ACKNOWLEDGEMENTS

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BACKGROUND

Enterprise Advisors, the technical assistance and consulting arm of Enterprise Community Partners, was engaged by Charles Schwab Bank in October, 2016 to assist the Truckee Meadows region in developing actionable steps to strengthen partnerships and increase the impact and production of affordable housing throughout the region. This work culminated in the Truckee Meadows Affordable Housing Forum, held on January 12, 2017. The forum was designed to facilitate cross-sector conversation and collaboration, identify common challenges, and regional opportunities.

In preparation for the workshop, Enterprise collected and analyzed data across various housing and market indicators to assess the current need for affordable housing within the Truckee Meadows region and the policy environment to support this work. This assessment is summarized in the Key Assessment Findings section.

Enterprise worked in partnership with regional leadership to design a detailed agenda for the affordable housing forum, which included an overview of local challenges and opportunities, and facilitated small group stakeholder visioning and strategy sessions to prioritize the region’s housing challenges, and to establish the building blocks for a roadmap that will guide future actions in the region.

This report summarizes the accomplishments of the forum, including key findings, challenges, and areas of opportunity, and provides suggestions for next steps to continue advancing this important work. A copy of the agenda may be found in Appendix A.

ABOUT ENTERPRISE

Founded in 1982 as a corporation, Enterprise Community Partners, Inc. is a national 501(c) (3) charitable organization with a mission to create opportunity for low- and moderate-income people earning below 80% of area medium income (AMI), with a focus on serving very-low income individuals, through affordable housing in diverse, thriving communities. We advance our mission through deep expertise in the following three areas.

Solutions: We partner with national and local organizations to create programs that strengthen communities. In addition, we provide best practices and technical assistance to our partners on the ground.

Policy: We advance policies at the federal, state and local level to increase the supply and quality of affordable housing.

Capital: Within Enterprise, we have various entities that lend funds, finance development, and manage and build affordable housing.

Enterprise Advisors leads the organization’s public-sector consulting practice, providing the highest quality technical assistance and strategy development services to public agencies across the nation. Through its work, Enterprise Advisors seeks to build public-sector capacity to use public resources more strategically and leverage relationships to broaden the impact of these efforts. Enterprise Advisors
offers consulting services in affordable housing, community and economic development, and community-focused strategic planning and engagement.

ASSESSMENT METHODS

As a neutral facilitator, the Enterprise team worked with the local planning team and other community stakeholders to develop our understanding of the housing and community development landscape in Truckee Meadows.

The local planning team was led by Nancy Brown from Charles Schwab Bank, Ken Krater from Operation Downtown, and Tony Ramirez of HUD (the “Planning Team”). Enterprise worked collaboratively with the planning throughout the assessment process and in developing the agenda for the forum.

In addition to our in-house data analysis and mapping work, Enterprise consulted a variety of local reports on housing conditions in the Truckee Meadows region, including Barriers to Affordable Housing Development in Washoe County, which was prepared by Praxis Consulting Group for the Truckee Meadows Growth Task Force in 2006. After interviewing local stakeholders and discussing the report with the President of Praxis Consulting, the Team confirmed that many of the barriers articulated in the report held true more than a decade later. This report provided a baseline for prioritizing affordable housing challenges at the forum.

The Team reviewed the Economic Development Authority of Western Nevada (EDAWN)’s EPIC Report, which provided job and population growth estimates, to assess the magnitude of anticipated pressures on the housing market and where those pressures would be concentrated geographically. This information informed discussions on visioning and challenge prioritization on the day of the forum.

The Team also talked with the Truckee Meadows Regional Planning Agency (TMRPA), regarding their December 2016 housing study, which examined current housing conditions and future housing needs in the region. Their research provided a clearer picture of the current housing stock as well as future development and the impact of the projected growth on the costs of regional services and infrastructure. TMRPA’s Executive Director, Kim Robinson, presented on these findings during a level-setting data presentation on the morning of the forum.

Interviews and surveys of community stakeholders

Some of the most important insights we gained were received during a series of interviews with key stakeholders from a variety of sectors. This insight provided on-the-ground perspective on the region’s affordable housing challenges and opportunities. Below is a list of community stakeholders who participated in these interviews:

- Kevin Dick (Washoe County Health District & Truckee Meadows Healthy Communities)
- Lee Gibson (Regional Transportation Commission – Washoe County)
- Mike Kazmierski (EDAWN)
- Erik Novak (Praxis Consulting Group, LLC)
- Kim Robinson (TMRPA)
- Mayor Hillary Shieve (City of Reno)
- Don Tatro (Builders’ Association of Northern Nevada)
Enterprise also distributed a questionnaire via email to a list of additional stakeholders recommended by the planning team, posing the following five questions:

1. How would you define affordable housing for the region?
2. What do you think is the affordable housing need is for the region?
3. How is your organization (administration) addressing the need? Who are your key partners?
4. What do you see as some of the barriers or challenges that may affect a cross sectoral collaborative approach to develop a regional strategy for affordable housing?
5. Are there any prominent community dynamics, social issues, or market environments related to housing and affordability we should know as background as we go into this workshop?

