic Violence Assistance, Equality in Prevention and Services, Human Trafficking Victim Assistance, North American Domestic Violence and Sexual Assault	- <sup>5/</sup>
California Department of Corrections and Rehabilitation	Integrated Services for Mentally-Ill Parolees	\$4.0
	Specialized Treatment of Optimized Programming, Parolee Service Center, Day Reporting Center, Female Offender Treatment and Employment Program, Proposition 47 Grant Program	- <sup>5/</sup>
Department of Social Services	CalWORKS Family Stabilization, Housing Component	\$46.9
	CalWORKS Housing Support Program	\$95.0
Department of Public Health	HIV Care Program	- <sup>5/</sup>
	Housing Opportunities for Persons with AIDS (HOPWA)	\$4.0
	Housing Plus Program	\$1.0
<b>Total</b>		<b>\$6,837.9</b>

<sup>1/</sup> Amount is based on lending activities from 2018/19.

<sup>2/</sup> Amount represents voluntary allocations of local Proposition 63 funds from 16 participating counties.

<sup>3/</sup> This represents the estimated 9 percent tax credits to be allocated in 2020 plus the estimated amount of 4 percent credits to be awarded in 2020.

<sup>4/</sup> The Affordable Housing and Sustainable Communities program amount reflects 20 percent of the projected Cap and Trade revenues. The Transformative Climate Communities (TCC) program (\$47.5 million in carryover available for 2020-21) funds various activities, including affordable housing.

<sup>5/</sup> The State provides a number of wrap-around supportive services through these programs including housing, which cannot be separated from the program's overall budget.

# Tiger Team Policy Update

- Worked with statewide housing groups to include MHC priorities in the development of a disaster housing relief and recovery proposal for inclusion in the Governor's budget
- Monitored the development of guidelines and beginning of implementation of programs created by Prop 1 for incorporation of MHC priorities
- Continuing to monitor legislation and funding programs impacting affordable housing in the Tahoe-Truckee region
- Worked with the California Tahoe Conservancy to consider strategy for use of excess state lands
- Worked with partners on expansion of purposes for the use of Enhanced Infrastructure Finance Districts as a housing finance tool
- Currently developing 2020 policy platform

