

BREAKING OUT OF THE *NIMBY MATRIX*

NIMBY
MATRIX



Presenter Patrick Slevin

Housing Iowa Conference

September 7, 2023

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EXPOSING THE NIMBY MATRIX



property

Play (k)



0:07 / 5:14





GOALS FOR TODAY PRESENTATION

1. LONG-TERM: CHANGE THE
REAL ESTATE INDUSTRYS'
PARADIGRM OF
CONVENTIONAL THINKING

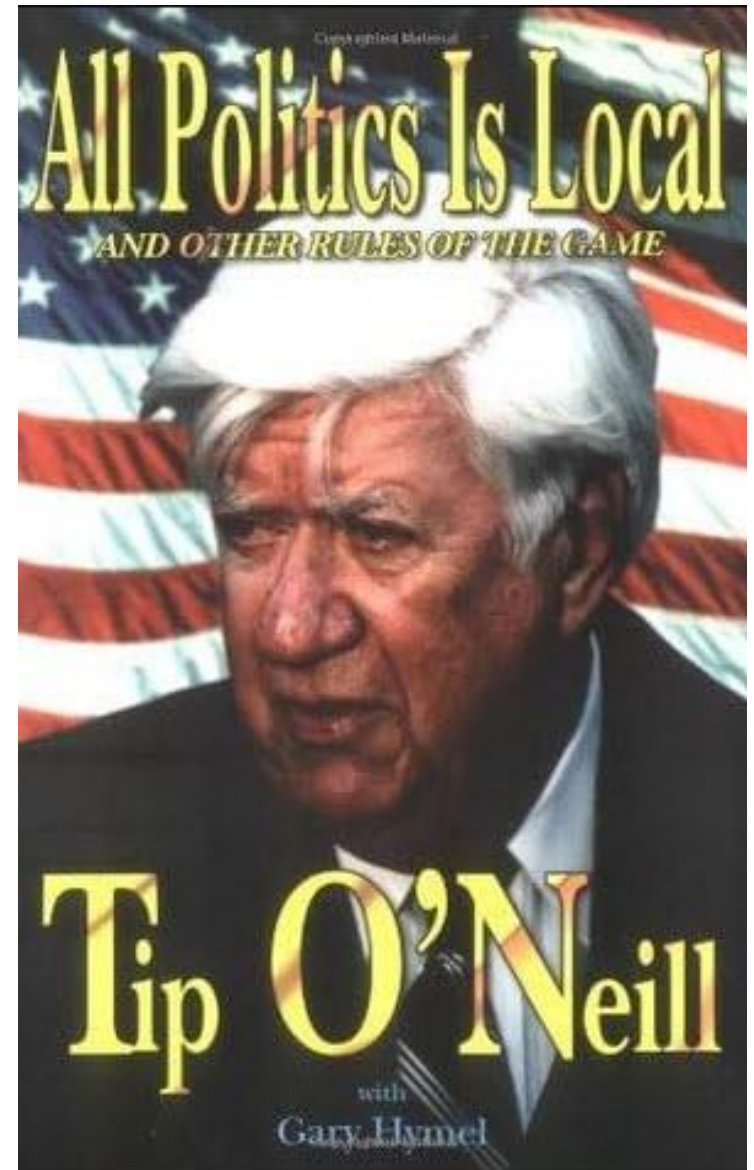
(BREAKING THE NIMBY MATRIX)

2. SHORT-TERM: HELP REAL
ESTATE PROFESSIONALS SEE THE
REALITIES OF THE NIMBY MATRIX

(GAINING A COMPETITIVE EDGE)

“All politics is local.”

Tip O’Neill







Down the Rabbit Hole



WE ALL CREATE THE NIMBY MATRIX

- HOMEOWNERS
- PROFESSIONAL ACTIVISTS
- LOCAL REPORTERS\TRADE EDITORS
- REAL ESTATE PROFESSIONALS
- POLITICAL OPERATIVES
- CONSULTANTS
- COMPETITORS
- CORPORATE DEVELOPERS
- ELECTED OFFICIALS
- COMMUNITY LEADERS
- SILENT MAJORITY/VOTERS

SYSTEM FAILURE



Project ~~No Project~~

Progress Denied:

A Study on the Potential Economic Impact of Permitting Challenges Facing Proposed Energy Projects

U.S. CHAMBER OF COMMERCE

“NIMBY ACTIVISM AND LOCAL OPPOSITION HAS CHANGED ZONING LAWS, BY OPPOSING PERMITS, FILING LAWSUITS, AND USING LONG DELAY TACTICS, EFFECTIVELY BLEEDING PROJECTS DRY OF THEIR FINANCING.”

“NIMBY ACTIVISTS ARE WINNING MORE OFTEN THAN THEY ARE LOSING...LEADING TO SERIOUS MARKETPLACE UNCERTAINTY...DRIVING INVESTORS TO PULL OR WITHHOLD THEIR FINANCING.”





PROJECT NO PROJECT

“WE BELIEVE THIS STUDY IS THE FIRST OF ITS KIND, AND HOPEFULLY, IN ADDITION, WILL ENCOURAGE OTHERS TO LOOK FURTHER AT THE IMPACT OF DENYING PERMITS UPON OTHER INDUSTRIES BESIDES THOSE IN THE ENERGY SECTOR.”



The 5 NIMBY PROFILES

- NIMBY Guardian
- NIMBY Crusader
- NIMBY Watchdog
- NIMBY Machiavelli
- NIMBY Godfather



RISE OF THE
NIMBY
AVATARS



DARKEST SECRET OF THE NIMBY MATRIX

- RACISM
- CLASSISM
- FEARISM
- AGEISM
- ELITISM





THE NIMBY TRIFECTA

- GOSSIP DRIVEN
GRAPEVINE
- OUTDATED NOTICE &
HEARING PROCESS
- CONVENTIONAL THINKING

**I'VE GOT
SOME REAL
ESTATE
GOSSIP
FOR YOU!**





PUBLIC HEARING NOTICE



PROPOSED ACTION

rezone to PD for tiny house
village with workshop & greenhouse

SUBJECT PROPERTY ADDRESS:

2046-2050 E Johnson St

PLAN COMMISSION HEARING

DATE: April 28 TIME: 6:00

COMMON COUNCIL HEARING

DATE: May 6 TIME: 6:45

PLAN COMMISSION AND COMMON COUNCIL
MEETINGS ARE HELD AT:

City-County Building
Room 201
210 Martin Luther King Jr. Blvd.

COMMENTS CAN BE MADE AT THE PUBLIC
HEARING OR MAILED TO:

Planning Commission
P.O. Box 2985
Madison WI 53701-2925

FOR MORE INFORMATION:
CONTACT THE APPLICANT AT:

Name: Brenda Konkol
Phone: (608) 345-8720

OR CONTACT THE CITY OF MADISON AT:

Planning Unit website:
www.cityofmadison.com/planning/projects/current.html

or
Call the Dept. of Planning & Development

CONVENTIONAL THINKING



FLYING UNDER THE
RADAR

Sometimes not worth it.