The responses we received to the survey and during the interviews fundamentally shaped how we designed and facilitated the forum.

**KEY ASSESSMENT FINDINGS**

*Local dynamics*

Through our discussions with stakeholders in the Truckee Meadows region, we identified some local dynamics that were shaping the region’s affordable housing challenge.

The region, especially in the urban centers of Reno and Sparks, has a significant number of **homeless and special needs** individuals that are in need permanent supportive housing and wrap-around services. According to stakeholders there is a critical shortage of supportive housing units and next-step/transitional housing—when new units come on-line they are rapidly filled and have long waitlists. Stakeholders also indicated there is a lack of coordination between affordable housing developers and
social service providers, impacting coordination of much-needed supportive services to high need populations.

Seniors and the working poor are two of the region’s most vulnerable populations affected by rising rents and housing costs. There is a large population of seniors and baby boomers who are living on a fixed-income in Washoe County, a population that has grown significantly in recent years. There is also a large base of low-wage workers, particularly in the region’s many restaurants and casinos, who are supporting the region’s service-driven economy. Without intervention, the risk of displacement will continue to grow for these groups.

The issue of substandard weekly motels serving as ‘de facto’ affordable housing came up repeatedly through our assessment. Throughout the region, but mainly in its urban centers, these motels have been serving as SROs and housing of last resort for low to very-low income populations that include the elderly, children, families, the disabled, and veterans. These dilapidated and substandard motels are often run by landlords that take advantage of the tenant’s inability to find housing elsewhere.

Areas around the weekly motels and other high needs areas throughout the region are experiencing crime and public safety issues that are complicated by the lack of quality, affordable housing. We heard that this issue may not be as well-known or as visible as others, but that there are low-opportunity areas in the region that are particularly suffering from high crime rates and gang activity.

The “Tesla effect” is a term that emerged during our assessment, used to describe the anticipated effects of Tesla and other high tech companies relocating to the region. This effect includes economic growth, population growth, and gentrification. Other major developments in the region, such as the expansion of the University of Nevada in downtown Reno and the recent focus on high-end, luxury market rate housing development may also be contributing to this effect.

Key challenges

Stakeholders generally agreed that increased growth and economic development, and particularly increased jobs, are good for the region, while recognizing that the region’s growing prosperity has not benefitted all residents. Further, stakeholders recognized that recent economic growth have put pressure on the housing market, increasing rents and home prices.

This dynamic has led to an overall shortage of affordable housing, which is compounded by an insufficient supply of different types of housing to meet the diverse needs in the community. This problem is often referred to as “missing middle” housing. See Figure 1 below for an example of the variety of housing types that could fill this “missing middle” between single-family detached units and mid-rise complexes.
Stakeholders also noted the lack of a common definition and understanding of affordable housing, leading to a **misconception around what affordable housing is and who it serves**.

When asked specifically about existing barriers to developing a regional strategy to address the issue of affordable housing, many noted that there was **limited collaboration and coordination** among different stakeholder groups and jurisdictions, and **lack of transparency** in the municipalities’ housing development processes. This problem was exacerbated by the Great Recession, which forced many groups into stiff competitions for limited public funding. Today, this has manifested in many disjointed conversations around strategies to address affordable housing.

Throughout our assessment, one of the most common challenges that emerged is the **lack of resources and funding** to support affordable housing development and the need for all jurisdictions (the cities, county, and state) to develop incentives and other policies to encourage affordable housing development. To support stakeholders in identifying new resources and leveraging existing funds more effectively, Enterprise put together a handout on financing resources for affordable housing development in Northern Nevada. This handout may be found in Appendix B.

**Opportunities**

In addition to those challenges, stakeholders identified a variety of opportunities in the region that could be pursued to encourage affordable housing development and increase access to opportunity for all citizens.
1. Engage political leadership and build trust among community groups. While many elected officials participated in the forum, it will be important for the community to keep political leadership accountable and push them to keep affordable housing at the top of their agendas. Continued coordinated action after the forum will help foster a community of trust and allow stakeholders to present a united front both to elected officials and to other community members.

2. Advocate for a more transparent and predictable process for planning and approving affordable housing development within the jurisdictions. A more clear and streamlined process encourages investment and presents less risk and less cost to developers.

