



## Meeting Summary

Mountain Housing Council Meeting (#1)  
 6.9.2017 | 7:30-11am  
 Truckee Tahoe Airport District Board Room  
 Meeting Attendees: See page 9 for complete list

## Topics in this Summary

- Mountain Housing Council Organizing Tools
  - Council Framework
  - New Tools (Collaborative Agreement, Placemat, FAQ)
- Work Group Updates
  - Deal Makers Summary
  - Tool: Dashboard to track progress + Deal to Watch
- Regional Action Plan Visioning Session + Setting Targets, Work Plan (Tiger Teams)
- Partner Updates

## Action Items

| Deadline   | Who  | What   |
|------------|--|--|
| July       | Ad-Hoc:<br>Seana,<br>Jennifer<br>Merchant,<br>Jeff Loux,<br>John<br>Hester,<br>Other TBD | <b>Housing Targets:</b> Define Housing Targets for MHC: Call (s) to review various scenarios for setting housing targets for MHC work over next 3 years. |
| By June 19 | Staff  | <b>Collaborative Agreement + FAQ:</b> Update per feedback, signing by members by 6.30.17. Include feedback re: public in meetings.                       |
| On-going   | Staff + Members  | <b>Tiger Teams:</b> Launch 4 Tiger Teams to work on key topics. See following notes for details  |
| Summer     | Staff  | ID list of experts to serve needs of MHC   |



## **Meeting in Brief**

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On June 9<sup>th</sup>, 2017, nearly 30 members of the Mountain Housing Council (Council) met for the first time to kick off the 3-year collaborative initiative that is working to accelerate solutions to regional housing issues. The Council, comprised of a range of regional agency, non-profit and business stakeholders is set to meet four times per year to coordinate, communicate and strategize solutions on various housing opportunities and challenges happening in the Tahoe Truckee region.

The focus of the first meeting was to review key foundational tools for the collaborative and set a plan for future work. Following is a summary of the key highlights and decisions made for the various topics discussed.

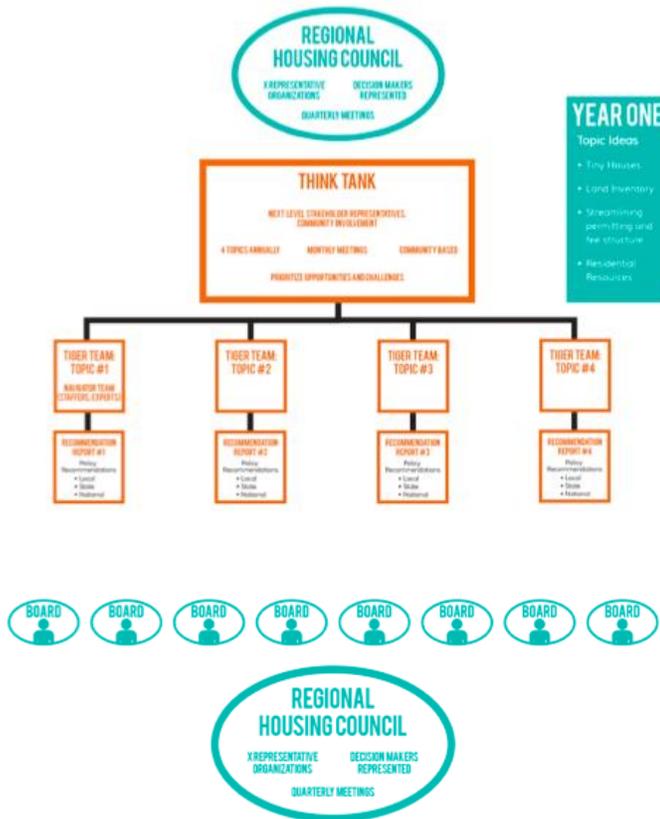
## **Mountain Housing Organizing Tools**

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Critical to a successful collaborative effort is having an agreed upon framework and set of tools to drive the work. As such, the group reviewed the following collaborative tools:

- Mountain Housing Council Organizational Framework
- Collaborative Agreement
- Placemat-Dashboard
- Frequently Asked Questions

The Mountain Housing Organizational Framework was presented as follows:





### **Collaborative Agreement Tool**

The Collaborative Agreement document is a tool that outlines the goals of the Mountain Housing Council, roles of TTCF (Project Manager and Fiscal Oversight) and each stakeholder group as well as a set of procedures for working together. The Council reviewed the document prior to the June 9<sup>th</sup> meeting and provided comment during the meeting.