# Communications Campaign

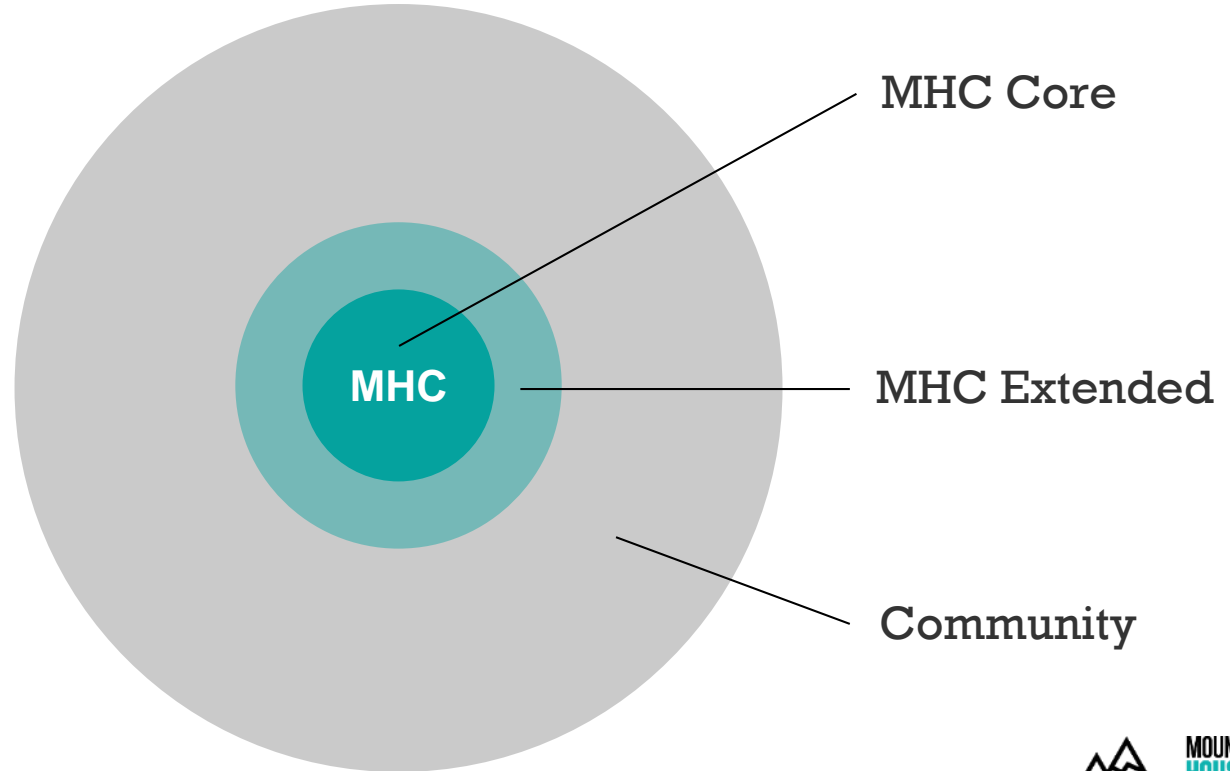
## Communication Strategy & Plan

### The Charge

Elevate the issue and clarify the housing need.  
Get the larger community ready to be a part of the solution to  
increase the availability of Achievable Local Housing.

# Audience Growth / Awareness

Expanding our  
Reach to the  
greater  
community



## Communication Strategy & Plan

### Key Insight

The MHC has authored and inspired a significant amount of information about the housing situation in our Region.\*  
MHC is “the” source, yet the information is not as easy to digest or find as it could be.

\*Site audit showed 184 web pages created (not including each page of pdf reports), but red flags for site optimizations (broken links, missing tags).