Secret

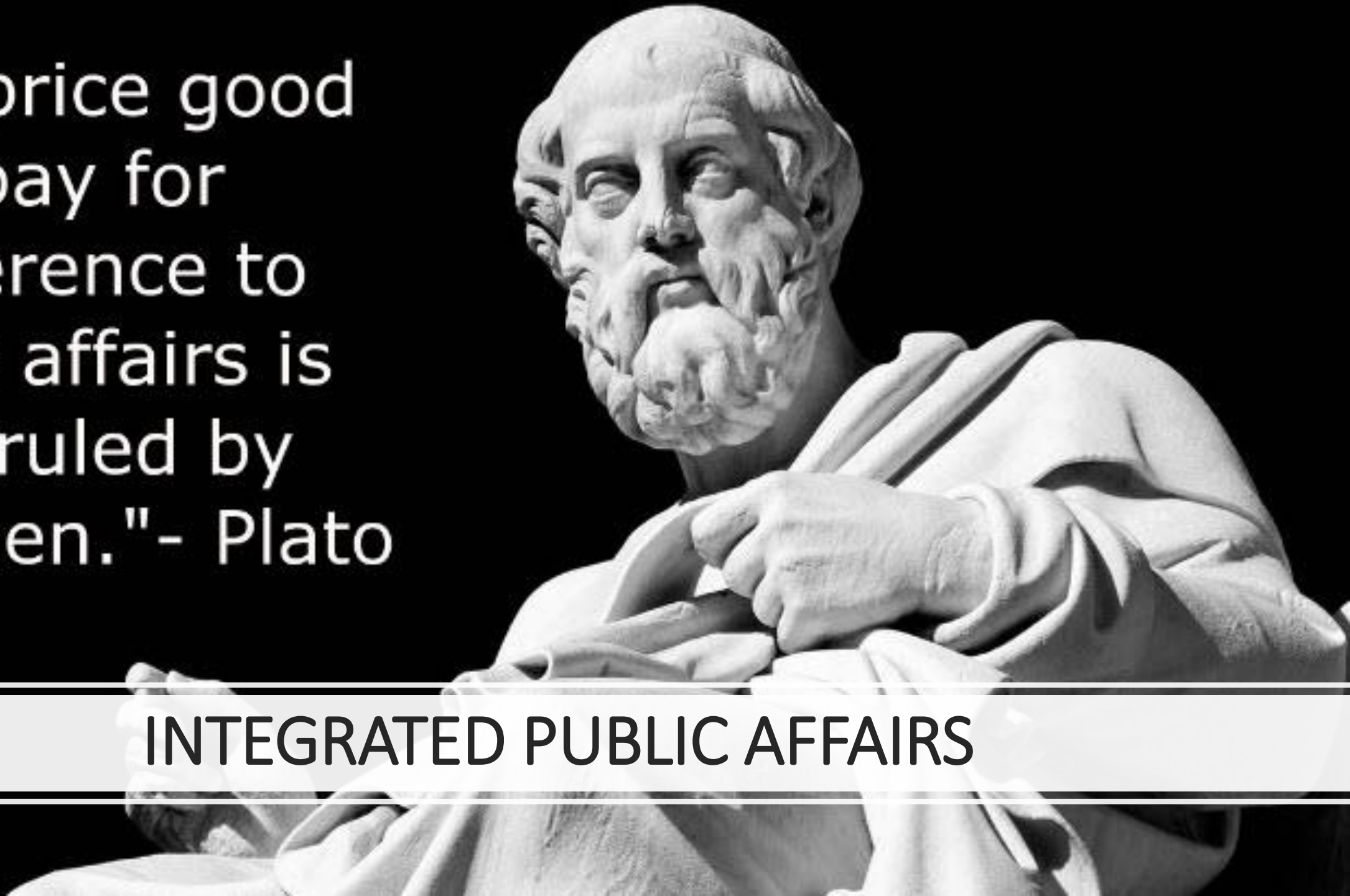
CONFLICT → Creates → **CRISIS** → Compromising → **CREDIBILITY**

KNOWING vs WALKING THE PATH



"The price good men pay for indifference to public affairs is to be ruled by evil men."- Plato

INTEGRATED PUBLIC AFFAIRS



FORMULA FOR SUCCESS

$$A = CE^2$$

APPROVALS = CITIZEN ENGAGEMENT (2)

INTEGRATED PUBLIC AFFAIRS

- VIDEO COMMUNICATIONS
- CRISIS MANAGEMENT
- MEDIA RELATIONS
- CORP. COMMUNICATIONS
- DIGITAL MARKETING (WEBSITE)
- SOCIAL MEDIA (FACEBOOK)
- POLITICAL MARKETING
- SPEAKERS' BUREAU
- COALITION BUILDING
- MESSAGE DEVELOPMENT
- THIRD-PARTY ADVOCACY
- COMMUNITY BRIEFINGS
- COMMUNITY COFFEES
- TEXTING CAMPAIGNS
- DOOR KNOCKING
- PAID MEDIA
- DIRECT MAIL
- YARD SIGNS/SHIRTS/HATS



HUMANIZE
THE PROJECT



VIDEO COMMUNICATIONS



© place.dynamix

LIFELESS AND FACELESS







FACES ON THE PROJECT



Real Estate Services
AVAILABLE
3772

cial.com

HOMELESS
PLEASE HELP

HOMELESS
PLEASE HELP

GOD BLESS





MEDIA RELATIONS

WHY DO GOOD PROJECTS GET BAD PRESS?

- SKETCH ARTISTS
- DEADLINES
- OPPOSITION FIRST TO PITCH
- INFLUENCES NEWS STORY
- HUMAN DRAMA
- CONFLICT SELLS
- DEVELOPER M.I.A.
- DAVID V. GOLIATH NARRATIVE
- EMOTIONS (HUMANIZE) TRUMP REASON



WHY TALK TO THE MEDIA?

- Obligation to Keep Various Stakeholders Informed
- Public has a Right/Need to Know About Key Issues
- Opportunity to Tell Your Story
- Mitigate Attacking Publicity
- Forfeit Narrative to Opposition



GAINING FAIR PRESS

- RESEARCH THE REPORTER
- PRIOR NIMBY COVERAGE
- F.A.Q./FACT SHEET
- PROJECT WEBSITE
- OFFER GUEST COLUMN
- ONLINE/PRINT PRESS KIT
- PROVIDE TESTIMONIALS
- DESKSIDE BRIEFING



REMEMBER THESE THREE (3) THINGS

- Reporters are Sketch Artists, NOT Painters
- You have a Story to Tell
- You're in Control of the Narrative and the Reporter Interview



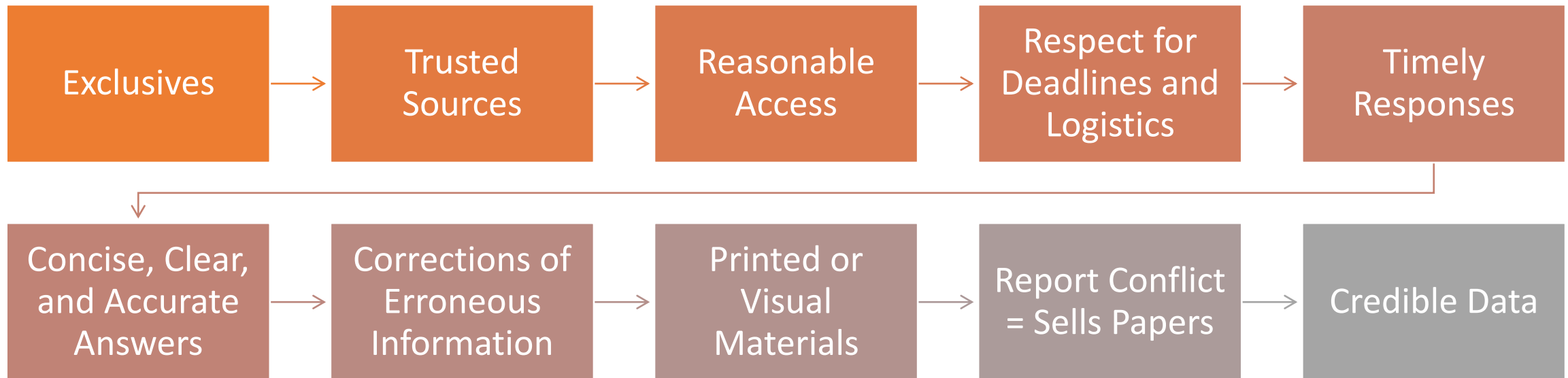


REPORTERS ARE
SKETCH ARTISTS
NOT PAINTERS



YOU'RE IN CHARGE OF THE NARRATIVE AND INTERVIEW

WHAT DO REPORTERS WANT...