**Feedback:** Per the discussion, the main comments about the document included: 1) Adding additional language to the consensus model to more clearly define the process including adding details to the meeting summaries re: how each entity “voted” on a topic, 2) Adding clarity in the introduction section about the importance and role of the general public in the process as well as how Funding Partners/ Council members participate in different work groups (i.e. Think Tanks, Tiger Teams, Deal Makers Network, etc.) 3) Clarity about financial oversight of the MHC budget which staff explained was managed by the TTCF staff with oversight from the Board and reports provided two times a year to funding partners.

### **Next Steps:**

Staff to update document per feedback and send to members to sign by 6.30.17

### **Placemat Tool**

To easily track and showcase the collective housing work of the region, the MHC team presented a tool called the MHC Placemat. The Placemat is an 11x17 sheet to spotlight, in one location, highlighting the collaborative and communications efforts happening related to local housing. With a region comprised of two counties and a town and multiple special districts, this type of tool is critical to coordinating efforts. The Placemat will be updated for each quarterly Council meeting and can be used by members to share information about the Council's work with their own constituencies.



### **Frequently Asked Questions Tool**

In order to create a responsive and transparent process, the MHC created a FAQ document that will be regularly updated as new questions arise. The document will be kept on the MHC website—[www.mountainhousingcouncil.org](http://www.mountainhousingcouncil.org)

**Feedback/Agreement:** Members would like to add a response to the question about public attendance at quarterly Council meetings. The consensus from the group was to allow the public to attend Council meetings with a public comment item at the end of each meeting. This will build transparency and inclusion into the MHC work.

**Next Steps:** Add language to FAQ, website, Collaborative Agreement to reflect role of public at Council meetings.

### **Work Group Updates**

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The Council meetings will serve as a forum for communicating and providing feedback on the work happening in the various work groups. There will be several work group formats functioning under the Council from short-term Ad-Hoc teams to Tiger Teams to Deal Makers to Think Tanks. In each of these work groups, a specific goal or challenge will be addressed and a unique stakeholder team will be invited to participate to develop solutions to the challenge. Some work groups will last a few weeks and some will be at least a year. One work group that met prior to the first Council meeting was a network of housing developers and builders currently being called, "Deal Makers." The update to the Council included: 1) Purpose and role of developer network, 2) Feedback from the first meeting regarding barriers to building local housing.

Some of the barriers initially identified by the first Deal Maker session included: 1) High cost of fee's, 2) Definition of local housing, 3) Regulatory process challenges (time, complexity, tone)

**Feedback:** The reaction to the Deal Maker work group was mixed and animated. Comments ranged from questions around whom the group was and how they fit into the Council as well as ways to improve the perception of the regulatory process. The name for the work group, "Deal Makers," was



challenged in that there are agencies that are also deal makers so how do we differentiate this work.

**Next steps:** Tiger Teams will review comments from the Deal Maker network as part of the work of understanding regulatory barriers.

### **Setting Housing Targets for MHC Work**

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One of the goals of the first Council meeting was to discuss and define the goals and housing targets for the 3-year Mountain Housing Council initiative. The question being, "How do we measure success?" A preliminary draft of a Dashboard tool was shared with the group (similar in format to the Placement mentioned earlier) to show how housing targets and "Deals in the Watch," could be tracked. Housing targets were pulled from the 2016 Housing Study that showed a regional need for approximately 12,000 units to meet current demand. Additionally, a table showing how the current pipeline of local housing projects in the works could be shown on the Dashboard to help the Council track and support projects already underway.

**Feedback:** There was a lot of conversation about what targets for housing would be best for MHC efforts. In short, after much discussion, it was clear that finding a housing target was not a simple task that would happen in one meeting. Specifically, feedback re: targets included:

- Include both new and existing stock in the targets
- Potentially set targets based on current pipeline of projects or, potentially, 20% above
- Set targets based on geographic equity
- Focus targets on policies that will set us up for housing targets in future years
- Focus on a portfolio approach: meeting the needs of a variety of income levels (very low up to above moderate)
- Focus on a portfolio of housing types: define not just by # of rooms
- Financial feasibility: needs to be part of equation for targets
- Consider Peer Review: of BAE study needed to verify #'s for target baseline
- Adopt and track "game changers" as a metric



**Next Steps:** An Ad-Hoc committee was formed to take the feedback from the discussion and develop a set of housing targets to share with the Council members via email this summer with the goal of finalizing the targets by the September Council meeting.