# Communication Strategy & Plan

## Strategies

1

### Increase Community Awareness

1. Website Refresh
2. Email Marketing
3. Local Press

#### How Measured? (KPI)

Web Visitors  
Web Pageviews

2

### Excite Community Engagement

1. Add subscribers
2. Promote events
3. Promote tools

#### How Measured? (KPI)

Growth in Subscribers  
Downloads of Tools & Papers

3

### Attract Ideas and Capital

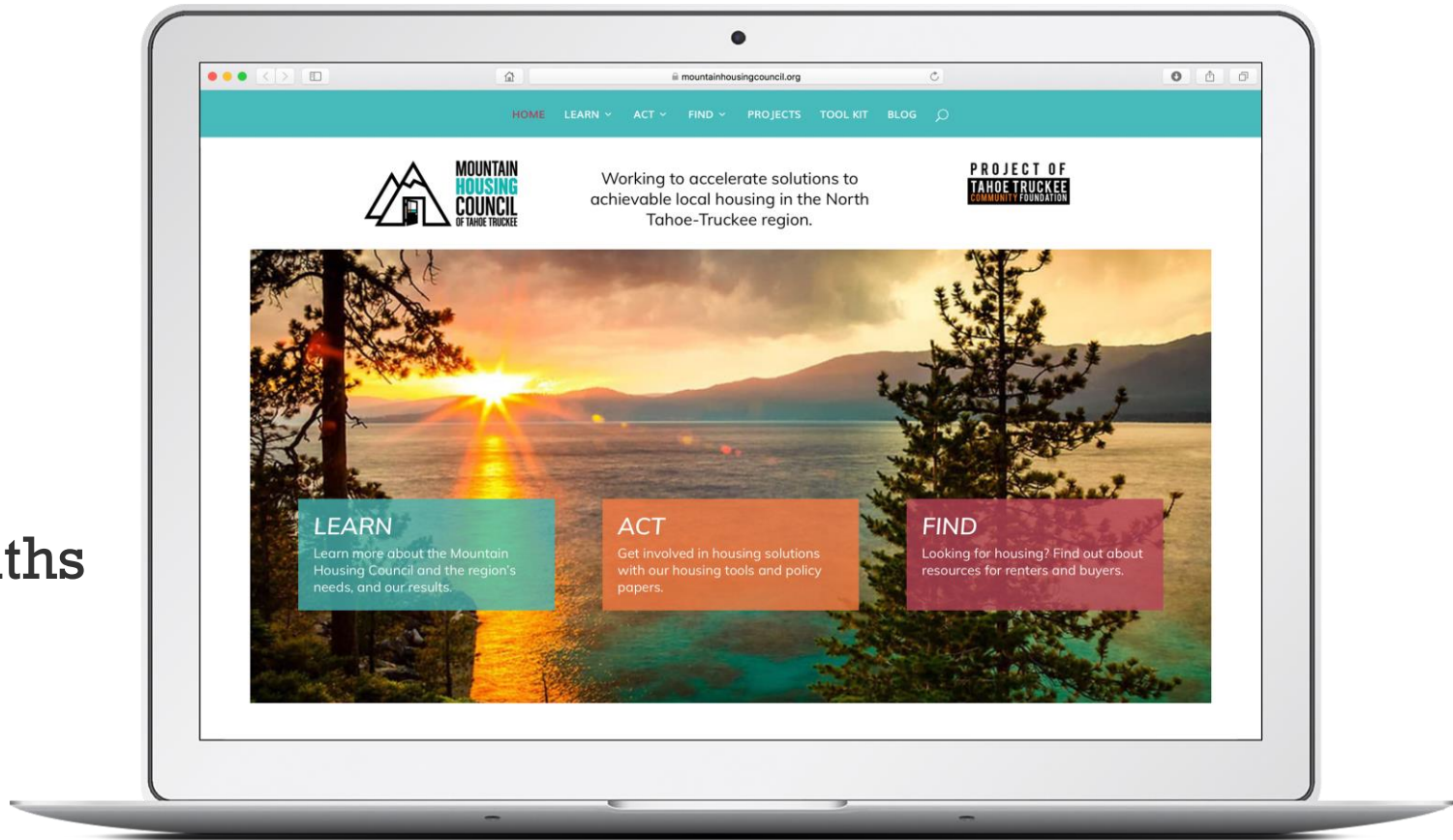
1. Clarify Opportunities
2. Create Housing Hub
3. Create Accel Fund

