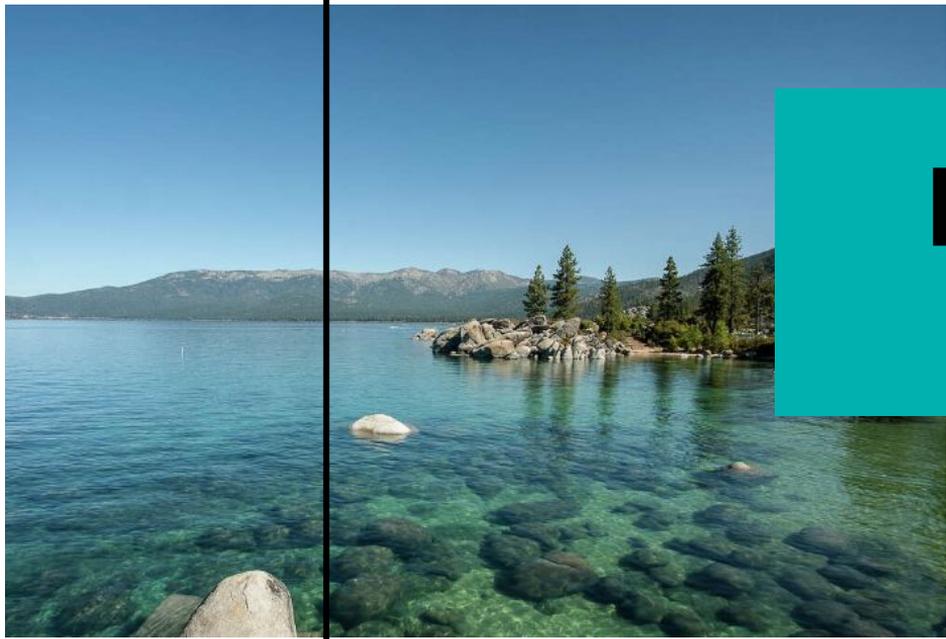




**TAHOE TRUCKEE**  
COMMUNITY FOUNDATION



# **MOUNTAIN HOUSING COUNCIL QUARTERLY MEETING**

**JULY 22, 2022**



# OUR MISSION

To connect people and opportunities, generating resources to build a more caring, creative, and effective community

---



# WHAT WE DO



Community  
Scholarships



Grant-Making  
To Nonprofits



Emergency Response  
Fund



Family Strengthening  
through CCTT



Market-based Solutions  
for Forest Health



Expand Housing  
for Local Workforce



**GEOFF  
EDELSTEIN**  
Board Chair



**HANNAH  
SULLIVAN**  
Treasurer



**KELLEY  
CARROLL**  
Vice Chair



**ERIN  
KILMER**  
Secretary



**BILL  
AUSTIN**



**LAUREN  
OBRIEN**



**ALEX  
MOURELATOS**



**EMILY  
GENDRON**



**JERUSHA  
HALL**



**KRISTIN  
YORK**



**MIKE  
RAYFIELD**



**NICOLE  
TODD BAILEY**



**LYNN  
MADONNA**



**ROB  
DARBY**



**CHERYL  
SCHRADY**



**STACY CALDWELL**  
CEO



**KATE FRANKFURT**  
Chief Philanthropy  
Officer



**PHYLLIS MCCONN**  
Community Impact Foundation Services  
Officer



**KATHY WHITLOW**  
Director



**DEB RYAN**  
Resident Wise  
Woman



**ALISON SCHWEDNER**  
CCTT Director



**NICOLE LUTKEMULLER**  
FF Director



**TARA ZUARDO**  
MHC Director



**SACHE CANTU**  
Director of Impact  
Investing



**KRISTINA KIND**  
CCTT & MHC  
Coordinator



**TIMEA GRISET**  
Executive Asst. &  
Project Manager



**CAROLINE CRAFTFEY**  
Communications  
Manager



**TERESE WALSH**  
Development  
Associate



# **MOUNTAIN HOUSING COUNCIL PARTNERS**

**Community Collaborative of Tahoe Truckee**  
**Contractors Association of Truckee Tahoe**  
**Donner Summit Association**  
**Landing Locals**  
**Martis Fund**  
**Mountain Area Preservation Nevada County**  
**North Lake Tahoe Resort Association**  
**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 Chamber of Commerce**  
**Truckee Downtown Merchants Association**  
**Truckee North Tahoe Transportation Management Association**  
**Truckee Tahoe Airport District**  
**Truckee Tahoe Workforce Housing Agency**  
**Vail Resorts/Northstar California**  
**Visit Truckee-Tahoe**