THE ROLE OF MESSAGING

- A Message is NOT:
 - A Slogan
 - A Fact
 - A Mission Statement
- A Message is:
 - A Statement that Communicates Your Company's/Project's Unique Position
 - Simple and Clear
 - Memorable and Credible
 - Something that Resonates and Engages Your Target Audience

BASIC MEDIA INTERVIEW ELEMENTS

- Lead with Your Headline
- Use Your Three Key Messages as the Foundation
- Add Supporting Details Throughout
 - Examples
 - Third-Party Endorsements
 - Statistics and Facts
 - Personal Experiences
- Always Close with the Restatement of Messages

RESEARCH THE REPORTER

- Name
- Reputation
- Media Outlet
- Direction of the Story
- Who Else Will Be Interviewed?
- Audience

CISION INFLUENCERS CAMPAIGNS NEWS

Maria Brown
News Editor
at
Tri-City Times

This contact is not yet in any list
[ADD TO LISTS](#)

About
Contact Subject
Community/Neighborhood News,
Breaking News

Contact Info

Email
mbrown@pageone-inc.com

Phone
1(810) 724-2615

Address
594 N Almont Ave
Imley City MI 48444-1072

Social Media
[in](#)

Cision Pitching Profile
Maria Brown is the News Editor at Tri-City Times. Maria can be contacted via email.
Career: 2019(Sep)- Present- Tri- City Times, News Editor. 2003- 2019(Sep)- Tri- City Times, Assistant Editor. 2013(Nov)- Seed World Magazine, Freelance Writer

Notes
Add your own notes

Insights
Twitter audience geography
affinity

History
Upgrade your account today to gain unparalleled insight into the influencers and audiences who drive your message. Explore audience locations, demographics, conversations, and effective relationship management tools.
To upgrade your account, please contact your Account Manager.

Streams
18,089 249 8,544,795

A dark, semi-transparent background image showing a group of business professionals in a meeting. They are gathered around a table, looking at documents and using mobile devices. The scene is dimly lit, with the focus on the people and their interactions.

INTERVIEW DUE DILIGENCE

- Control the Interview
- Set Time Limits
- Get Background on the Journalist and the Media Outlet
- Ask the Reporter Questions
- Refer and Defer to Other Sources
- Be Prepared
- Speak as an Expert
- Represent Your Organization
- Deliver Credible, Newsworthy Information
- Avoid Manipulation and Misrepresentation



REPORTER TECHNIQUES

- Flattery to Butter You Up
 - Silence to Intimidate You
 - Lobbing Softballs to Get Your Guard Down
 - Accusatory or Loaded Questions
 - Pushing Your Hot Buttons
 - Constant Interruptions
 - Multiple Questions in One
-



REPORTER PHONE INTERVIEWS

- Voice is Critical, Project Confidence, Authority, Respect
- Energy Must Come Across
- Be Cooperative and Accommodating
- Stand and Deliver
- Have Messaging and Materials in Front of You
- Speak in Layperson's Terms (Avoid Industry Jargon)
- Offer Follow Up Materials and Visuals for Stories
- ALWAYS OFFER TO PUT REPORTER IN TOUCH WITH ALLIES

CONTROLLING THE PHONE INTERVIEW

- COLD CALL:
 - Ask for Deadline
 - Ask to Email Questions
 - Setup Time for Call via Email
- BEFORE PHONE INTERVIEW ASK Q'S:
 - Ask to Go On Background (Off the Record) to Establish Our Frame
 - Ask How They've Learned About the Project
 - Who They've Spoken With So Far
 - When Will the Story Be Published
 - What Do They Know About the Project to Gauge Their SLANT/BIAS
- DURING THE PHONE INTERVIEW:
 - Lead w/Opening Comment
 - Supported by Three Message Points
 - Bridge/Flag Back to Three Messages
 - Offer Landowners/Allies for Interview
 - Ask When Story Will Be Published
- AFTER THE PHONE INTERVIEW:
 - Contact Landowners for Interview
 - Draft Message Points for Landowner
 - Have Landowners Call Reporter
 - Call Key Officials and Allies
 - Email Supporting Materials to Reporter



THE ON-CAMERA TELEVISION INTERVIEW



ON-CAMERA INTERVIEWS

- Maintain Eye Contact with Reporter
- Establish a Conversational Tone
- Be Concise and Pause After Delivering Messages
- Don't Worry About Filling the Silence
- Think About Your Body Language
- Avoid Distracting Clothing or Jewelry
- Never Look Into the Camera
- Remember Only 15 Seconds of Interview Will Make the Final Edit
- Pick a Favorable Background for Shot



HOSTILE TV INTERVIEW COUNTER TACTICS

- I Didn't Understand Your Question, Please Ask It Again?
- What Did You Say, I Couldn't Hear the Question?
- Don't You Want My Name, and Whom I'm Representing Before We Begin?
- Spell Out Your Name
- Remember Most of Time Viewers Won't Hear the Question, Just Your Answer
- Don't Repeat Negative, Leading Questions
- Give the Answer You Want (Bridge/Flag)

ADVANCED MEDIA INTERVIEW ELEMENTS

- Bridging
- Flagging
- Push-Button Responses



BRIDGING PHRASES

- ...And Let Me Add...
- ...And What Differentiates My Company is...
- ...We are Industry Leaders...
- ...Another Very Important Aspect is...
- ...What I Can Tell You is...
- ...That Brings Me Back to...
- ...By Focusing on Affordable Housing, I Mean...
- ...A Better Question to Ask is...

FLAGGING PHRASES

- The Key to Our Leadership Is...
- The Most Important Issue for (Name Company)...
- The Reason Our Projects Win Approval Is...
- Here's What It All Boils Down To...
- The Factors that Your Readers Should Care About...
- We're Here for the Long Term Because...
- At the End of the Day...
- The Bottomline is...