#### How Measured? (KPI)

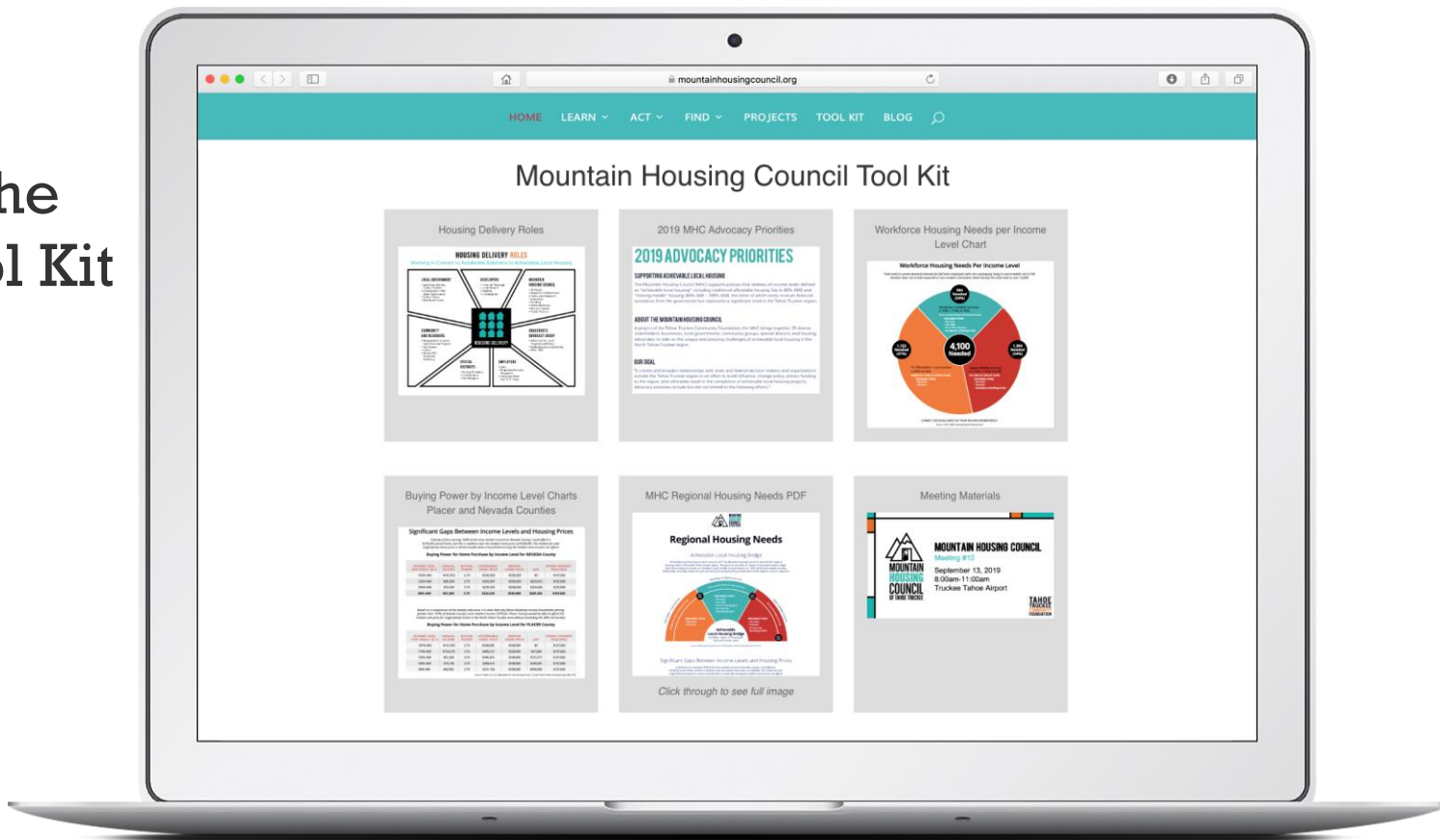
Track Project Stats  
Track Funding



# Paths



# The Tool Kit



## Baseline Website Analytics

**Visitors**

2017  
1,092

2018  
3,130

2019  
**3,631**

Good growth in 2018, leveled off in 2019

**Page Views**

2017  
4,632

2018  
11,077

2019  
**9,650**

Good growth in 2018, but 2019 has page view drop of 11%

**Email Subscribers**

NO DATA

2019  
**521**

Open rate 53%  
Click thru 25%  
Very Very Good

## Targets KPIs for 2020

Visitors

2020  
5400

+50%  
Add 1769 visitors

Page  
Views

2020  
14,500

+50%  
Add 4,850 page  
views

Email  
Subscribers

2020  
780

+50%  
Add 259 email  
subscribers

# Website Analytics

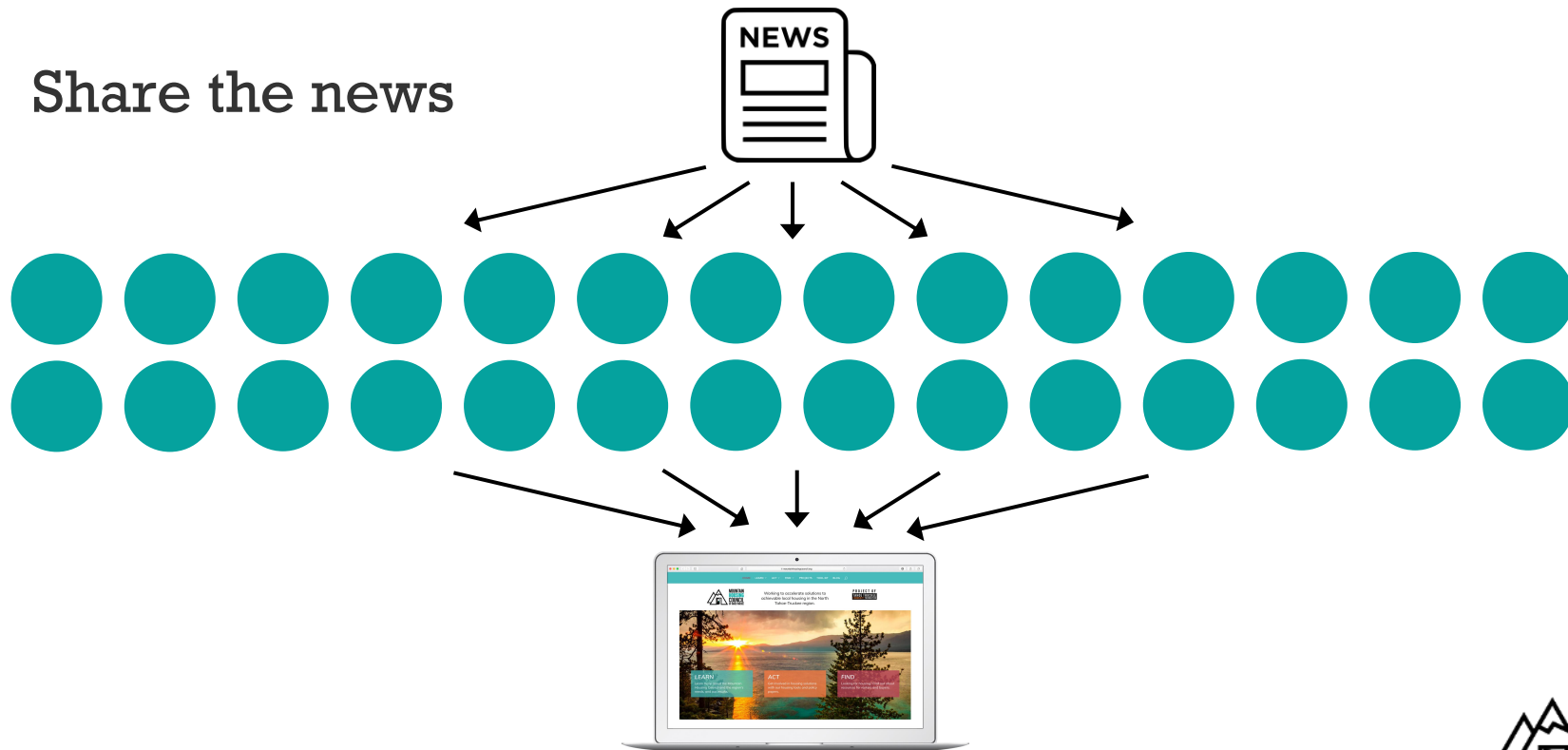
## 2019 Visitor Origins (Referrals)

1. Search Engines (66%)
2. Sierra Sun (7%)
3. Facebook (6%)
4. TTCF (5%)
5. Placer.ca.gov (1%)
6. Chamber.Truckee (1%)
7. Truckee.com (1%)

- > People are searching and finding
- > Press articles increase awareness
- > Social Media drives to website
- > Sharing the messages works
- > Partner sharing
- > Partner sharing
- > Partner sharing

# Awareness & Engagement

Share the news



# Marketing Tactics for Awareness

## Q1 2020 Tactics

Since the website is the hub of your message, we will drive more traffic to website to increase awareness for the need, and invite community engagement with tools.

1. Search Engine Optimization (SEO) – Organic traffic
2. Search Engine Marketing (SEM) – Paid traffic
3. Social Media / Facebook Activity (just more)
4. Share the News / Press
5. Share the News / Partners

# ADU PANEL



Detached ADU



Attached ADU



Junior ADU/  
Repurposed  
Existing Space



# PUBLIC COMMENT

# CLOSE + THANK YOU

[www.mountainhousingcouncil.org](http://www.mountainhousingcouncil.org)

To learn more, sign up for updates