# MHC MEETING AGREEMENTS

- Show up and bring your best ideas.
- Be prepared.
- **Treat others with respect.**
- Voice opinions and concerns.
- Advocate for our collaborative goals.
- Work collaboratively and strive for consensus.
- Share your expertise.
- Serve as an ambassador.

## *Virtual Agreements*

- Be patient
- Politely mute
- Please "Chat"





# AGENDA

- I. Welcome**
- II. Community Storytelling**
- III. Partner Updates**
- IV. How Do We Build Community Around New Housing?**
- V. Break**
- VI. MHC Business**
- VII. Public Comment & Close**



# STORIES FROM THE COMMUNITY



**Matthew Jedra**  
*Acting Forest Supervisor  
Tahoe National Forest*



**Skye Schell**  
*Co-Founder  
Shelter JH*



# EXPANDED PARTNER UPDATES



**Emily Setzer**  
Senior  
Management  
Analyst  
Placer County

**Hilary Hobbs**  
Assistant to the  
Town Manager  
Town of Truckee

**Mike Dent**  
Director  
Child Support,  
Housing and  
Community  
Services  
Nevada County

**Diane Binder**  
Executive  
Director of  
Human  
Resources  
Sugar Bowl

# East Placer Housing Initiatives



Mountain Housing Council  
7/22/22



Emily Setzer, Senior Management Analyst  
[esetzer@placer.ca.gov](mailto:esetzer@placer.ca.gov)

# Regulations & Tools to Preserve and Expand Local Housing



# Create a 'Second Market' for local workers

## Workforce Housing Preservation Program

- Modeled after Vail's InDEED program
- Goal: Deed restrict enough units to create a secondary market for local worker housing
- Down payment assistance program using deed restrictions to preserve housing for local workers at 245% Area Median Income
- Provides 16% of the purchase cost (up to \$150,000), with buyer contribution of 4%
- Deed runs with land for 55 years, renews with each transaction/sale
- No appreciation caps
- Launched July 2021 with \$500,000



# Workforce Housing Preservation Program Key Takeaways



## LESSONS LEARNED

- Two income household with no children applicants often earn more than 245% AMI
- Difficult to recruit workers from out of area
- Homebuyers struggle to compete with cash offers

## RECENTLY APPROVED MODIFICATIONS

- Removed income limits, kept local worker requirements
- Removed previous homeownership exclusion
- Clarified full-time worker definition

# Implement Short Term Rental Regulations

## Short-Term Rental Ordinance

Effective March 31, 2022

- 3,900-unit short-term rental cap
- Based on estimated quantity of existing short-term rentals
- 21% of housing stock
- Cap adaptively managed (e.g. 100 new hotel units could decrease cap to 3,800 short-term rentals for the following year)
- Limit of one short-term rental per property to preserve multifamily properties



# Preserve/ Encourage Multifamily Housing



- Multifamily allowed by right in certain zone districts if deed-restricted to achievable (otherwise use permit required)
- Policies to preserve housing:
  - Conversions of multifamily to single-family/condominiums: 50% of units must be deed-restricted to achievable
  - New multifamily/single family in town centers: 50% of units must be deed-restricted to achievable
- Adopt objective design standards for multifamily and mixed-use to enable allowing by right

**TABLE 2.03.BB-1: LAND USE REGULATIONS — TAHOMA RESIDENTIAL SUBDISTRICT**

Allowable Land Uses	Land Use Permit	Add'l Regs.
<b>Residential</b>		
Single-Family Dwelling	A	
Multiple Family Dwelling	A	
Multi-Person Dwellings	A (1) MUP	

(1) Allowed if 100% of units are deed restricted to affordable, moderate or achievable housing per TRPA Code of Ordinances Chapter 90: Definitions, for achievable, moderate-income or affordable housing.