PUSH-BUTTON RESPONSES

- Acknowledge When You Cannot Answer:
 - Company Policy Prohibits Me from Discussing Internal Inspection Reports, But I Can Tell You...
 - That's in Litigation, but I Can Say...
 - I Cannot Discuss Specific Earnings Numbers, but I Can Tell You...
 - I'm Not So Sure About That (Avoid "I Don't Know"), But What I Do Know is....
- What are Your Push-Button Responses?
- NEVER SAY "NO COMMENT"

QUESTIONS





PANELIST SESSION

GUEST PANELISTS

ASHLEY JARED

Communications Director
Iowa Finance Authority

MATT HAUGE

Director of Communications &
Community Outreach
Polk County Housing Trust
Fund

CHRISTINE JORDON, AICP
Housing & Community Manger
City of West Des Moines

**2023
HOUSINGIOWA
CONFERENCE**

**When things
turn spicy,
don't say you weren't warned, ok?**

Assume there will be surprises

- Plan for community engagement from the beginning
- Staying under the radar ≠ being unprepared
- Think about key moments public perception could shift
 - Early project rumors can start right away
 - When funding is announced that may result in public announcements
 - Public zoning/site plan hearings are actually very late in the game!

Things from Patrick's book that resonated with me

- Some people really just have honest questions, *others don't*
- Don't take anybody's word for how decision-makers feel – engage directly
- Assemble your team thoughtfully
- Lay some groundwork early—create ways people can hear about your project from you
- Coffee meetings are your life now

Let's talk about lowans

- My father's advice about lowans:
 - If they have a dog, say something nice about the dog
 - If they offer you coffee, drink the coffee
- We are all “the salt of the Earth”
- For affordable housing, a lot of people you have met depend on our rents
- Everybody has seen a bad apartment building, and they will assume you are the next one
- Let's talk about some **BIG NO-NO's**

NIMBY From the City Perspective

Phenix School Apartments - Case Study

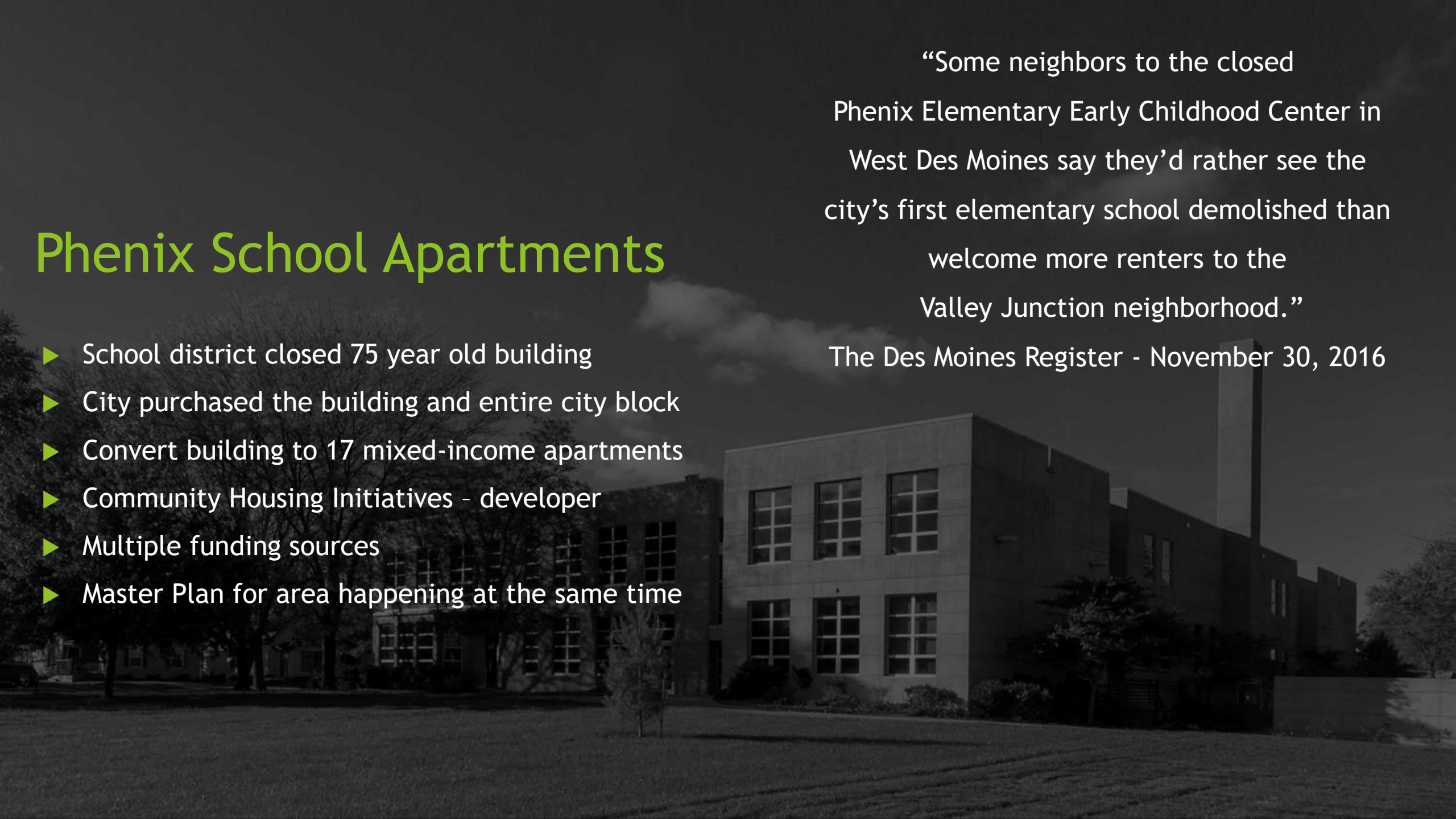
Christine Gordon, City of West Des Moines

Phenix School Apartments

- ▶ School district closed 75 year old building
- ▶ City purchased the building and entire city block
- ▶ Convert building to 17 mixed-income apartments
- ▶ Community Housing Initiatives - developer
- ▶ Multiple funding sources
- ▶ Master Plan for area happening at the same time

“Some neighbors to the closed Phenix Elementary Early Childhood Center in West Des Moines say they’d rather see the city’s first elementary school demolished than welcome more renters to the Valley Junction neighborhood.”

The Des Moines Register - November 30, 2016





Phenix Elementary School Fact Sheet

415 7th Street

West Des Moines, Iowa

www.wdm.iowa.gov/Phenix



- ◆ Phenix Elementary School opened its doors in 1939. The West Des Moines Community School District closed the school in 2014.
- ◆ In 2015, the City of West Des Moines purchased the school and the entire block for \$535,000.
- ◆ Ownership of the building will be transferred to Community Housing Initiatives, Inc. (CHI), a nonprofit housing developer, to rehabilitate the building into 17 rental housing units.
- ◆ The project will provide live/work space, with the classrooms surrounding the outside of the building as apartments, and interior spaces converted to be suitable for artists' studios. Estimated Rents:

50% AMI Tenants	1 Bedroom	\$650
	2 Bedroom	\$780
80% AMI Tenants	1 Bedroom	\$850
	2 Bedroom	\$925
	3 Bedroom	\$1,000
Market Rate	2 Bedroom	\$975
	3 Bedroom	\$1,050

- ◆ Income Limits (percentage of Area Median Income or AMI):

