



HUB Tiger Team Meeting #2- Meeting Summary July 13, 2022

Facilitation: Steve Frisch, and Tara Zuardo

Attendees: Amy Kelley, Jill Sanford, Sache Cantu, Stacy Caldwell, Emily Vitas, Emily Setzer, Patrick Flora, Kristi Thompson, Seana Doherty, Tom Murphy, Nancy Costello, Heather Rankow

Goal of this Meeting: Walk through the Business Model Canvas framework for the housing hub. The Canvas is a tool developed by Stanford University and is used by the Sierra Business Council in its small business center to help individuals think through their business model before creating a full business plan.

Agenda Item	Discussion	Next Steps
Social Value Proposition: What is the value you want to provide? Who do you plan on serving?	<ul style="list-style-type: none"> ● The business model canvas defines the social value proposition of the hub as “to address the shortage of achievable housing utilizing site inventory to shorten the timeline between project iteration and occupancy”. <ul style="list-style-type: none"> ○ One of the overarching goals of the housing hub is to get to 10 sites in 10 years. ○ SBC believes that the housing hub fills a social role rather than a technical role as it was defined in the Regional Housing Implementation Plan, the housing tools (site inventory, the matrix of housing programs/finance options as well as pitch sheets) help a land owner and developer 	MHC test assumptions regarding duplication and that it is indeed responding to a gap in the system that isn’t getting filled through existing capacities. Could MHC develop a white paper called---Policy + Incentives to Encourage Achievable or Workforce Rental Projects and outline all of these ideas in one place so that staff could reference.

	<p>understand what is possible on a site and as a result setting up a project to be pitched with greater success.</p> <ul style="list-style-type: none"> ■ Services provided here aren't architectural/engineering. Instead it's about the systems we have in place to speed up the project itself ■ Facilitating connections to the technical side but there is also the navigation of navigating politics and relationships with local funders. <ul style="list-style-type: none"> ● Partners spent a lot of time discussing the value of the housing hub and who it might serve. There is still concern that the hub would provide a free service to developers that is duplicative of professional services being already provided by other entities. ● Semantics matter. Don't recommend using the verbiage technical assistance ● We also spent a lot of time discussing the role of being an intermediary to community capital. <ul style="list-style-type: none"> ○ These are parallel tracks ○ Partners voiced that this is a priority and that a crucial need is for a regional trust. ○ To be clear a function of the hub would be to acquire public (state and federal) funding for projects. 	
Customer Segments	<ul style="list-style-type: none"> ● The three main customer segments are landowners, developers, and the jurisdictions. <ul style="list-style-type: none"> ○ Jurisdictions: The housing hub could manage a down payment assistance program or tracking region deed restrictions for the jurisdictions. 	<p>Agreed that we need to have developer criteria in the business plan as we need some insurance that developers are going to follow through with an achievable housing project. We still need to</p>

	<ul style="list-style-type: none"> ○ Developer: We spent a lot of time discussing who we are trying to serve. 	think through stipulating deed restriction and if the project should be 100%, 50% etc.
Key activities:	<ul style="list-style-type: none"> ● Partners also spent a lot of time discussing the need for advocacy. The role of advocacy in the Hub is still unanswered. Some partners suggested that we need a 501c4 that can do it (Seana gave an example of this in Jackson, WY (https://shelterjh.org/)). Other partners suggested that we keep the social proposition as simple as possible. SBC can engage in advocacy and we can be a conduit to CBOs who could advocate on behalf of code amendments or projects. 	Add: Zoning code requirements.
Partners:	<ul style="list-style-type: none"> ● Community isn't listed as a partner because it is too ambiguous to identify here. Intent of communication is to be in regular contact with the community. 	Add architects and engineers.
Pest:	<ul style="list-style-type: none"> ● Cost financing, inflation, cost of materials are all barriers that are out of the Hub's control. Listed here is what is in the Hub's control. 	
Mgt. Strat/Staffing	<ul style="list-style-type: none"> ● This is a list of desired skills for this position/hub staffing. We are aware that it is going to be difficult to fill. We will need to be a community member who is altruistically motivated. ● Envisioned to be a joint venture between SBC and TTCF. Joint venture. Likely have its own Board. 	

Revenue streams:	<ul style="list-style-type: none">● Funding to operate the housing hub will be secured through philanthropic sources in year one. Year 2 and 3 could include some earned income. Earned income model after year 3● Agreed that we shouldn't launch the housing hub until the capital for year 1 and 2 is raised.● TTCF and SBC will contribute funding for year one and two but there is still a \$300K gap.	
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