### Tiger Teams Work Groups

Key to moving the work forward for the Council is developing work teams that research and design strategies to identified barrier areas. Following are the Tiger Teams identified and formed by the Council for year 1.

| Tiger Team                            | Goals  | Timeframe                               | Members   |
|---------------------------------------|--|---|---|
| Regulatory Barriers (Fee's)           | <ul style="list-style-type: none"> <li>• Understand fees</li> <li>• ID barriers and solutions</li> <li>• Highlight and learn from successful stories</li> </ul>  | 4-6 months                              | TTUSD, TCPUD, Town, Placer, Nevada  |
| Regional Public Agency Land Inventory | <ul style="list-style-type: none"> <li>• Understand regional housing opportunities on land owned by agencies</li> <li>• Create a regional map (internal)</li> <li>• Create Criteria to top priority locations</li> </ul> | 1 month for map, 3 months for inventory | Nevada County (Richard Anderson)<br>Placer County (Jennifer Mo.+ J. Merchant)<br>TCPUD (Steven)<br>Town (Jeff Loux),<br>Northstar (Jerusha Hall ) |
| Creative New Housing Types            | <ul style="list-style-type: none"> <li>• Understand different models (tiny houses, adaptive reuse, cohousing, etc.)</li> <li>• Understand current policies</li> <li>• ID next steps.</li> </ul>                          | 6 months                                | TBD   |



|                      |   |        |                    |
|----------------------|---|--------|--------------------|
| Leveraging Financing | <ul style="list-style-type: none"> <li>• Understand public funding</li> <li>• Develop models for funding</li> </ul> | 1 year | TTCF (participant) |
|----------------------|---|--------|--------------------|

### Partner Updates

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#### *Mountain Area Preservation, Alexis Ollar*

Announced the deadline of June 28<sup>th</sup>, 2017 for state matching funding proposal for the Railyard Artist Loft project. These are low-income units and the Town is competing with other entities throughout the state for funding. The higher our local match (\$'s) the better our proposal fairs. This is a shovel ready project; just needs public funding match to move forward.

#### *New Proposal + Discussion*

Council discussed a proposed letter of support from MHC. Stacy Caldwell (TTCF) indicated that this type of advocacy would be challenging at this time as different agencies have different procedures to obtain signatures. She shared that as a collective, the opportunity is in the information sharing and that each partner needs to respond and react based on their organization's alignment and protocols.

### Funder Debrief

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Funding Partners met to debrief the process and the meeting format. Following are highlight of the comments shared:

- Liked the tools---the Placemat format
- Length of meeting: needs to be longer, 3 hours in the future (with breaks)
- Focus on Council meetings should be communications around the work happening between meetings
- Send more "homework" between meetings so that Council can move on action items and not wait for quarterly meetings
- Comment made to bring in expertise to help with challenging topics--- finding the right fit will be critical as we are a unique community with unique challenges



- Education is a critical part of our work—understanding options and realities. Suggestion to make this part of each Council agenda—bringing in experts on various topics (developers, financiers, etc.)
- We need to start thinking about the next entity beyond MHC. What does this look like? What is the org structure? MHC is only 3 years, where does the capacity of the work land after this timeframe?
- Close: excited that leadership is coming together to not only recognize this pressing housing issue but tackle it

#### Meeting Attendees:

Nevada County, Richard Anderson  
Town of Truckee, Tony Lashbrook, Jeff Loux, Morgan Goodwin  
Contractors Association, Pat Davison  
Truckee Chamber, Lynn Saunders  
DMB Highlands/Martis Fund, Mark Johnson  
Northstar, Jerusha Hall  
Community Collaborative of Tahoe-Truckee, Alison Schwedner  
Family Resource Center/Board of Relators, Carmen Carr  
Truckee Family Resource Center, Teresa Drimmens  
North Tahoe PUD, Sarah Coolidge, Sue Daniels  
Squaw Valley PSD, Fred Ilfeld  
North Tahoe Family Resource Center, Anibal Cordoba Sosa  
Truckee Sanitation District, Nelson Van Gundy, Blake Tresan  
Tahoe Regional Planning Agency, John Hester  
TSBOR, John Falk  
Placer County, Jennifer Montgomery, Jennifer Merchant  
Tahoe City PUD, Sean Barclay, Cindy Gustafson  
Truckee Donner PUD, Steven Poncelet  
Tahoe Forest Hospital District, Ted Owens  
Tahoe Truckee Unified School District, Robert Leri



## DRAFT Collaborative Agreement

**Date:** \_\_\_\_\_

Organization Name: \_\_\_\_\_

Primary Representative (Name and Title): \_\_\_\_\_

\_\_\_\_\_

Alternate (Name and Title): \_\_\_\_\_

\_\_\_\_\_

### Participation:

- Community Partner
- Funding Partner

**Background:** Mountain Housing Council of Tahoe Truckee (Council) is a collaborative effort working to identify priorities and create an innovative and accelerated portfolio of solutions to regional housing issues. The Council operates, geographically in eastern Nevada and Placer Counties and the Town of Truckee.

