Mountain Housing Council - 2.0
Metrics, Priorities & Implementation

At the July 17, 2020 Mountain Housing Council meeting, Partners broke into Breakout Sessions to provide guidance on Goals and Objectives and to prioritize the work for MHC 2.0. Our facilitators of the sessions met subsequently to debrief and inform this summary. Included below is a new way of looking at what we measure as a Council. Instead of setting Goals and Objectives, we propose tracking on one ultimate "Outcome" and managing a broader Data Agenda that tracks "Indicators" that help advance that one outcome. In addition, we have captured some thoughts about how the work will get done. We introduce the concept of "Standing Working Groups" and "Tiger Team" priorities for the first 18 months. This is not intended to be a complete workplan, but rather an opportunity to reflect back what we heard from the July 17th meeting and invite feedback before operationalizing the work.

Emerging Themes:
- The housing crisis is still very real for our community and exacerbated by the current pandemic and economic impacts.
- Concern, with shifting dynamics of our community, that we need to put a finer point on the definition of "Local" in our work. Further define what local means in our definition of "Achievable Locals Housing" or ALH.
- Prioritize Implementation, Incentives, and Funding for Achievable Local Housing.
- Data Agenda, Management, and Reporting is going to be a more complex and important role that we track as a region and not necessarily as MHC goals. Partners want to see more nuanced data that tracks housing progress across the region.
- Continue to ground our conversations in the Collective *Impact Framework* and reinforce the role of the Community Foundation & MHC.

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.

Metrics:
- Percentage of our workforce living here
- Percentage of loss along with who & why they are leaving
- How many, and who, is coming to the community

To be Determined: How do we capture this data?
- Annual employer survey?

- Cell phone data?
- ACS data?
- Hard census numbers?

Metrics as "Indicators" progress of Outcome:
MHC will strive to capture the following "Indicators" that allow us to accomplish our One Overarching Outcome of "Keeping our Workforce in our Region." We will now strive to expand our data to capture the nuances (below) that Partners want to track. We will use the Regional Action Plan to define and confirm a "data agenda" and mapping effort to determine feasibility, frequency and accuracy of potential data. We plan to focus on three indicators: Units, Funding, and Community Engagement.

1. *Indicators on Units for Local Workforce*
   - New Units
     - Housing Projects in the Pipeline - *Pre-Application, Permits Pending, Finance Secured, Under-Construction, Built and Occupied*
     - Unit Type -*Single Family /Multi Family /Accessory Dwelling Unit /etc.*
     - Demographic data: Who is being served - AMI Target- *80%-below AMI, 81%-100% AMI, 101%-140%AMI, 141%-195% AMI*
   - Retaining Units
     - Mobile Homes
     - Long-term Rentals
     - Purchases for Locals
     - Existing Affordable Housing
   - Unlocking Units
     - Long-term Rentals
     - Purchase for Locals
     - Seasonal Employees
   - Stuck Units: Create a "stuck" list when developments pass over year with no forward progress in the Pipeline

2. *Indicators on Aligning & Attracting Financial Capital to our region for Achievable Locals Housing*
   - Dollars for Units
   - Dollars for Programs/Incentives

3. *Indicators on Engaging Community in Accelerating Solutions:*
   - Community Members Educated & Engaged - *Based on strategy yet to be developed*
   - Local Policy Innovations
   - State Policy Platform

Priorities & Implementation:

Priorities-
MHC 2.0 Priorities in Renewing the Effort:
- Develop a Regional Housing Action Plan with an Implementation Strategy that includes the HUB.
- Housing Accelerator Funds - *Collaboration of regional funds that can support housing. Aligned "pitch" process, due diligence and partner funding. Use efforts to attract more funding to region.*
- Statewide Policy Group - *Continued regional coordination on State-wide policy efforts and funding to increase housing in rural regions*
- Effort to bring MHC education and engagement to the grass-roots level. TBD.

Implementation-
In MHC 2.0, we see the need to divide the work in two different activities for implementation: 1. *Standing Working Groups* that span the next three years and keep conversations constant throughout our time, and the traditional MHC structure of *Tiger Teams,* to solve for more immediate and time sensitive needs.

Standing Working Groups: With the determined Priorities defined prior to convening MHC 2.0, we see a need for Working Groups that will commit to meeting throughout the three year initiative.

1. **Statewide Policy Group** - This will build upon our first 3 years of work as a regional collaboration that supports a policy agenda at the State level. Across our Council partners, we have at least half-a-dozen lobbyists who can help represent our housing needs if we are organized, coordinated and focused on goals. Based on our 1.0 success, this will be a constant working group through the next three years.
2. **Housing Accelerator Funding Group** - Part of MHC 2.0 vision and Partner buy-in was further coordination of funds available in the region for housing. By convening funding partners, they can simultaneously hear from Achievable Local Housing projects that are seeking financial support, share thoughts and due diligence processes and leverage dollars. In addition, we believe that with such a coordinated effort, we will have more chances to attract new dollars from within and outside of the region.
3. **Community Engagement Group** - One of the new areas of focus for MHC2.0 is the ability to engage and educate our community on the needs for housing solutions. While we are still limited in MHC's ability to advocate for any specific project, we believe there is a role that MHC can play in further outreach to enable expanded voices for ALH in our community.

4. **Supportive Housing & Homelessness Group** - Several of our nonprofit partners at the table are directly dealing with a growing need to provide supportive housing for our community members and those facing homelessness. By establishing a standing committee, MHC is committed to ensuring that this conversation and subsequent strategies are on the agenda and Partners are empowered to help act in a coordinated way.

Tiger Teams: In addition, MHC will keep the format of Tiger Teams, in which a team is brought together to work on a specific task and bring it back to the Council. Team will be made up of the right experts and representatives to move quickly and solve a challenge, then disband when the task is completed.

Tiger Team #1: Regional Action Plan - Hub's Work Plan - 6-9 months
- Update 2016 Regional Housing Needs Assessment
- Data Agenda and Mapping
- Develop Neighborhood Level Agreements on Location & Fit
- Craft Regional Map of Agreements
- Prioritize strategy to develop policies for achievable local housing income levels at local jurisdiction
- Identify Programs and Incentives regionally available or coming on-line
- Develop metric tracking dashboard against MHC goals

Timeframe: Selection Team: August 2020 - October 2020 *Approved at July MHC meeting*
Regional Action Plan Completed: July 2021

Tiger Team #2: Deed Restriction Program
- Support current Regional Programs in the works, help align efforts and communicate to the community.

Timeframe: October 2020 - December 2020 *To be approved at October MHC meeting*

Tiger Team #3: HUB RFP for Operational Plan and Fundraising Feasibility
- Set Fundraising Goals & Strategy
- Define RFP

Timeframe: October 2021- January 2022