3. Rather than mandates, stakeholders expressed interest in offering more incentives to affordable housing developers. Concrete actions could include lowering permitting fees or offering incentives for affordable housing development in the form of reduced requirements or faster approval timelines.

4. As more employers and companies move to the region, there is increased opportunity to engage them in affordable housing development or other housing benefits, particularly for their workforce. For example, employers could provide matching account payments, down payment assistance programs, or agree to community benefit agreements.

5. Move from an “I” to “we” mentality. This will involve breaking down silos across sectors and jurisdictions, as stakeholders set common goals and develop processes and strategies for a more coordinated, regional approach to address affordable housing challenges.

6. As stakeholders move to that more coordinated approach, jurisdictions can work to better align their existing plans. For example, planning for affordable housing in areas where there is already access to transportation, job centers, social services, and other opportunities.
7. Adopt smart growth principles and focus on transit-oriented development, so that the region grows in a more dense and compact pattern. This will save the region millions of dollars in service provision and foster development that is better connected to opportunity.

THE FORUM

Objectives

Informed by the preliminary assessment and the input of the local planning team, Enterprise identified the following objectives for the one-day forum.

- Create a shared understanding of affordable housing issues in the region
- Set the stage for collaboration and identify opportunities for working together in a more coordinated manner
- Establish a process, next steps, and high level action plan for addressing top challenges

Participants

Recognizing that there were many invested stakeholders who were used to attending disparate meetings about the region’s housing issues, the local planning team worked diligently to cultivate an invitation list that would cut across silos and unite stakeholders who had a shared interest in the region’s housing issues, but who had not yet been in one room together. For the purposes of this forum, the invitation list focused on individuals in leadership positions, in order to establish buy-in and commitment from the top levels. The sectors represented at the forum included housing and real estate, economic development, business, health and human services, transportation, public safety, education, and finance. The team also conducted significant outreach to ensure all of the region’s jurisdictions—namely the City of Sparks, the City of Reno, and Washoe County—were represented by elected officials or staff members. Please see Appendix C for a full list of forum participants.

Format

The morning of the forum focused on level-setting, in a variety of ways. After an introduction and background on the forum from the planning team, the Mayor of Reno and Sparks City Councilman Ron Smith spoke to all participants, emphasizing the support among local elected officials for tackling the region’s affordable housing challenges. We then took a temperature test of the room to gauge perceived readiness for coordinated action around affordable housing in the region, by asking participants to align themselves on a spectrum of agreement (ranging from strongly agree to strongly disagree) in reaction to the following four statements.

1. I believe there is a shared understanding among local stakeholders of the need for affordable housing in the region.
2. I believe there is political will and support to address the issue of affordable housing.
3. I believe affordable housing is an integral component for regional growth and economic development.
4. I believe a collective effort to address the affordable housing issue could be successful for the Truckee Meadows region.

Members of the room fell along all parts of the agreement spectrum in response to #1, which in itself reflected the need to create a clear base-line understanding of what affordable housing was, who it served, and what the region’s housing needs looked like. The room moved closer together on the spectrum in response to #2, leaning more towards the strongly agree side. We heard from individuals closer to the strongly disagree side that affordable housing needs to be elevated to the top of local agendas, which solicited some vocal responses from elected officials in the room who emphasized that affordable housing truly is a top priority right now. There was the clearest consensus in response to #3, when stakeholders clustered together near the strongly agree side of the room, reaffirming the eagerness we heard articulated by stakeholders during the assessment to start addressing these challenges in a comprehensive way. While stakeholders largely said they agreed with #4, it became clear during the subsequent report-out discussion that stakeholders were concerned about lacking a process or entity to drive the kind of collective effort described.

This activity was followed by a presentation on our key assessment findings, as detailed above, and a data presentation by Enterprise and TMRPA that framed the affordable housing challenge in Truckee Meadows, by clearly defining important affordable housing terms, providing definitions for low-income, cost-burden, housing insecure, affordable housing, workforce housing, public and subsidized housing, and identifying needs throughout the region. The Regional Transportation Commission (RTC) followed this presentation with a discussion of where those needs were concentrated in the region and how transportation intersected with those needs. Please see Appendix D for these presentation materials.

After a morning of level-setting and large-group discussion, participants spent most of the rest of the day in focused discussions with their tables around creating a vision, prioritizing housing challenges, and developing an action plan. Each table was led by a facilitator and contained cross-sector representation. These breakouts are discussed in more detail in the subsequent sections of this report.

In addition to the large group report-outs that were interspersed among the breakout activities, all participants reconvened over lunch for a plenary session led by Enterprise Northern California staff Heather Hood, who provided administrative and technical support to the City of Oakland as part of its recent discussions and strategy development to address affordable housing issues. She also co-chaired a housing task force as part of that process. Heather’s presentation emphasized the process, structure, and resources that Oakland used, as well as key lessons learned and how they could apply to work in Truckee Meadows. Heather’s full presentation may be found in Appendix D.