### I. About the Collaborative Agreement

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**Purpose:** The purpose of this Collaborative Agreement (Agreement) is to outline how this diverse body of committed stakeholders will work together to achieve results.

**Authority:** This Agreement is not intended to, and does not, impose any legally binding requirements on the individuals or entities that participate in the process. Members recognize and respect that each participant is first bound to their organization and within their organization's constraints bring what resources they can to the Council's effort. Signatories do not assume liability for any other member's actions, obligations, or liabilities or any third party claims that arise out of this initiative. **The Council is built upon a good**



**faith effort.**

**Expiration:** This Collaborative Agreement is effective for a three-year period or for the duration of Council activities from the date of the signature on page 7.

## **II. Roles + Responsibilities**

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### **1. Project + Financial Manager + Convener**

Tahoe Truckee Community Foundation (TTCF) will serve in the role of Project Manager, Administrator and Convener for the Mountain Housing Council, including providing the following services:

- Convene stakeholder groups
- Garner funding
- Sponsor meetings
- Address technical study needs
- Provide staff support to manage the Council activities

As Project Manager and Convener, TTCF will manage funds contributed by the Funding Partners. An administrative fee of 10% will be allocated from the Council budget by TTCF for overhead and fund management.

An annual budget will be developed by TTCF and approved by the Board of Directors of TTCF. All Council activities will be categorized as a program of TTCF with TTCF acting as the fiscal manager. Funding will drive the work of the Council with the capacity to include additional support for TTCF managed items such as project facilitation, coordination, communications, and administrative responsibilities.

In addition, TTCF will:

- Provide Council oversight in regards to funds and collaborative activity;
- Report to Funding Partners including providing financial reports on a bi-annual basis.



## **2. Stakeholder Groups**

There are four stakeholder groups that serve to move the Council and housing solutions forward through various committees and work groups.

The following is an outline of how each of these stakeholder groups participate in the work of the Council.

### **a. Council Community Partners**

Nonprofit and social service partners are essential Council participants. The primary role in participation is to ensure inclusive community involvement. As representatives of unique missions and constituents, we look to these partners to share the work of the Council formally and informally to ensure that a range of community voices and needs are heard.

*Roles:*

1. Outreach and promotion
2. Focus group facilitation
3. Data collection and storytelling
4. Participation in the Think Tank, Tiger Teams, and Ad Hoc groups
5. Other TBD

*Community Partner Membership:*

Membership of the Community Partners represents non-profits, associations and networks that have mission alignment and constituencies associated with regional housing goals. Membership in the Community Partners group is by invitation.

### **b. Council Funding Partners**

The Funding Partners represent local agencies, special districts, and corporations who have committed funding to the Mountain Housing Council. The primary role of the Funding Partners includes moving policy issues and aligning regulatory activities for Council goals.

*Funding Partner Membership:*

Membership is based on an invitation, Board endorsement and funding along with access to other resources such as:



1. Land: Own land for possible Mountain Housing Council efforts
2. Policy: Manage policies around housing that can be shaped in a way to accelerate housing solutions
3. Constituents: Have a large constituency that needs housing or can advance goals of the Council

To view a full list of Council Partners to date, go to [www.mountainhousingcouncil.org](http://www.mountainhousingcouncil.org)

### **c. Collaborative Partners/ Deal Makers Network**

#### **" Collaborative Partners/ Deal Makers Network**

" are private investors, developers, landholders and property managers who come together to advance and create large-scale housing solutions for the Tahoe Truckee region.

*Roles:*

1. Lend expertise
2. Help vet concepts and projects
3. Help identify capital sources
4. Network and connect to advance the mutual mission of accelerating regional housing solutions aligned with the housing targets set by the Council
5. Identify barriers to unlocking regional housing solutions
6. Other TBD

*Collaborators Network:*

Participation in the Network does not necessarily imply Council Membership. This group will be convened separate from Council meetings and participation will be more fluid based on projects and needs. The work of the Deal Makers will directly inform the Council who will be called upon to help think through the barriers and opportunities identified in this forum.

### **d. The Public**

The (residents of Eastern Placer, Nevada County, Northern El Dorado and the Town of Truckee North Tahoe Truckee represent the myriad of community members in our region including but not only individuals,



families, employers, employees, neighbors, and friends.