# Allow For Smaller Lots & Homes

- Allow tiny houses as primary or accessory unit
- Allow tiny house communities as cluster lot development
- Allow smaller lot sizes to achieve existing allowed density
- Worked with Tahoe Regional Planning Agency to update Accessory Dwelling Unit (ADU) regulations to match California regulations:
  - One ADU and one Junior ADU allowed per parcel



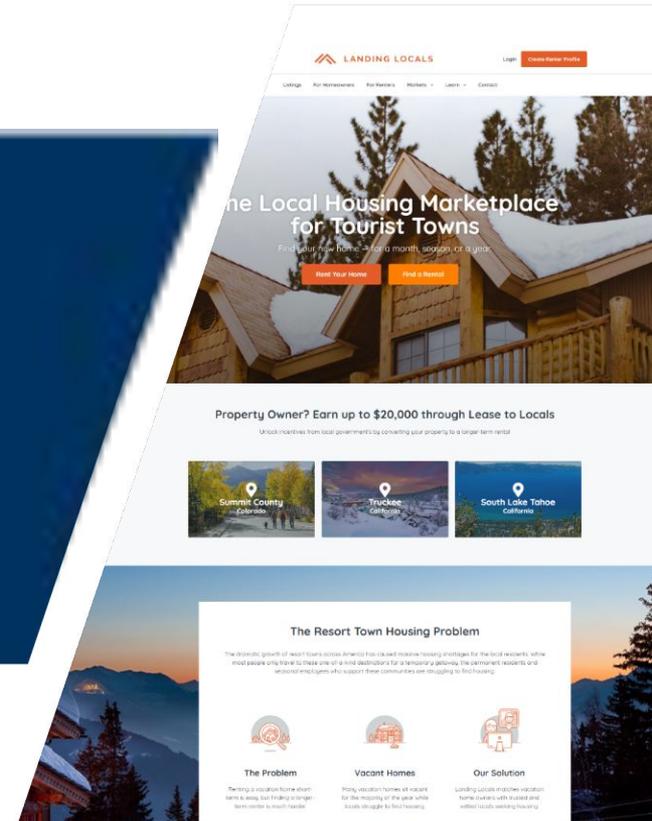
<b>TABLE 2.03.N-2: DEVELOPMENT STANDARDS — KINGS BEACH RESIDENTIAL SUBDISTRICT</b>	
Maximum Density	
<i>Residential</i>	Single Family Dwelling: 1 du/parcel Multiple Family Dwellings: 15 units per acre Multi-Person Dwellings: 37 persons per acre Employee Housing: 15 units per acre Mobile home Dwelling: 8 units per acre
<i>Tourist Accommodation</i>	Hotel, Motel and Other Transient Dwelling Units with less than 10% of units with kitchens: 40 units per acre Hotels, Motels and Other Transient Dwelling Units with 10% or more units with kitchens: 15 units per acre
Maximum Building Height	TRPA Code of Ordinances, Chapter 37
Minimum Lot Size	<b>2,904 sq ft 10,000 sq ft</b>
Minimum Lot Width	<b>55-25 ft</b>
<b>Minimum Lot Area per Dwelling Unit</b>	<b>6,000 sq ft</b>

# Incentivizing Long-Term Rentals

## Lease to Locals Program

- Grants to homeowners who convert a second home or short-term rental to a long-term lease
- Encourage culture shift in second homeowners
- 5- or 12-month leases
- \$500,000 budget for one year, grants by number of local employee renters
- Final approval anticipated July 26, launch Aug. 1

	1 employee	2 employees or 1 employee + children	3 employees or 2 employees + children	4 employees or 3 employees + children
Seasonal lease	\$2,500	\$5,000	\$7,500	\$10,000
Long-term lease	\$6,000	\$12,000	\$18,000	\$24,000