Since structure was identified early in the assessment as a key missing piece for the region’s approach to affordable housing, we wrapped up the day with a large group discussion, led by Enterprise, around the kind of structure needed to carry this work moving forward and what that might look like in the region. Participants clearly recognized that without increased collaboration and transparency, it would be impossible to create an actionable plan that can be implemented at the necessary scale. Some key points from this presentation are listed below.
The structure should be flexible, so that it can adapt to local dynamics and address the region’s unique challenges and barriers.

The structure should not be limited to the confines of government—other partners can and should be a part of it (or leading it).

In creating this structure, stakeholders must think and act beyond borders, including jurisdictional boundaries and stakeholder silos.

To affect real change, this structure must be aligned with scalable strategies and a realistic implementation timeline that accounts for and guards itself against things like leadership changes and stakeholder attrition.

This presentation also included some common examples of structures that different communities have used to approach this type of work, including generalized characteristics of each, plus pros and cons. These examples are captured in the table below.

**Table 1 – General Structure Examples**

<table>
<thead>
<tr>
<th></th>
<th>Functions</th>
<th>Characteristics</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committee/Subcommittee</strong></td>
<td>Exploratory, commission research, develop agenda/policy</td>
<td>Larger, cross-sector focus, hierarchical, longer term</td>
<td>Frame and drive local agenda, more formal</td>
<td>Too much structure, small “p” politics, No end in sight</td>
</tr>
<tr>
<td><strong>Task Force</strong></td>
<td>Make recommendations on specific issues</td>
<td>Short-term, topical, focus on specific challenges, stakeholders can include cross-sector</td>
<td>Flexible, definitive term, goal oriented</td>
<td>Recommendations not always feasible,</td>
</tr>
<tr>
<td><strong>Working Group</strong></td>
<td>Develop strategies, solutions, formalize roles and relationships</td>
<td>Really short-term, smaller group of stakeholders, focused on implementation</td>
<td>Outcome-oriented, consists of “do-ers”, more organic</td>
<td>No authority, can stall easily, introduce biases into the effort</td>
</tr>
<tr>
<td><strong>Collective Impact</strong></td>
<td>Convener and facilitator</td>
<td>Common agenda, progress measures, reinforcing activities, communication, backbone organization</td>
<td>Creates cross-sector champions, aligns stakeholders, managed outside government</td>
<td>Long process to implement, requires long-term commitment</td>
</tr>
</tbody>
</table>
VISIONS FOR AFFORDABLE HOUSING IN THE TRUCKEE MEADOWS REGION

To begin articulating vision for affordable housing in the Truckee Meadows region, participants answered the following four questions and discussed their answers among their tables.

What is the **problem** the region is trying to solve?
What is the **population** the region is trying to help?
What are some broad **goals** for the region over the next 5-10 years that will help solve the problem identified?
How will the region accomplish those goals? What are the **vehicles for change**?

The words and phrases generated through this brainstorming session provided a common vocabulary that the tables later drew upon to draft full vision statements. As you can see in the word cloud below, some common themes emerged across the tables.

After considering the challenges facing the region in greater detail through the challenges prioritization activity (discussed in the next section), each table reviewed the words and phrases they had generated and worked together to draft a full statement that they then shared with the large group. The resulting statements are listed below.

*Truckee Meadows is committed to collaborating and coordinating in increasing safe, affordable, appropriate, sustainable, accessible housing for all who call our region home.*

*Everyone in the Truckee Meadows lives in neighborhoods that provide access to safe, affordable, permanent and decent housing which supports a high quality of life.*
The Truckee Meadows region will strive to provide sustainable communities of opportunity that offer safe, diverse, affordable, accessible housing choices, inclusive of place, education & economic prosperity.

The Truckee Meadows, a region that works together to create communities of opportunity that provide housing choice and economic prosperity.

The Truckee Meadows region will create a range of housing solutions that accommodate the needs of all community members through policy & resources and being well-coordinated.

The Truckee Meadows believes in creating a supply of affordable housing that allows for access and opportunity for the housing insecure, including community services and resources that encourage and sustain diverse lifestyles and cultures through a regional, public-private strategic framework.

A continuum of housing that is safe, accessible, affordable, and sustainable.

Truckee Meadows is a vibrant, livable, and equitable community that provides affordable housing opportunities for all residents.

