



Tahoe Truckee Community Foundation: Mountain Housing Council Legacy and Housing Position Paper

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I. Background/Needs:

From 2016 to 2023, significant shifts in the Tahoe Truckee region's housing market have led to demographic changes and profound impacts on the local workforce.

Responding to these impacts, the Tahoe Truckee Community Foundation (TTCF) successfully united 29 diverse partners- including land planning agencies, public entities, private employers, nonprofits, and networks that previously operated independently- through the Mountain Housing Council. Through cohesive leadership, strategic alignment, and resource optimization, **the MHC significantly bolstered community capacity in housing across four key areas: regional strategy, innovation, advocacy, and funding.**

MHC Regional Collaboration 2017-2023



Regional Strategy:

The MHC developed a collective impact¹ approach to address housing challenges within the Tahoe Truckee Region. The MHC regional strategy included elements such as:

1. *Assessment and Analysis:* Conducting a bi-annual Workforce Housing Needs Assessment to understand current housing trends, needs, and gaps within our region.
2. *Goal Setting:* Establishing priorities and metrics for improving regional affordability and availability.
3. *Policy and Programming:* Defining policies around development impact fees, short-term rentals, and accessory dwelling units. It also developed a framework in 2017 to define the range of unmet housing needs in the region, called the Achievable Local Housing framework.
4. *Implementation Plan:* Leveraging partner resources and expertise to develop a Regional Housing Implementation Strategy.
5. *Monitoring and Evaluation:* Regularly monitoring progress, capturing realities on the ground, and inspiring action and collaboration.

Innovation:

Throughout our collaboration, new ideas and national examples were introduced to inspire partners and explore opportunities for replication. The MHC bolstered regional capacity by introducing innovative new housing programs tailored to the local workforce, emphasizing creating, preserving, and converting local housing opportunities through the Tahoe Housing Hub, Truckee Tahoe Workforce Housing Agency, and Placemate, respectively. These new entities complement the public agencies and jurisdictions, who have also increased housing resources, resulting in a more robust housing ecosystem to our starting point in 2016.

Funding:

The regional funders that assist in subsidies, tax credits, and grants are now aligned in a Housing Funders Network to leverage funding and collaborate on due diligence and community education. The infusion of new and sustained funding, facilitated by Measure K in Truckee, the Tourism Business Improvement District in East Placer County, and our jurisdictions, has significantly built up our community capital. This funding influx has also attracted new partners, like the North Tahoe Community Alliance, to join the housing ecosystem.

¹ Collective Impact is a framework first introduced by FSG in 2010 to help regional collaborations accomplish systems change.

Advocacy:

During the six-year collaboration, partners designed an annual State Policy Platform to advocate as a collective in Sacramento. A major triumph was achieved when our State and Federal Policy Working Group successfully advocated for achievable housing by writing our own policy amendments to SB440, which has passed the state senate and assemblies and is currently waiting to be signed by Governor Newsom. The amendments to SB440, a housing bill regulating regional housing authorities introduced by Senator Skinner would give our region the flexibility to create our own sub-regional area median income (AMI). In our region, this adjustment could provide assistance to households earning up to 150-160% AMI.

In the first three years, MHC successfully established a regional collaboration and framework for addressing housing needs in the region. With the momentum gained from this initial phase and the establishment of new housing programs and staffing within local agencies, the second three years of MHC focused on implementing a regional housing strategy to achieve specific, measurable outcomes.

II. New Approach: Transition of the MHC Brand:*Strategic Planning: Activating TTCF's Capital Absorption Capacity Approach*

As TTCF moves into the next phase of our housing efforts, we're modeling the work ahead to align with the Capital Absorption Capacity Framework of our strategic plan. Our goal is to improve the lives of our people and enhance the health of our community's places by applying the methods below as a unified approach.

Shared Priorities

TTCF remains committed to close collaboration with the community to shape strategies and continuously identify shared priorities. Community perspectives play a crucial role in driving the ongoing implementation of the work. This new approach will transition from an agreed-upon partnership network to more fluid organizing structures to ensure inclusive input and education.