# Securing Dedicated Funding for Housing

## FUNDING SOURCES

- Tourism Business Improvement District & Transient Occupancy Tax
- Affordable/Employee Housing Fee
- Tax Credits
- State/Federal Grants
- Public Housing Trust



## CAPACITY TO BUILD



## PARTNERSHIPS

- Joint Powers Authority
- Other Local Agencies
- Private Housing Trust
- Chambers/Business Associations
- Local Property Owners/Residents



# Local Government 'Facilitating' Housing

## Meadow View Place: Improvements/Investments which support developments in their funding applications

- 56 Affordable units
- Trail system connectivity supporting a \$16M CA Affordable Housing & Sustainable Communities Program Award

## Dollar Creek Crossing: Acquire Property to Reduce Costs

- Purchase of 11-acre property by the County for up to 150 units of Affordable rentals & Achievable for-sale units
- County conducting economic feasibility and environmental review to support predevelopment

## Hopkins Village: Program Support for Workforce Housing

- First deed-restricted for local workers, for-sale modular development in region
- Forty 3-bedroom, 2-bath halfplexes
- County assisting in advertising and qualifying applicants



*Thank you!*



Emily Setzer – [esetzer@placer.ca.gov](mailto:esetzer@placer.ca.gov)



**TAHOE TRUCKEE**  
COMMUNITY FOUNDATION

# **PARTNER UPDATES**



# HOW DO WE BUILD COMMUNITY AROUND NEW HOUSING

**Hilary Hobbs**  
Assistant to the Town Manager  
Town of Truckee



**BREAK**  
**RETURN BACK IN 10 MINS**



# POLICY WORKING GROUP LOBBYISTS & LEGISLATORS

**Steve Frisch**  
President  
sierra Business Council



# POLICY WORKING GROUP MEMBERS



## Facilitation:

**Steve Frisch, Sierra Business Council**

## Members:

Peter Greenberger, Contractors Association of Tahoe Truckee

Danielle Hughes, North Tahoe Public Utility District

Fred Ilfeld, Olympic Valley Public Service District

Emily Setzer and Shawna Purvines, Placer County

John Falk, Tahoe Sierra Board of Realtors

Karen Fink, Tahoe Regional Planning Agency

Stacy Caldwell, Tahoe Truckee Community Foundation

Hilary Hobbs, Lynn Baumgartner, Yumie Dahn, Town of Truckee



# POLICY WORKING GROUP

## Update on Policy Actions

- Budget: June Approved Budget
- Partnership Meetings
  - AHCS
  - CCRH
  - California Building Trades Council/NCCRC
- Legislative Meetings
  - Senator McGuire
  - Assemblymember Wicks