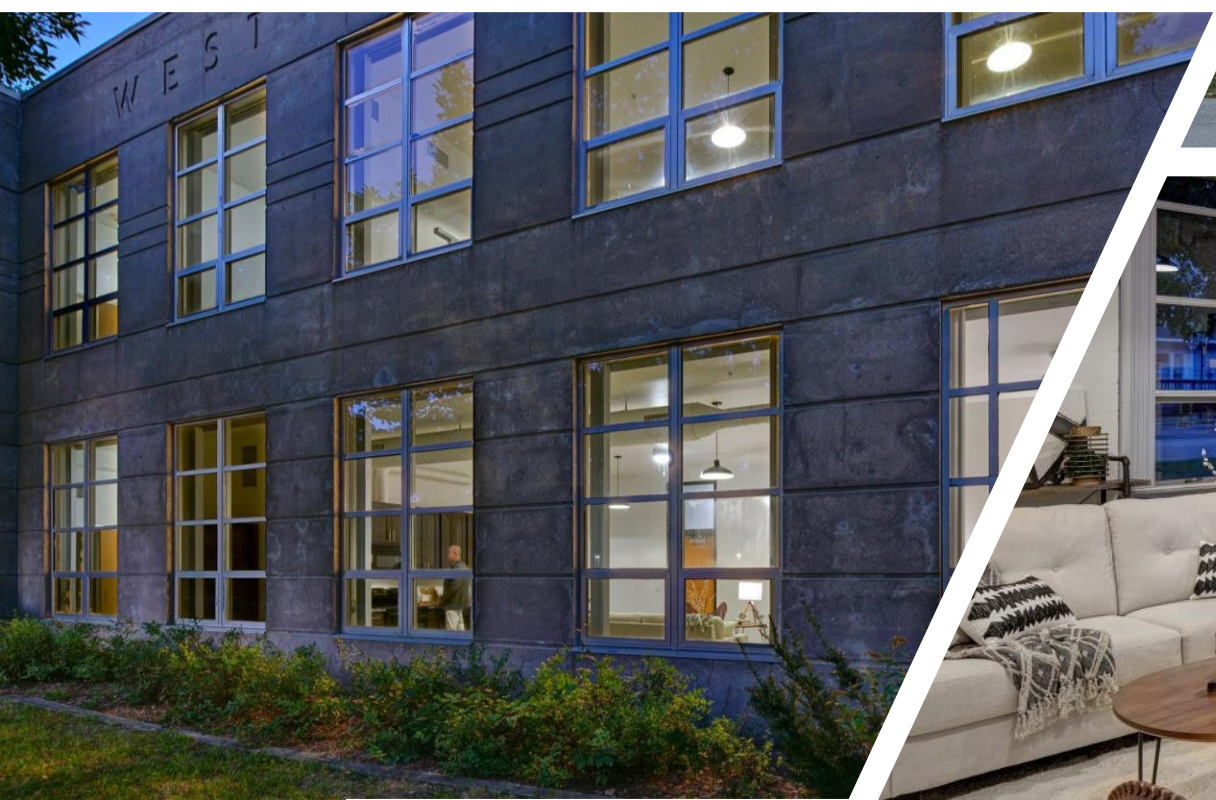
Household Size	1	2	3	4	5	6
50% AMI	26,950	30,800	34,650	38,450	41,550	44,650
80% AMI	43,050	49,200	55,350	61,500	66,450	71,350

- ◆ This is a \$4.78 million project for CHI (it includes a \$3 million CDBG from the Iowa Economic Development Authority, \$855,000 from the City of WDM and a \$625,000 Workforce Housing Loan from the Iowa Finance Authority).
- ◆ CHI will pay taxes on the building. They also are contributing \$300,000 and not collecting a developer fee (\$764,800) which is generally 16% of the total project cost.
- ◆ No significant changes will be made to the building's exterior. The gym, stage & parking lot also will remain intact. The City is investigating options for the gym. One of those options may involve turning the gym into a branch of the WDM Public Library with computers and Internet connectivity. Officials also are exploring the development of vacant lots along 6th Street into single family homes.

November 2016

Communication with Public

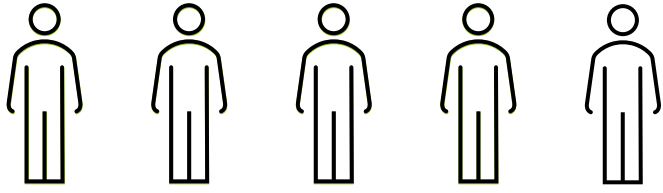
- ▶ Two-page fact sheet from City
- ▶ Website created by Community Housing Initiatives
- ▶ Door to door to talk to neighbors
- ▶ Councilmembers surveying public through Facebook
- ▶ Phenix was discussed at 13 public meetings prior to “explosion”
- ▶ 2014 - 2018 From consideration of purchase to opening of building as apartments



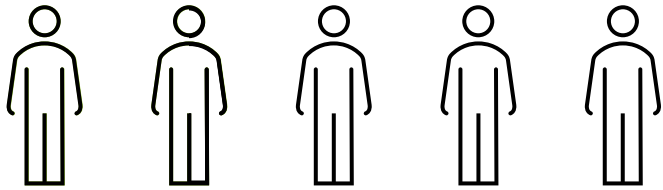
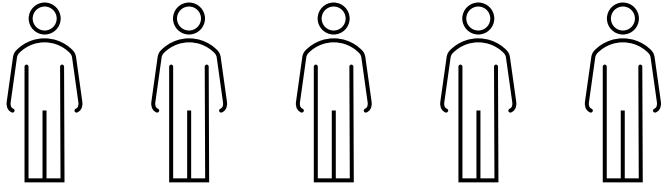
The background features abstract, overlapping green geometric shapes in various shades, including light lime green, medium green, and dark forest green. These shapes are primarily located on the left and right sides of the slide, framing the central text.

Rebranding Affordable Housing in Iowa

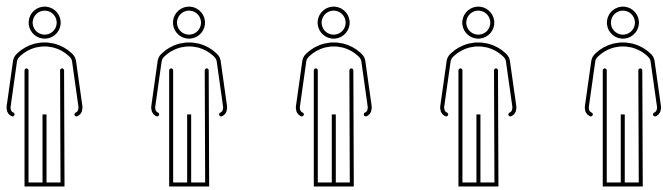
Ashley Jared, Iowa Finance Authority



Nearly 40%
of renters

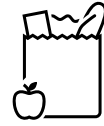


and 16% of
homeowners



spend more than
30% of their income
on housing

Housing cost burdened:
paying +30% of
income on housing
expenses



Grocery store clerks



EMTs and paramedics



Pharmacy aides



Childcare providers



Food servers



Retail sales workers



Ambulance drivers



Home health aides



Teaching assistants



Bartenders



Laboratory assistants



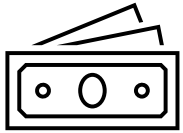
Young professionals



Childcare workers



Nursing assistants



**Hard
working
lowans
earning
paychecks**



**Scarce affordable
rental options**



Increasing rent

The background features a repeating pattern of small, light gray house icons. On the right side, there are several overlapping, semi-transparent green geometric shapes, including triangles and polygons, creating a modern, layered effect.

By 2030

The Gazette

Iowa's next 10 years: Census figures provide challenges and opportunities

Our hopes for Iowa over the next decade: Sustain rural communities, support burgeoning urban centers, and embrace diversity.

Staff Editorial
Aug. 23, 2021 4:49 pm



... As small towns become small cities and small cities become bigger ones, they face new sets of challenges. Those include issues related to **affordable housing**, transit, energy, infrastructure, diversity, workforce development, law enforcement and social services...

WQAD8 abc

Explaining what some call affordable housing crisis Quad Cities

For every 100 low income renter households, there are only 37 available and affordable units.