These statements are the building blocks for a key next step in carrying this work forward after the forum—crafting a single, shared vision statement for affordable housing in the region. Having a shared vision statement will not only help to unite stakeholders, but will also provide a valuable messaging tool that can be used in advocacy and community outreach. Some examples of such statements are included below:

1. The Truckee Meadows region will work together to create sustainable, vibrant, economically prosperous, and equitable communities of opportunity that has a range of housing solutions that are safe, accessible, affordable, and appropriate to meet the diverse housing needs of its residents.

2. Through a regional, public-private strategic framework, the Truckee Meadows region will collaborate to create communities of opportunity for all residents. These communities will:
   - Offer housing choice
   - Connect residents with community services and resources
   - Sustain diverse lifestyles and cultures
   - Provide economic prosperity and a high quality of life

3. All residents of the Truckee Meadows will have access to a continuum of safe, accessible, and affordable housing options in neighborhoods that offer access to opportunity and a high quality of life.

Examples of vision statements for affordable housing and community development from other communities were provided in a handout at the forum and are included in Appendix E.

PRIORITIZING CHALLENGES

Through our research and conversations with key stakeholders, we identified a list of 17 main challenges/barriers to affordable housing. As part of an exercise to prioritize these challenges,
participants individually rated each challenge on a scale of “high”, “medium” and “low” priority and then agreed as a group on the most pressing (“high”) challenges. Tallying up the votes from each group, five challenges emerged as the top priorities for the entire group. Participants also had the option to “write in” challenges they felt were important but were not already represented on the list.

Two things to note from the exercise are 1) participants pointed out that some of these challenges are “symptoms” of other challenges and could be resolved automatically if these challenges were tackled systematically and in the right order, and 2) no challenge received a majority of votes to be categorized as “low” priority.

In addition to prioritization, this exercise also served to establish common understanding and recognition of the region’s most pressing affordable housing challenges and to set the stage for the development of strategies to tackle these challenges. The resulting top five priority challenges, as well as high and medium priority challenges are listed below.

**Top Priority Challenges**

1. Limited financial resources (federal, state and local subsidies and pre-development funds) and innovative financing mechanisms for affordable housing development
2. Lack of coordination between various community and public stakeholders to address the issues facing affordable housing in a strategic way
3. Overall lack of supply of affordable housing and a variety of affordable housing types to fit the diversity of needs in the community (including workforce housing)
4. Few incentives or requirements for market rate developers to create affordable units (i.e. inclusionary housing ordinances, fair share requirements, meaningful density and parking relief based upon affordability)
5. “De Facto Affordable Housing” of unregulated and substandard motels, SROs, former casino hotels and mobile homes occupied by working poor and high need populations

**High Priorities Challenges**

- Gentrification and rising rents due to “Tesla Effect”, university expansion, development of high end market-rate housing, and a shift from service to industry sector
- High cost of construction, infrastructure, and labor; as well as limited availability of skilled construction labor
- There is no entity that lobbies or advocates on behalf of affordable housing issues in the State

**Medium Priorities Challenges**

- Limited application of social equity lens and smart growth principles for the development of downtown Reno/Sparks and the region as a whole
- Lack of alignment between affordable housing, transportation, human service provision, and economic development priorities
- Problem of affordable housing isn’t a clear high priority for public officials and high-level staff
- Lack of available and affordable land and sites in urban areas that is suitable for development of multifamily affordable housing
- Lack of alignment of various existing redevelopment plans and strategies in the region
- Application and permitting process for development is not streamlined, timely, predictable, or transparent
- High and regressive impact fees and lack of process for waiving or reducing fees for public benefit projects
- Lack of understanding of what affordable and workforce housing are, who it’s for, and how they benefit the growth of the region
- Limited availability of skilled construction labor and shortage of developers with ability to take on affordable housing development

Write in Challenges

- Impact fees are banned by law
- Depreciation does not reset when home/property is sold
- Limited understanding of the need for permanent supportive housing and social services
- Property tax cap/floor is crippling local government entities
- Need to move from addressing problems to solving problems
- Lack of equity in fees

ACTION PLANNING

After the group identified the top 5 challenges to be addressed, tables each took on one of the five challenges and began strategizing around what would be needed to tackle them. Each table was purposely organized to have some cross-sector representation, which helped facilitate a more holistic consideration of the challenges. To frame the discussion, groups were prompted with the following four questions.

- What role do you see your organization playing in addressing this challenge? What roles still need to be filled?
- What resources or capacity are needed to address this challenge? Could your organization bring any to address the challenge?
- Who could you collaborate with to address the challenge?
- What is an action or strategy that should be taken to address the challenge?

Below are the results of the discussions around each challenge. Some groups identified organizations from their tables that could provide certain roles or resources—these are noted in parentheses.