# **POLICY WORKING GROUP**

# **FUTURE MEETINGS**

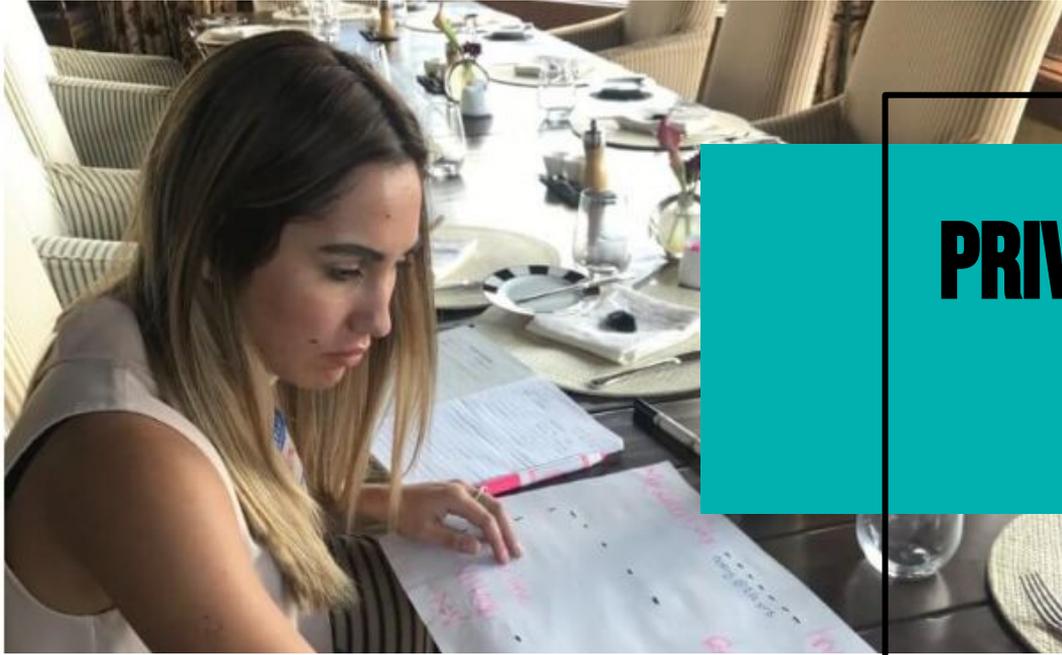


## **Next Working Group Meeting:**

- August 22 - 2:00 PM

## **Future Meetings Schedule:**

- 4th Monday of month
- Every other month/as needed: June - December



# PRIVATE BUSINESS EMPLOYERS HOUSING NETWORK

**Tara Zuardo**  
Program Director  
Mountain Housing Council



# **FUTURE MEETINGS**

*Meetings on the fourth Thursday of every month from 12-1pm*

**Experts speak on a variety of topics of interest to private business employers, including but not limited to:**

- **Buying & Rehabilitating/Hotel Purchases/Conversions**
- **Statutory & Housing Trusts**
- **Unique Local Housing Opportunities for Employees**
- **Deed Restriction Opportunities for Employers**
- **Real Estate & Low Interest Loans - Existing Purchases**
- **Employer & Trust Purchases**
- **Workforce Rental Grant Programs**
- **Pilot Programs to Support “Van Life” Employees**
- **Cohousing**
- **CoHousing for Local Workforce**
- **Housing Code Issues: Density, Connection Fees, Parking Requirements**
- **Surplus Land Act & Available Properties**



# SUPPORTIVE HOUSING & HOMELESSNESS WORKING GROUP

**Cathie Foley**  
Program director  
North Tahoe-Truckee Homeless  
Services



# SUPPORTIVE HOUSING & HOMELESSNESS WORKING GROUP

## **Facilitation:**

Tara Zuardo, Mountain Housing Council

## **Members:**

- Alison Schwedner, Community Collaborative of Tahoe Truckee
- Tammy Gregerson, Connecting Point
- Brendan Phillips, Nevada County
- Cathie Foley and Danielle Segal, North Tahoe-Truckee Homeless Services
- Anne Rarick, Sierra Community House
- Suzanne Lagrandeur, Ted Owens, Tahoe Forest Health Systems
- Jazmin Breaux, Tahoe Truckee Health and Human Services
- Cassie Hebel, Truckee Downtown Merchants Association
- Laura Brown, Truckee Fire Department,
- Lisa Madden, Truckee Police Department
- Clare Novak, United for Action



# **WORKING GROUP FUTURE MEETINGS**

## **Next Working Group Meeting:**

- July 27 - 2:30 PM

## **Future Meetings Schedule:**

- 4th Wednesday of month
- Every other month/as needed



# POINT IN TIME COUNT UPDATE

- A Federal requirement for each County Homeless Continuum Of Care
- Established to provide a snapshot of individuals experiencing homelessness on ONE designated given night (February 2022) that is used to drive funding and services.