1. Inform the work of the Mountain Housing Council based on the realities faced by our community members as it relates to housing
2. Promote and amplify the importance of a regional collaboration to focus leadership efforts in accelerating solutions for housing
3. Attend and participate in the public aspects of the Mountain Housing Council

### **3. Staffing Roles**

*Project Director/Lead Facilitator:*

In cooperation with TTCF staff the Project Director/Lead Facilitator will design stakeholder meetings and guide the overall process toward achieving its mutually agreed-upon purpose and goals. The Lead Facilitator will be contracted by TTCF.

*Coordinator:*

The Coordinator organizes and tracks the meetings and activities of the Council.

## **III. Code of Conduct**

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All participants in the Mountain Housing Council, across all stakeholder groups and meetings agree to the follow Code of Conduct that outlines a set of behaviors and standards that we believe will result in a successful initiative. As a general practice in civil discourse, the Council will abide by the guidelines from "Speak Your Peace."

### **Speak Your Peace:**

- 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. Speaking with consideration and kindness is at the heart of civil behavior.
  - Show Respect. Honor other people and their opinions, especially in the midst of disagreement.
  - Be Agreeable. Two ingredients for being agreeable in conversation: 1. The ability to consider that you might be wrong. 2. The ability to admit that you don't know.
  - Apologize. Be sincere and repair damaged relationships.
  - Give *constructive* criticism. Be sure that your intention is to help, not to humiliate or attack someone personally.
  - Take responsibility. Don't shift responsibility or blame others.
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### **Meeting Agreements:**

1. Show up and bring your best ideas and innovation with you to every meeting
2. Be prepared for each meeting by reviewing documents and meeting material distributed prior
3. Treat others in the Council with respect and expect to be treated with respect
4. Voice opinions and concerns openly in the Council meetings and listen openly to opinions of others
5. Assist in and advocate for achievement of the collaborative goals of the Council
6. Work collaboratively towards resolution of Council issues; strive for consensus
7. Share experience and expertise as a means of advancing the Council's common interests
8. Serve as an ambassador for the Council and share progress of the work with base and staff



### **Decision-Making Agreements:**

Teams, Committees, Work Groups will strive to make decisions through a consensus model, facilitated and documented by the Lead Facilitator or a member of the Facilitation Team.

1. The definition of consensus spans the range of: strong support to “I can live with it.” Any of these statements by a Council member constitutes consensus.
2. Many of our Council representatives cannot act independently on behalf of the agencies and organizations that they represent. Therefore, voting will be a consensus tool that will be used on a very limited basis from time-to-time with intention around preparation of information, education and timing. When the Council uses a vote to determine a course of action, the meeting notes will reflect the voting detail of those who approved, opposed and abstained.

### **Communication Agreements:**

1. TTCF will manage internal and external communications for the Council. Council members will coordinate with TTCF on communications about the effort to maintain consistent messaging and impact
2. Council members will share information and results of the work to their constituency base with support from TTCF

## **IV. Miscellaneous**

No provision of this agreement is intended to confer any benefit upon any third party, and no third party shall have the right to enforce any provision of this Agreement.

Each signatory agrees that it shall not use any other signatory, Council member or TTCF's name, or any logo or insignia of such person or entity, or otherwise identify such person or entity in any form of publicity or disclosure without the prior written permission of the person or entity, which permission may be given or withheld in the person or entity's sole discretion.



This Agreement, and any dispute between the parties arising out of this agreement, shall be governed by and construed in accordance with the laws of the State of California, excluding its conflict of laws rules.

Nothing in this Agreement is intended to establish a partnership, joint venture or agency relationship between any of the signatories and TTCF.

**V. Signature of Collaborative Agreement**

I agree to follow the Collaborative Agreement as outlined above.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



Tahoe Truckee Community Foundation  
PO Box 366  
Truckee, CA 96160  
Phone 530-587-1776  
Fax 530-550-7985

# INVOICE

INVOICE #  
MHC-FY17-18TDHA

DATE: 7/12/2017

TO:  
Tahoe Truckee Community Foundation  
P.O.Box 366  
Truckee, CA 96161

FOR:  
Tahoe Donner Homeowners Association  
Mountain Housing Council of Tahoe Truckee  
Attn: Robb Etnyre

| DESCRIPTION  | AMOUNT        |
|--|---------------|
| Mountain Housing Council 2017-18<br>Installment 1 of 3 | 10,000.00     |
| TOTAL  | ">\$10,000.00 |

Contact: Emily Vitas  
emily@ttcf.net