

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**
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**KELLEY
CARROLL**
Vice Chair



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**BILL
AUSTIN**



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**JERUSHA
HALL**



**KRISTIN
YORK**



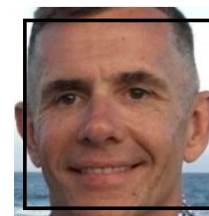
**MIKE
RAYFIELD**



**NICOLE
TODD BAILEY**



**LYNN
MADONNA**



**ROB
DARBY**



**CHERYL
SCHRADY**



**STACY
CALDWELL**
CEO



**KATE
FRANKFURT**
Chief Philanthropy
Officer



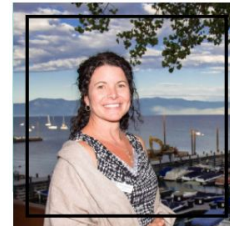
**PHYLLIS
MCCONN**
Community Impact Foundation Services
Officer



**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
GRISSET**
Executive Asst. &
Project Manager



**CAROLINE
CRAFFEY**
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

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.
Residential		
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



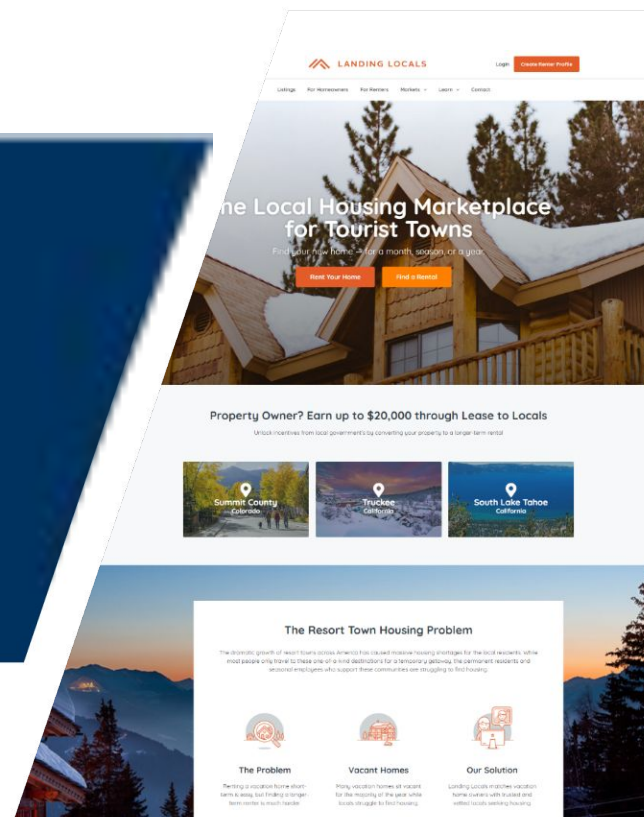
TABLE 2.03.N-2: DEVELOPMENT STANDARDS — KINGS BEACH RESIDENTIAL SUBDISTRICT	
Maximum Density	
<i>Residential</i>	Single Family Dwelling: 1 du/parcel Multiple Family Dwellings: 15 units per acre Multi-Person Dwellings: 37 persons per acre Employee Housing: 15 units per acre Mobile home Dwelling: 8 units 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	2,904 sq ft 10,000 sq ft
Minimum Lot Width	55-25 ft
Minimum Lot Area per Dwelling Unit	6,000 sq ft