<b>Nevada County - Total 30</b>	<b>Placer County - Total 11</b>
Unsheltered - 10	Unsheltered - 8
Sheltered - 20	Sheltered - 3
NTTHS ER Project - 3	NTTHS ER Project - 1
NTTHS Shelter - 8	NTTHS Shelter - 2
SCH - 9	



# NORTH TAHOE-TRUCKEE HOMELESS SERVICES (NTTHS) FISCAL YEAR SUMMARY (JULY 1, 2021 - JUNE 30, 2022)

## Real time numbers:

1. Homeless Management Information System (HMIS) creates a By-Name-List (BNL)
  2. Weekly Case Conferencing

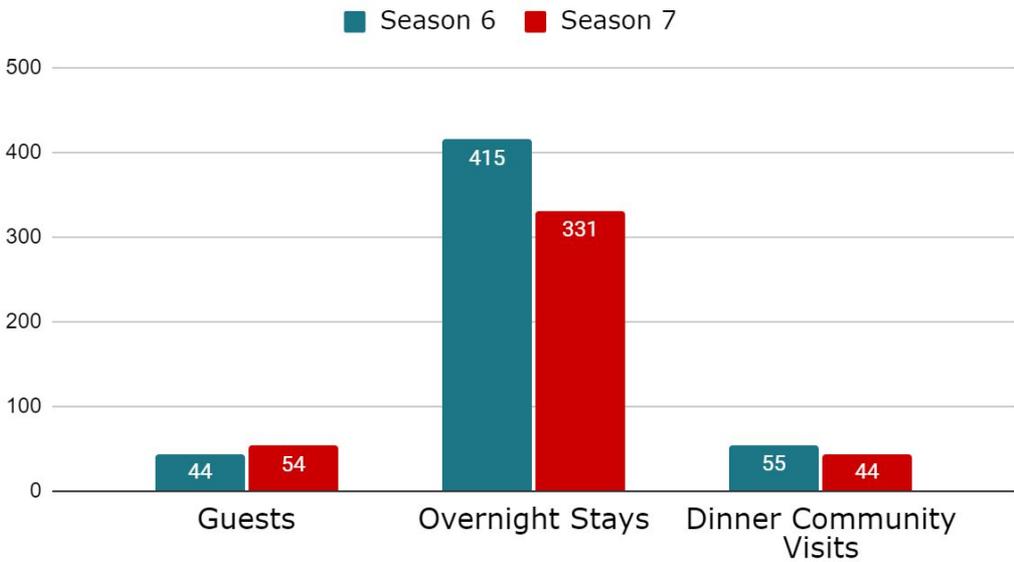


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# EMERGENCY WARMING CENTER SEASON-END UPDATE

Emergency Warming Center Season 6 vs Season 7 Comparison



**Season 6:**  
November 2020 - April 2021  
Open 46 nights

**Season 7:**  
November 2021 - April 2022  
Open 46 nights



# EMERGENCY RESPITE DAY CENTER

Meals, Showers, Laundry, Case Management

Timeframe	Total Guest Visits	# Of Guests	# of Meals	# of Showers	# of Laundry
July 1, 2021 through June 30, 2022  OPEN 164 days	2,929	306	2,901	869	367

## Program Phone: 530-386-7954



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# CASE MANAGEMENT

## 127 individuals engaged in Case Management

- Basics such as ID, SS Card, Cal Fresh, Medi-cal
- Housing Plans, Housing applications, Move In Support
- Legal Issues, Connections to other agencies
- Connections to family & friends / Move out of the area



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# STREET OUTREACH

## November 2021

Homeless Outreach Coordinator position transferred from Sierra Community House to North Tahoe Truckee Homeless Services, AMI Housing

We have two staffers supporting this position, forming a team

Homeless Outreach Coordinator: **Aenora Tawaji 775-525-0961**



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# EMERGENCY ROOM PROJECT

## Long Term stays while working on a Housing Plan

5 neighbors (3 households)

333 bed nights

## Short Term (Hospital Respite Care, Treatment, Emergency)

6 neighbors (6 households)

38 bed nights



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# CELEBRATION TIME

# ENDING HOMELESSNESS WITH HOUSING

## 44 neighbors (40 households)

(27 Chronically Homeless / 17 Newly Unhoused)

- 5 with private landlords
- 25 within the new housing developments in the Tahoe Truckee region
- 1 at Truckee Donner Senior Apartments
- 2 into Assisted Living (out of the area)

(3 have returned to homelessness ~ 2 passed away)