Today's News & Local Information

KNIA-KRLS

Knoxville • Pella • Indianola

KNOXVILLE CITY COUNCIL DISCUSSING HOUSING TRUST FUND & VA CAMPUS

Rural Iowa communities face housing shortage

Rural Iowa communities are struggling with a housing shortage despite many areas facing long-term population declines.



Business Record

Urbandale officials to consider revamped affordable housing project west of Merle Hay Mall

A proposal considered earlier this year failed to gain council approval

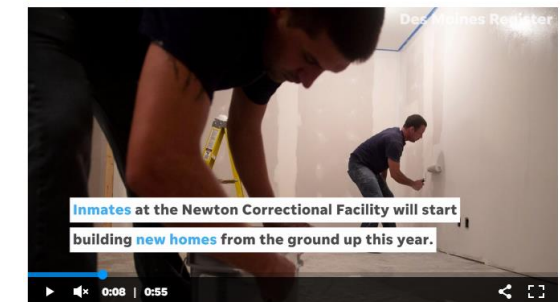
BY KATHY A. BOLTEN, Senior Staff Writer
Wednesday, October 30, 2019 9:00 AM



Iowa has a rural housing shortage. Here's how the state's prison inmates will help solve it.

Kim Norvell | The Des Moines Register
Published 8:18 a.m. CT Jun. 6, 2019 | Updated 12:16 p.m. CT Jun. 7, 2019

View Comments



Iowa has a rural housing shortage. Here's how the state's inmates will help solve it. Inmates from the Newton Correctional Facility will build affordable homes from the ground up that will be moved to rural communities. Kim Norvell, knorvell@dmrreg.com

Business Record

For Anawim, fight continues for affordable housing in Urbandale

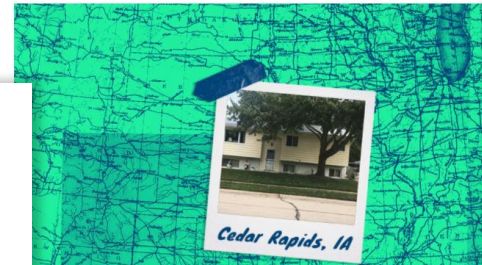
BY KENT DARR, Senior Staff Writer

CITYLAB

The NIMBY Fight That Rocked Cedar Rapids City

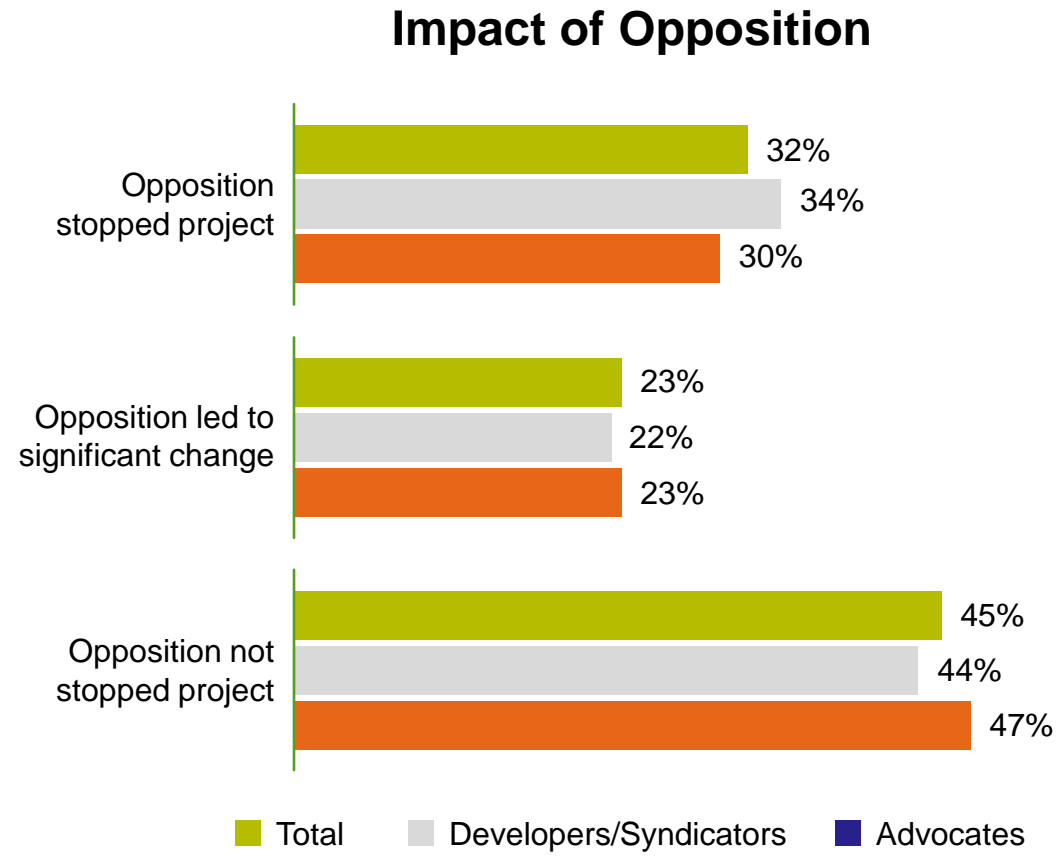
An uproar over an affordable housing complex in Cedar Rapids led to the NIMBY debates of small-city America.

By Mimi Kirk
September 8, 2017, 8:53 AM CDT

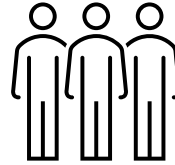




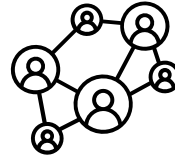
Opposition has a large impact, stopping nearly one-in-three projects and significantly changing another one-in-four



Research Methodology Audiences



**lowans
ages 18+**



**Diversity of gender, age,
region, ethnicity, education,
political affiliation**



**Scenario: developer building
an affordable housing
development in your ZIP code**



Research Findings

72%

of lowans support affordable housing.

Despite concerns, lowans see many benefits of affordable housing in their community – and are more likely to see benefits than concerns.



Research Findings

65%

of lowans, who were told a developer has proposed an affordable housing development in their ZIP code support it.

lowans see many benefits of affordable housing in their community – and are more likely to see benefits than concerns.



Research Findings

Effective Messages

There is a shortage of affordable homes in Iowa

Addressing the shortage will benefit real people

This impacts working people Iowans know and encounter every day

Addressing the shortage will benefit entire communities

The most effective messages describe the nature of the housing challenge in Iowa, explain the benefits of affordable housing to the entire community, and explain the occupations priced out.

Top Performing Messages
Showing "Much More Likely to Support"





Research Findings

73%

of lowans support development in their ZIP code after exposure to the messaging

“[I was moved by] the idea that those who need affordable housing are young and just lack job experience and also that our seniors may be living on Social Security and deserve a nice home as well.”

“I don’t believe people should have to use half of their income for housing.”

“A lot of good points were made to improve quality of life and living situations for people who may otherwise not be able to have suitable housing.”

“Knowing that affordable housing has a net positive and that Iowa has a shortage of affordable housing.”

“Some of the information in this survey actually made me realize the types of people that may be under paid.”