Enabling Environments

In this next phase, we strategically redistribute some of MHC's previous roles to regional partners while ensuring community alignment remains a key focus of TTCF's efforts. We recognize that the increased housing capacity in the region has created favorable conditions for success and growth. This new capacity is empowered with resources, policies, and effective governance structures, enabling it to be more effective in certain areas than we can be alone.

Pipelines of Opportunities

TTCF will strive to identify solutions and bring resources that align with our shared priorities for maximum strategic impact in the community.

Transition of the MHC Brand

MHC will be positioned as a legacy brand at TTCF. MHC partners will be recognized as alumni who continue empowering leadership and responsibilities among various housing groups and regional partners. This strategic shift entails redistributing some of MHC's previous roles to these partners, fostering a collaborative and decentralized approach. Additionally, this transition signifies TTCF's commitment to leveraging collective expertise and resources for a more significant impact in addressing housing challenges within the community. MHC's network will have an open invitation to activate at different times, as necessary, acknowledging their original commitment and leadership in the housing effort.

III. TTCF's Retained Work

While MHC has sunsetted, TTCF remains committed to prioritizing housing work as outlined in our work plan. We are dedicated to engaging our regional partners; however, our capacity to do so depends on successful fundraising and capacity building. The work plan is outlined in the table below.

TTCF FY25 Housing Work Plan

TTCF Activity	Activity Description and Deliverables
I. Civic Engagement	Implement a multi-channel communications strategy to ensure that community members are knowledgeable, learning, and able to engage by collaborating with multiple media partners.
II. Data	Conduct a Community Housing Needs Assessment every other year, including a community-wide online survey and publicly available data analysis to clarify needs and inform decision-making. <i>Target Survey Mid-Jan-end of Feb 2025</i>
III. Annual Housing Convening	Host an annual Housing Summit to bring together the MHC legacy partnership and community to discuss and address housing-related issues and challenges within the North Tahoe Truckee region, including state and federal policy initiatives. <i>Target May 2025</i>
IV. Website	Transition MHC's website to reflect legacy brand standards and strategize content distribution between TTCF and our partners.

IV. Transitioning Roles: Redistributing Responsibilities to Regional Partners

TTCF is strategically reallocating previous roles from the MHC to harness the strengths of our regional partners. We believe this will enhance efficiency, as each agency possesses the necessary governance structure and funding to achieve our shared goals. This reallocation is detailed in the table below.

Regional Entity	Primary Role
<p>The Housing Hub A 501c4 social enterprise developed by the Mountain Housing Council. It will spearhead the Regional Housing Implementation Plan by aiming to streamline housing development for the local workforce by focusing on middle-to-small developers and property owners.</p>	<ul style="list-style-type: none"> ● Provides technical assistance to homeowners/landowners ● Advocates for housing at local and regional levels ● Facilitates a pro-housing movement ● Offers technical assistance for low-density projects ● Works with homeowners and small to mid-sized developers to accelerate workforce housing
<p>Truckee Tahoe Workforce Housing Agency A joint powers authority that serves employees of its member agencies as well as other qualified employees within the geographic boundaries of the Truckee North Tahoe region. TTWHA’s primary focus is facilitating housing solutions for households in the “middle-income” bracket, defined as households making above traditional low-income levels of 80% AMI.</p>	<ul style="list-style-type: none"> ● Helps locals find housing through housing support and assistance programs ● Collaborates to create housing on partner agency land ● Leverages partner agency funding to create housing ● Partners with employers to house workers ● Develop state and federal policy advocacy framework to support policies that impact achievable local housing in the North Tahoe-Truckee region. ● Ensure member agency lobbyists are engaged and coordinated.

Land-use planning agencies, community partners, and MHC partners remain integral in shaping the region's initiatives and continue to play a vital role in crafting solutions to housing challenges. Although TTCF is transitioning from a Collective Impact model and repositioning the MHC brand to a legacy brand focused on a

capital absorption capacity approach, we still value our partners' expertise and involvement. Our emphasis shifts from solely emphasizing collaboration among partners towards optimizing the region's capacity to address housing challenges effectively.