Table 2 – Action Planning for the Top 5 Priority Challenges

<table>
<thead>
<tr>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development knowledge</td>
</tr>
<tr>
<td>Advocacy</td>
</tr>
<tr>
<td>Lenders (CRA, CDFI)</td>
</tr>
<tr>
<td>Business liaison</td>
</tr>
<tr>
<td>Philanthropic funders (Foundations)</td>
</tr>
<tr>
<td>Asset holder</td>
</tr>
<tr>
<td>Conveners &amp; collaborators</td>
</tr>
</tbody>
</table>
### RESOURCES
- Best practices research
- 9% LIHTC
- Gap financing
- Land
- Impact fees
- State resources
- CDBG
- Policy tools
- Bond program
- Tax exemptions – none currently
- Cross-sector strategic financing knowledge
- Federal government expertise
- Collaborative initiative funding

### PARTNERS
- Universities for data research and analysis
- Local media
- Community members
- Private sector (particularly, private developers)
- Chamber of Commerce
- Large property owners
- City Council
- Financial institutions/CDFIs

### ACTIONS/STRATEGIES
- Divert all or some of the Room Tax to support affordable housing
- Identify low hanging fruit to spur engagement
- Develop continuum of public engagement
- Raise money for TA
- Identify additional incentives
- Limit initial set of priorities/focus areas
- Demonstrate economic impact of affordable housing
- Access state revenue (e.g. registration fees)
- Identify leaders & grow new leaders
- Restructure RFIF to support affordable housing
- Collaborate with businesses to offer workforce housing
- Pooling/blending/braiding of existing resources to stretch current dollars
- Identify and pursue innovative financing vehicles
- Secure gap financing on a project-by-project basis

### 2. LACK OF COORDINATION

#### ROLES
- Convener (HUD, RHA)
  - Connection between partners and educational resources for the target population (TMCC)
  - Connection between partners and medical, behavioral health and housing solutions (NNHopes)
- Outreach & education (HUD, Nevada Housing Division, Washoe County)
- Capacity building (HUD)
- Mapping/GIS (Washoe County)
- Financing
  - Funder (HUD, City of Reno)
  - Facilitate capital flow (ID-NV CDFI)
### Partners
- Participants from today’s forum
- Large employers
- Residents/community members
- Elected officials from ALL entities
- Private developers
- NV Department of Health & Human Services (DHHS)
- NV Department of Employment, Training, & Rehabilitation (DETR)
- TMRPA (or look alike), in conjunction with TMHC
- Financial sector
- Non-profit sector
- Hospitals
- EDAWN

### Actions/Strategies
- Update Housing Element in local Master Plans (Washoe County Planning Dept.)
- Follow through on Enterprise forum with commitment of resources, financial backing, and facilitation
- Identify/create a lead entity with broad-based community support (perhaps a regional planning coalition?)
- Create coalition between TMRPA and Truckee Meadows Healthy Communities to drive this work moving forward/provide backbone support
- Map gaps in affordable housing supply

### Roles
- Developer
- Funder
- Planner
- Facilitator
- Lawmaker
- Residents
- Service provider
- Advocates
- Community organizer
- Backbone support

### Resources
- Support services
- Transportation
- Political will
- Land
- Labor
- Capital (equity, loans, subsidies)
- Incentives (local)
<table>
<thead>
<tr>
<th>PARTNERS</th>
<th>Actions/Strategies</th>
</tr>
</thead>
</table>
| - Infrastructure  
- Development expertise  
- Community consensus | - Economic development  
- Housing Authority  
- Labor Unions  
- Lenders  
- Elected officials  
- Health care  
- Social service providers  
- Non-profits  
- Federal, state, and local government  
- Private sector (particularly developers and builders) |

| ACTIONS/STRATEGIES | - Adopt a form-based code  
- Create/encourage more mixed-use/mixed-income development  
- Create/encourage more transit-oriented development  
- Pursue public-private joint development  
- Target regional employment centers  
- Create/encourage more supportive housing (integrated services, e.g. day care)  
- Offer discounts on land  
- Create a Community Land Trust (use this to acquire federal land and improve)  
- Preserve and revitalize existing housing |