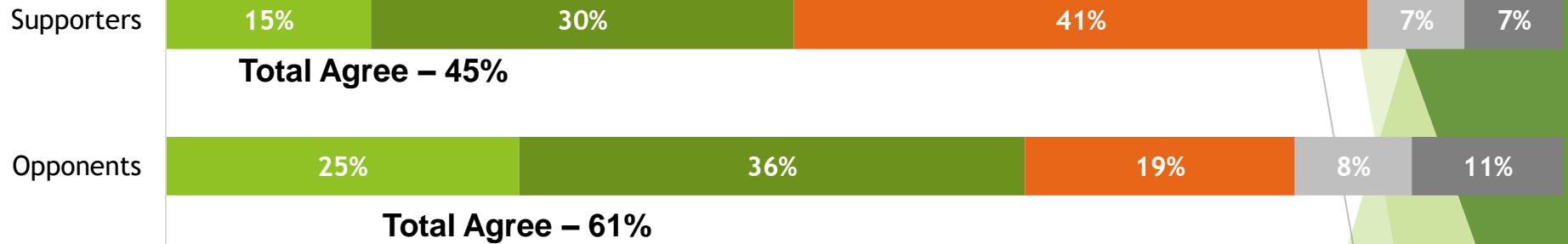
Opponents are more likely to make their opinion heard, creating a misconception about where the public stands

Verdict on Proposed Development

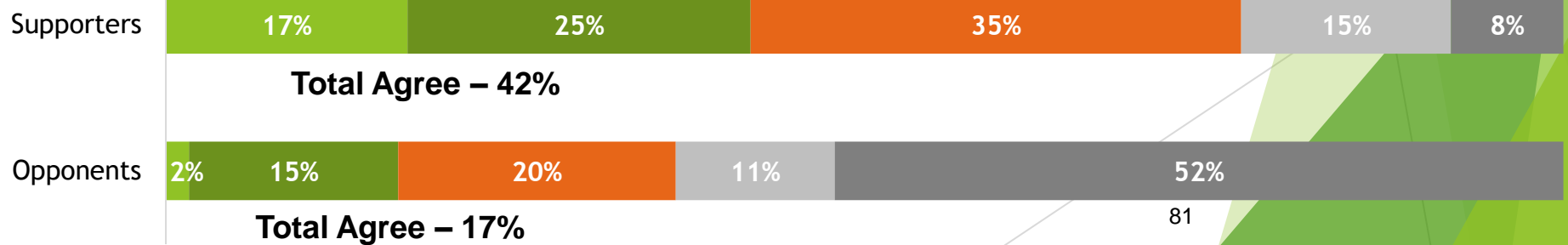
Q. Do you agree or disagree with the following statements?

■ Strongly agree
 ■ Somewhat agree
 ■ Neither agree nor disagree
 ■ Somewhat disagree
 ■ Strongly disagree

I am going to make sure my elected officials know how I feel



I am willing to volunteer on this issue



What We Know

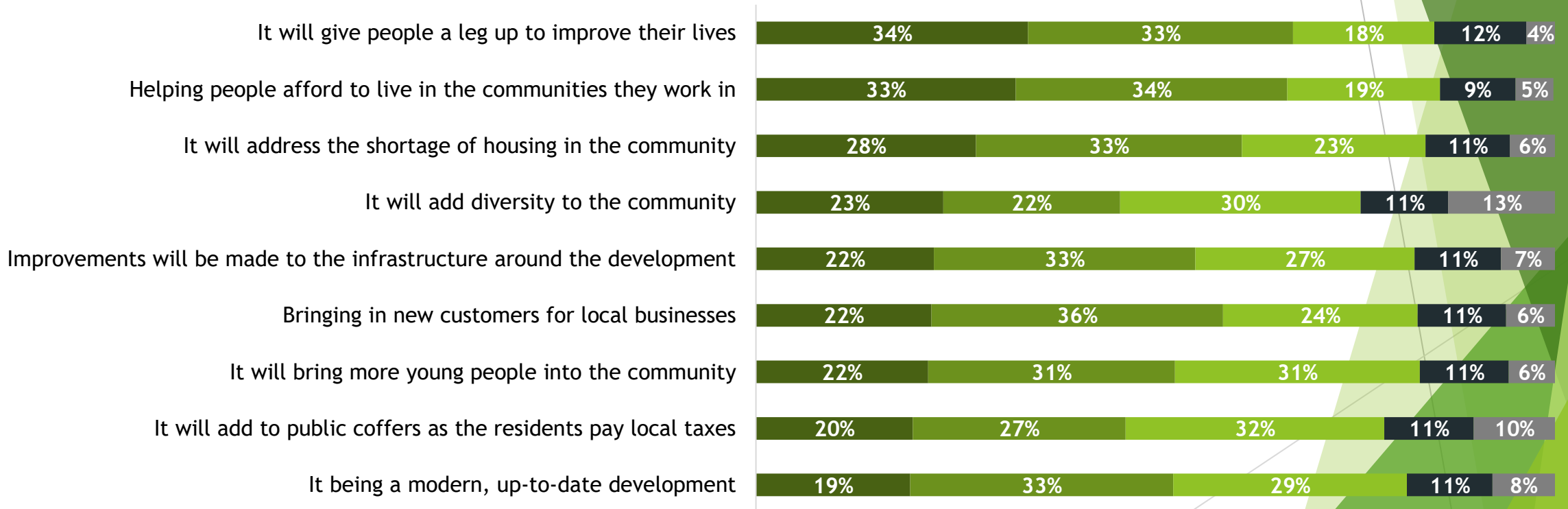
1

Real people are hurt by the
shortage of housing, and fixing
it benefits everyone

41% support affordable housing when they learn it brings benefits and money to their community.

Benefits of Affordable Housing

■ Extremely beneficial ■ Very beneficial ■ Somewhat beneficial ■ A little beneficial ■ Not at all beneficial



What We Know

2

Giving voice to the silent majority is key to success

Address their concerns

Make it easy/convenient to make their support known

What We Know

3

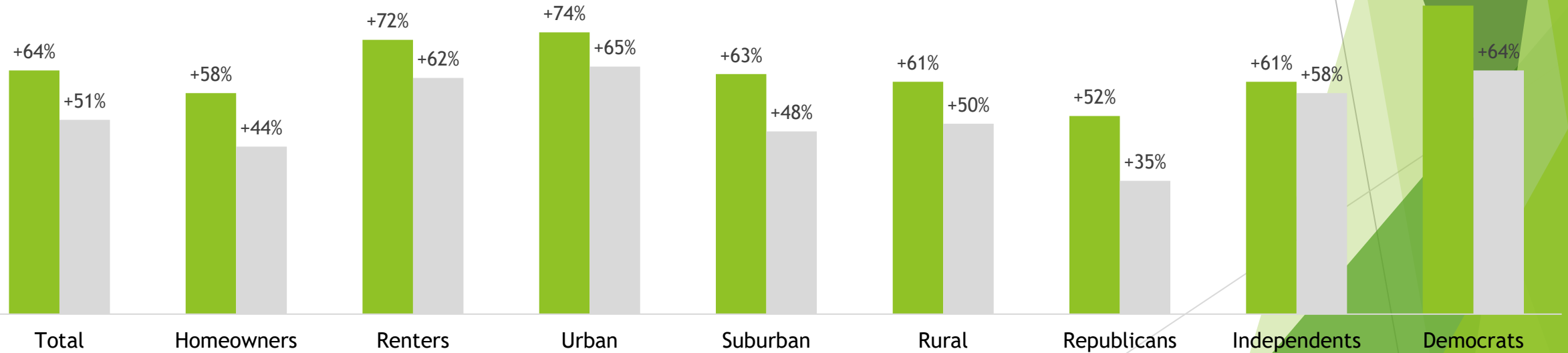
Developers must use data to demonstrate citizen support for affordable housing to elected officials