# HOUSING OUR NEIGHBORS

## DEMOGRAPHICS

### By County:

- 27 Nevada County Residents
- 15 Placer County Residents
- 2 Other

### Length of time in the area:

- 11% here less than 1 year
- 32% here, 1-4 years
- 14% here, 5-9 years
- 43% here, 10+ years



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# FINANCIAL AND CASE MANAGEMENT SUPPORT

## Financial Support:

- Rapid Rehousing / HDAP Funds - 24 households
- Placer County EHV - 1 household
- Nevada County EHV - 4 households
- Private Funding - 6 households

## Case Management Support:

31 of newly housed neighbors continue to engage in Case Management Support



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# SEASONAL WORKFORCE HOUSING PILOT PROGRAM UPDATE

**Tara Zuardo**  
Program director  
Mountain Housing Council



# TEMPORARY COMMUNITY HOUSING TEAM

**Nevada County**

**Placer County**

**Town of Truckee**

**Elected Officials**

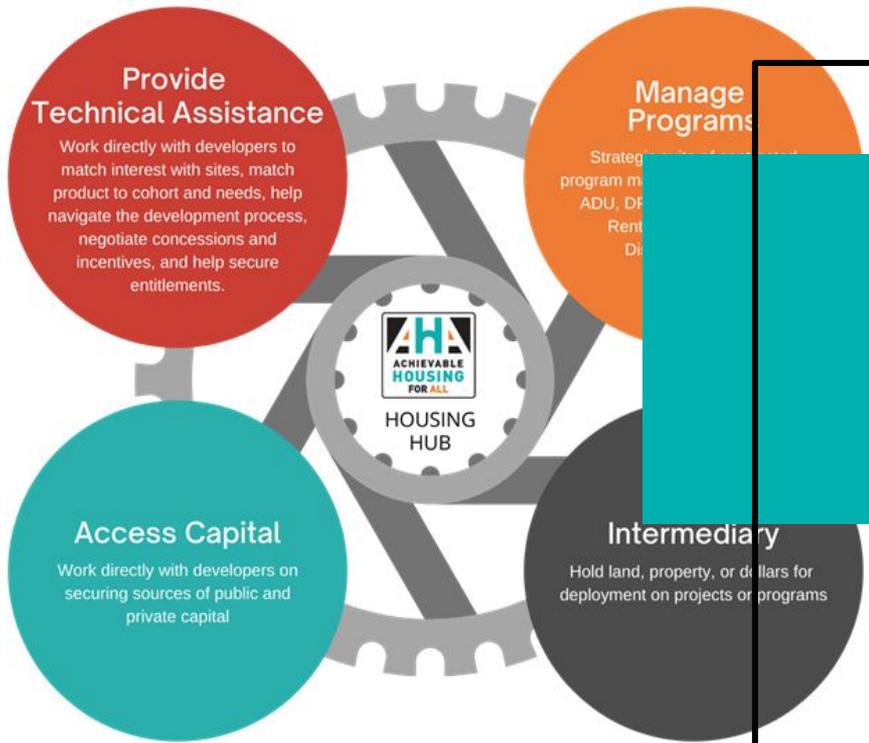
**AMI Housing**

**United for Action**

**Mountain Housing Council**

**Volunteers**

**Private Business Employers**



# HUB UPDATE

**Steve Frisch**  
President  
Sierra Business Council



# HOUSING HUB WORKING GROUP

## **Members:**

Kristi Thompson and Patrick Flora, Contractors Association of Tahoe Truckee

Amy Kelley and Tom Murphy, Martis Fund

Emily Setzer, Placer County

Steve Frisch and Jill Sanford, Sierra Business Council

John Falk, Tahoe Sierra Board of Realtors

John Hester, Tahoe Regional Planning Agency

Stacy Caldwell and Sache Cantu, Tahoe Truckee Community Foundation

Emily Vitas, Tahoe Truckee Workforce Housing Agency

Lynn Baumgartner, Town of Truckee