### 4. FEW INCENTIVES OR REQUIREMENTS FOR MARKET RATE DEVELOPERS

| ROLES | - Advocacy coalition  
- Education/outreach (to help build the coalition)  
- Someone to move the solution & be a ‘circuit rider’  
- Representation from builder POV  
- Leverage/influence other business  
- Be a voice for the underserved  
- Connection between builders/developers and transportation |

| RESOURCES | - Understanding of incentives and their impact  
- FSL financing programs → matching $  
- Regional collaboration  
- Proactive approach  
- People to make it happen |

| PARTNERS | - Public-private partnership  
- Regional planning → full buy-in from municipalities and the county  
- Philanthropy  
- Chamber of Commerce/EDAWN (economic development)  
- BANN/BAWN/AGC (builders and construction)  
- Developers (both affordable and market rate)  
- GOED and other state agencies  
- University & school district (education)  
- Realtors/NAOIP  
- Banks  
- Health care sector  
- RTC  
- Community members  
- Labor unions |
A key theme that emerged across groups is that all of these challenges will require some level of cross-sector involvement to truly tackle them, as is reflected in the roles and partners sections of the table above. Nearly every group also identified policy support, political will, or legislative leadership as playing a role in the solutions to these challenges, reinforcing the importance of keeping elected officials from all jurisdictions involved and developing a thorough understanding of the current legislative framework. To that end, many groups articulated a need for an entity that would serve as a regional advocate.
around affordable housing to unite the existing disparate advocacy efforts around housing and community development and to ensure this work remains a priority for elected officials. Broad education and community outreach efforts were also suggested as a strategy to address many of the priority challenges, which could be championed by this type of advocacy organization. These efforts would be strengthened further by data analysis and mapping, as suggested above, to get a better grasp on current and projected needs throughout the region. Since there is already strong research and data analysis capacity in the community, it would be important to take stock of existing analysis before embarking on additional research.

**POST AFFORDABLE HOUSING FORUM SURVEY**

Following the Affordable Housing Forum on January 12th, 2017, a post-forum survey was distributed via email to all participants to solicit level of satisfaction and feedback for improvement, and gauge level of interest and commitment of individuals to continue this work. The questions posed in the post-forum survey are the following:

- What did you like most about the forum?
- Do you have suggestions for improvement?
- If we could have a follow up meeting, what would you like to see as part of the agenda?
- Statements ranked on a scale of strongly agree to strongly disagree
  - As a result of this forum, I believe there is a better shared understanding among local stakeholders of the need for affordable housing in the region.
  - As a result of this forum, I believe that a collective effort to address the affordable housing issues could be successful.
  - As a result of this forum, I believe that we've gathered additional political support and will to address the issue of affordable housing in the region.
- Are you, or another member of your organization, interested in participating in an affordable housing working committee?
- How can you or your organization/company support this effort?
- Are there others you know who may be interested in participating in these efforts?

Complete results of the post-forum survey can be found in Appendix F.

**NEXT STEPS**

Following the successful convening of community stakeholders at the Truckee Meadows Affordable Housing Forum in January, the region is poised to leverage this momentum to support development of a regional affordable housing plan under a collaborative effort. As discussed during the forum, determining the appropriate structure to inform, develop and implement the region’s affordable housing plan is a critical next step. The structure needs to support cross-sector and regional conversations and help facilitate development of strategies and actions to tackle affordable housing challenges in the Truckee Meadows, but remain flexible to allow for changes in local dynamic. To facilitate regional collaboration and coordination, the structure will need to account for guidance, feedback and accountability
across all jurisdictions. It's important to note that it would be up to local stakeholders to formalize and tailor this structure and recruit members in a way that would be effective and appropriate in addressing Truckee Meadows’ unique challenges and opportunities.

The following basic components could help facilitate Truckee Meadows regional affordable housing plan:

- Executive Leadership team
- Advocacy team
- Convener
- Facilitator
- Working Groups (with topical sub-committees as needed)

Figure 1 below provides the skeleton for one possible structure that could drive this process. It is designed to facilitate accountability, collaboration, and buy-in from all stakeholders, including elected officials and community members.

*Figure 4– Possible Structure to Drive Affordable Housing Priorities in Truckee Meadows*
Executive Leadership Team
The Executive Leadership Team would be comprised of top political leadership from the cities of Reno and Sparks, and Washoe County. This group will provide strategic direction, guidance, political support, and champion the goals of the collective effort within their own jurisdictions.

✓ Objective of Executive Leadership Team clearly defined
✓ Leadership from Cities of Reno, Sparks and Washoe County identified and recruited

Advocacy Team
The Advocacy Team would consist of selected community groups and/or individuals that represent citizens of Truckee Meadows. The Advocacy Team would serve as the primary intermediary between the collaborative work and political leadership of the Executive Leadership Team. The Advocacy Team could be comprised of a coalition or a single entity. This group would advocate for funding and any legislative priorities that are identified by the collective. They will also work to engage the public and build ownership and awareness of this work.