The effect of NIMBYism is apparent, but supporters still outnumber opponents by double digits

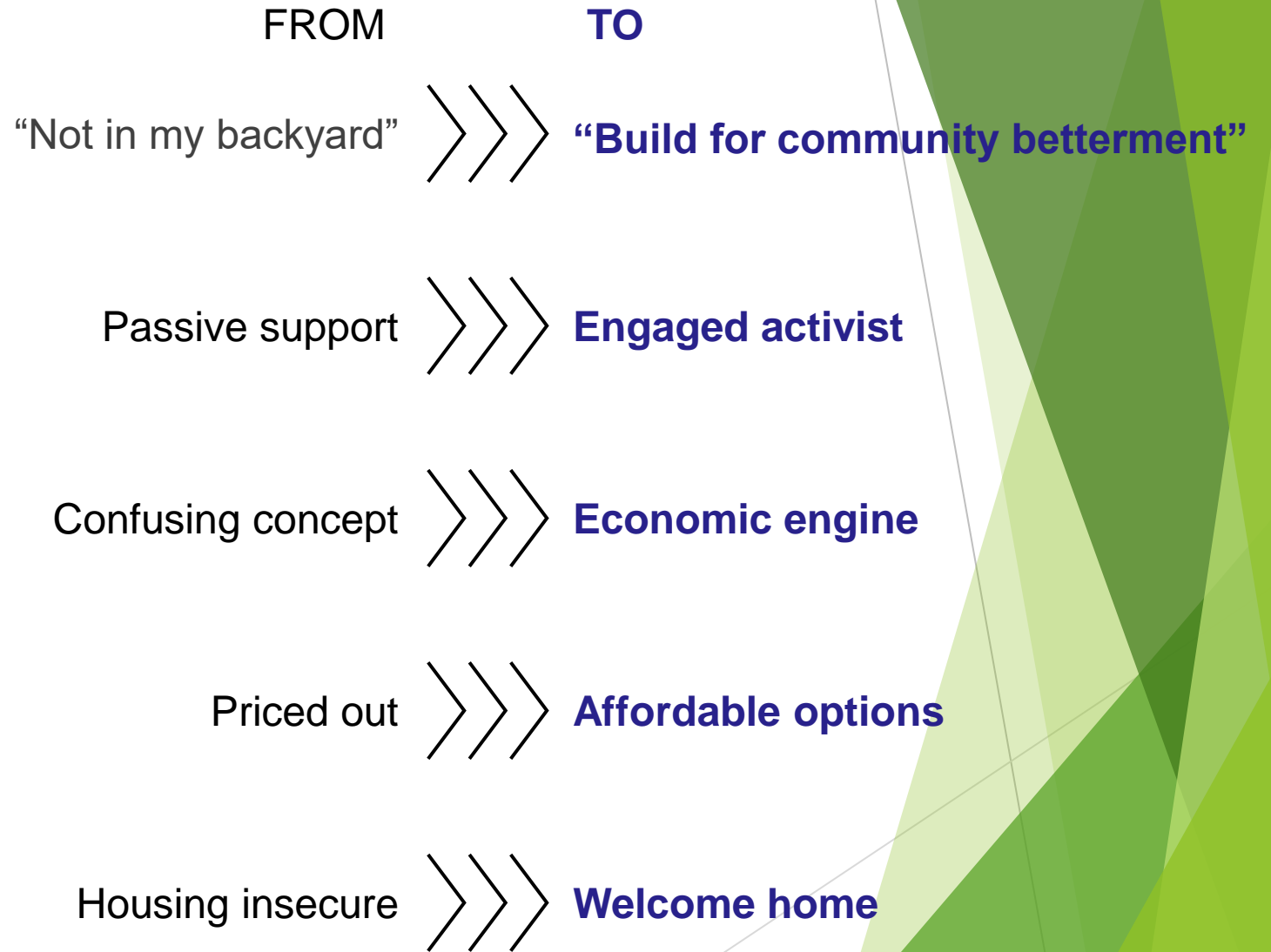
NIMBY • an acronym for the phrase "not in my back yard" or Nimby, is a characterization of opposition by residents to proposed developments in their local area, as well as support for strict land use regulations.

Net Support

■ Support for Affordable Housing in Iowa ■ Support for Affordable Housing in "Your ZIP Code"



What If We Could ...



Insight, Platform & Program Overview

Rebranding
Affordable Housing
**To just ...
HOUSING**

~~Income-based
housing~~

~~Working Iowa
housing~~

~~Housing Tax Credit
Development~~

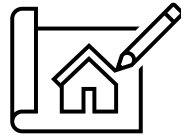
Insight



**Iowa grows when we
embrace the economic
diversity of housing.**



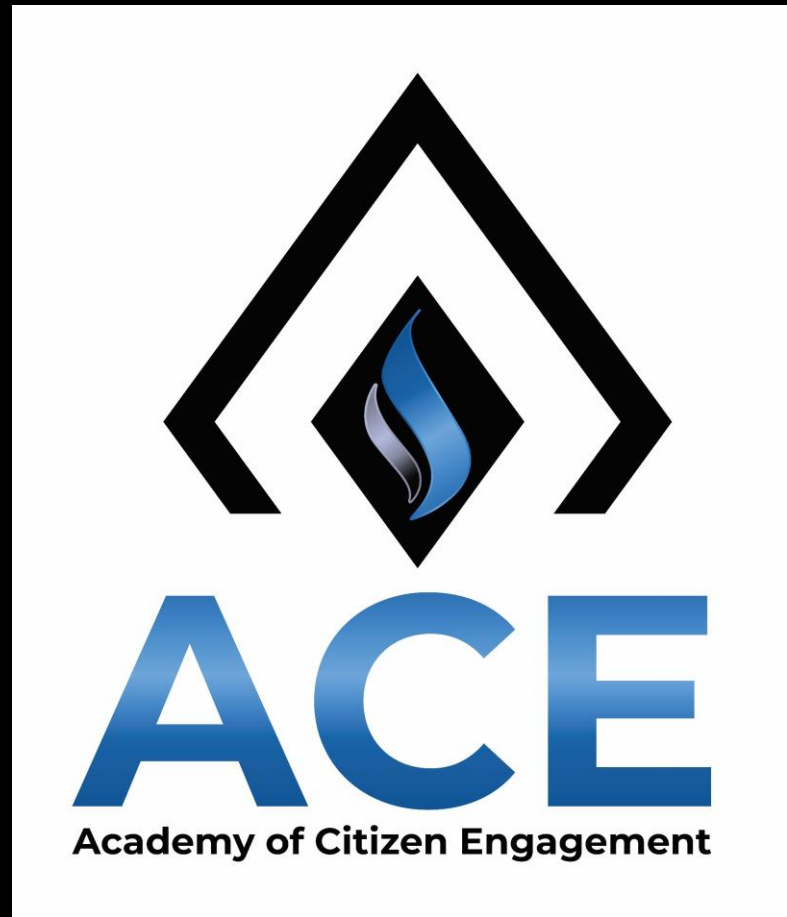
**Welcome Home
Iowa paired with
grassroots support**



**Add additional value in
support of developer
partners**



**Showcase far-
ranging support
among businesses
and community
leaders**



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SPREAD THE
WORD

THANK YOU

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