Heather Rankow, Nancy Costello, and Seana Doherty, Community Member



# HOUSING HUB



Mountain Housing Council

Regional Housing Implementation Plan

HOUSING HUB

Housing Projects & Entitlement Process

Community Capital





# THE HOUSING HUB





# 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



# HOUSING HUB NEXT STEPS

## FUTURE MEETINGS

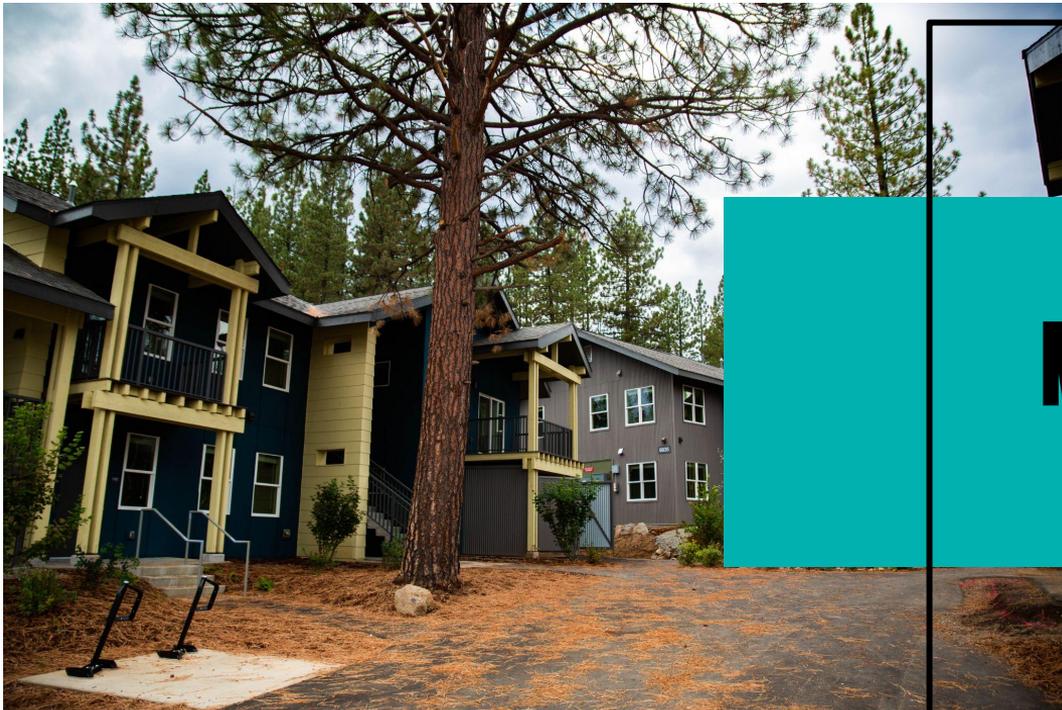


### Next Working Group Meeting:

- TBD

### Next Steps:

- First Draft of Housing Hub Business Plan
- Fundraising



**MHC : COMING UP**



# PUBLIC COMMENT



# PUBLIC COMMENTS: ENGAGEMENT PROTOCOL

- **Please limit comment to two minutes** to ensure all those interested in speaking will have the opportunity to share their ideas
- **Please follow the rules of the “Speak your Peace” Campaign**, as adopted by Truckee Tahoe Community Foundation:

**Pay attention:** Be aware and attend to the people and the world around you

**Listen:** Genuinely focus on others as they speak so that you may better understand their perspectives

**Be inclusive:** Welcome all points of view, every individual, and all groups of citizens working for the greater good

**Don't gossip:** And do not accept when others do

**Show respect:** Honor other people and their opinions

**Be agreeable:** Consider the possibility you might be wrong, admit the things you do not know

**Apologize:** Be sincere and repair damaged relationships.

**Give constructive criticism:** Be sure that your intention is to help.

**Take responsibility:** Don't shift responsibility or blame others



# THANK YOU!

## FUTURE QUARTERLY MEETINGS: 4TH FRIDAY, 8-11AM

- OCTOBER 28, 2022
- JANUARY 27, 2023
- APRIL 28, 2023