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



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

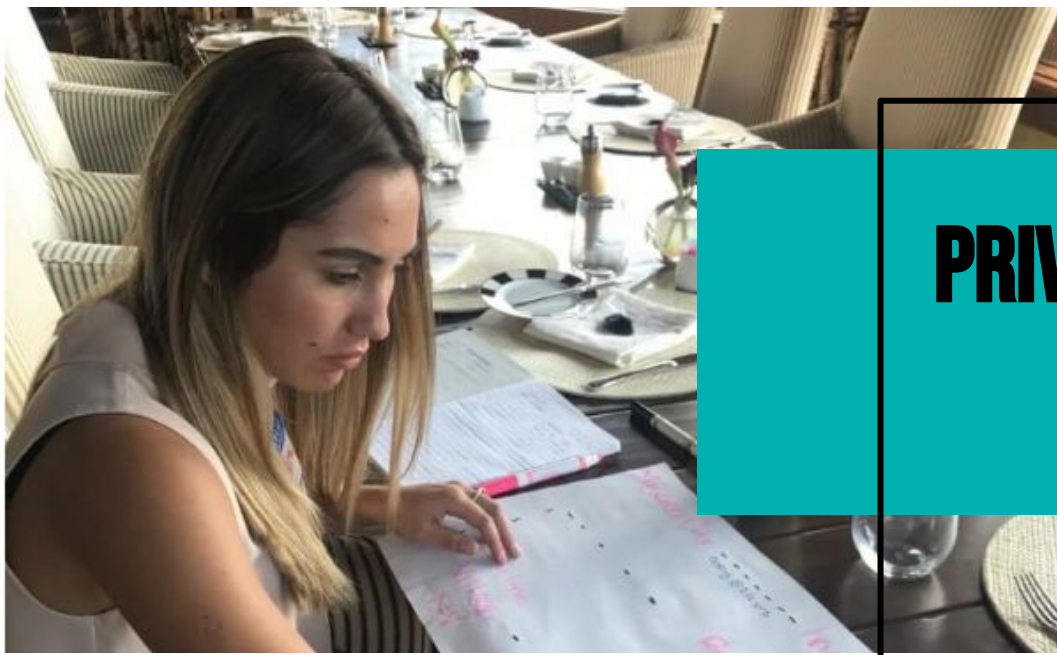


Next Working Group Meeting:

- 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 Breau, 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.

Nevada County - Total 30	Placer County - Total 11
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

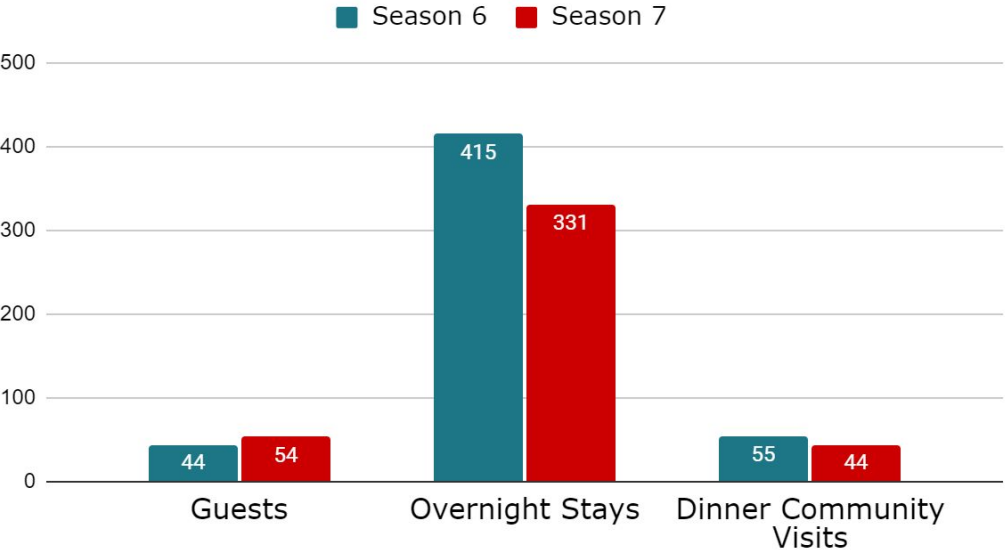


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EMERGENCY WARMING CENTER SEASON-END UPDATE

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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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



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



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 planning, program management, ADU, DFP, Rental, Displacement



HOUSING HUB

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

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





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



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 Order
- Community Social License
- Technology Adoption

Key activities

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

- Community Actions
- 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
- Development Code Flexibility
- Experienced Key Staff
- Jurisdictional Staff Support

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

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

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

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

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%

Revenue Streams

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

- 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



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