✓ Advocacy Team assembled or existing, but dormant, advocacy entity revived
✓ Objective of Advocacy Team clearly defined

Convener
The Convener would provide dedicated staff or staff time for meeting coordination and logistical support. The exact responsibilities of the convener will depend on the type of entity selected, but may include facilitating stakeholder buy-in and accountability, helping develop a shared agenda and priority outcomes, fostering clear communication throughout the collective, ensuring the Advocacy Team is part of the conversation, and making sure that the actions and strategies across jurisdictions are synchronized and aligned with regional goals. The convener is not expected to

✓ Convener identified
✓ Roles and responsibilities of the convener clearly defined
✓ Board’s approval of the entity serving in this capacity
✓ Staff member/staff time allocated to collective effort
✓ Funding secured to support collective effort

Working Group
There would be three Working Groups, each focusing on one specific jurisdiction (The City of Reno, City of Sparks, and Washoe County). These Working Groups would be comprised of cross-sector and cross-jurisdictional stakeholders and would be responsible for developing strategies and actions (including roles, resources, and partnerships) based on priority outcomes identified by the region. Working Group members should have a good understanding of policies and dynamics within their objective jurisdictions, and have some level of influence to ensure that strategies and actions developed through this collective effort would be implemented in each jurisdiction. Each Working Group would have a Chair and co-Chair to lead discussions, set agendas, and report back to the Convener and across to the other Working Groups. The
Working Groups may decide to establish Subcommittees, as needed, to target strategy development around specific topics or issues (see section below).

- **Objective** the Working Groups clearly defined
- **Recruit** 7-8 cross-sector members for each Working Group.
- **Each jurisdiction identifies** 7-8 members to be a part of its Working Group
- **Establish chair and co-chairs for each Working Group**

**Subcommittee**

Subcommittees could be established under each Working Group (described above), as needed, to target strategy development around specific topics or issues. Each Subcommittee would identify a Chair and co-Chair, who would work closely with their counterparts at the Working Group level to report out on findings in order to inform strategy and action development. Examples of specific topics to be explored by Subcommittees include “explore financing mechanisms for affordable housing development”, “consider incentives and inclusionary policies”, “create efficiencies through streamlining development processes”…etc.

- **Establish Subcommittee around a topic**
- **Establish membership for each Subcommittee**
- **Establish chair and co-chairs for each Subcommittee**

**Enterprise Community Partners**

**Facilitation:** Enterprise could provide support to the Convener and Executive Leadership Team to establish this overall structure. This support could include convening stakeholders, setting agendas, conducting research, facilitating conversations within the Working Groups, and helping to synthesize and disseminate information across the collective effort.

**Strategic Plan Development:** Enterprise could support the drafting and development of the overall strategic and action plan, in collaboration with Convener and Executive Leadership Team, to guide affordable housing goals and priorities for the region. To ensure local needs are properly identified and represented and that there is buy-in and commitment from leadership and community stakeholders, components of this strategic plan would be developed in conjunction with and informed by the Working Group and Subcommittees.

- **Scope of work and project timeline developed**
**POST FORUM DEBRIEF AND RECOMMENDATIONS**

A debrief call between Enterprise and the Truckee Meadows Planning Team, including Kim Robinson from TMRPA, took place after the forum to discuss next steps and walk through the above suggested structure for collaboration to drive the development and implementation of the region’s plan for addressing affordable housing challenges. The Planning Team noted that Social Entrepreneurs Inc. (SEI) has been engaged to reconvene a core group of stakeholders on March 8th, 2017 to facilitate the next steps in coalescing a vision statement, preparing the region to stand up a structure to support a plan for addressing affordable housing, and creating a timeline for these planning efforts (with the possibility of re-engaging Enterprise to develop a roadmap). On the debrief call, Enterprise and the Planning Team came to agreement that the above suggested structure should be used to form a basis to inform SEI’s facilitation of stakeholders and be adapted to local context and realities on the ground. Preliminary suggestions and recommendations from the Planning Team for the components of the structure included the following:

- Executive Leadership Team – Regional Government Board
- Advocacy Team – Truckee Meadows Healthy Communities
- Convener – Truckee Meadows Regional Planning Agency
- Working Group – Technical Review Committee
- Subcommittees – to be determined as necessary

All components of the structure would require stakeholder input and buy-in, clearly defined roles and responsibilities, and should be further explored during the SEI-facilitated session on March 8th, 2017.
APPENDICES

A. Agenda
B. Financing Resources Handout
C. Truckee Meadow affordable Housing Forum Attendees
D. Presentations
   a. Presentation: Enterprise Truckee Meadows Forum Presentation
   b. Presentation: TMRPA Housing Study Enterprise Affordable Housing Forum
   c. Presentation: Enterprise Oakland Case Study - Process, product Results
E. Vision Statement Examples
F. Post Affordable Housing Forum Survey Results

The above and additional materials from the forum can be downloaded by visiting the following link.

https://enterprisecommunity.box.com/s/8guvuivjzn0ne5qp7o1vpi5dwxdke4o2