



AFFORDABLE HOUSING & THE NIMBY CHALLENGE

Housing Policy, Community Dynamics & Practical Solutions

Southeast Wisconsin

Paul Aylesworth

2008

Masters of City and Regional Planning

University of Pennsylvania

Studied participatory planning techniques

~13 Years

Affordable Housing Developer

Women's Community Revitalization Project, Philadelphia, PA

Encountered community opposition on every new construction project

2023–Present

Director, Affordable & Sustainable Housing Development Track

UW–Madison

- › Lead ASHD Graduate Track
- › Always looking for partner communities
- › Teach Affordable Housing Development Course
- › Require students to pitch a project & react to community opposition



WISCONSIN
SCHOOL OF BUSINESS

UNIVERSITY OF WISCONSIN–MADISON

TODAY'S AGENDA

The Housing Problem: Key Stats

What Should Change?

How NIMBYism Kills Projects

How Do We Get There?

Professional Examples: WCRP in Philadelphia

Q & A

THE HOUSING CRISIS IN SOUTHEAST WISCONSIN

30%+

of households are
cost-burdened

↑ 40%

median home price
increase since 2019

1 in 4

renters spend over
half their income on rent

The Affordability Squeeze: Renting & Buying

Wisconsin rental shortage (NLIHC 2024) · Milwaukee-Waukesha metro homeownership threshold (Badger Institute / Zillow, 2025)

STATEWIDE RENTAL SHORTAGE

~124,000

affordable rental homes missing in Wisconsin for extremely low-income households

34

affordable homes available per 100 ELI renter households

72%

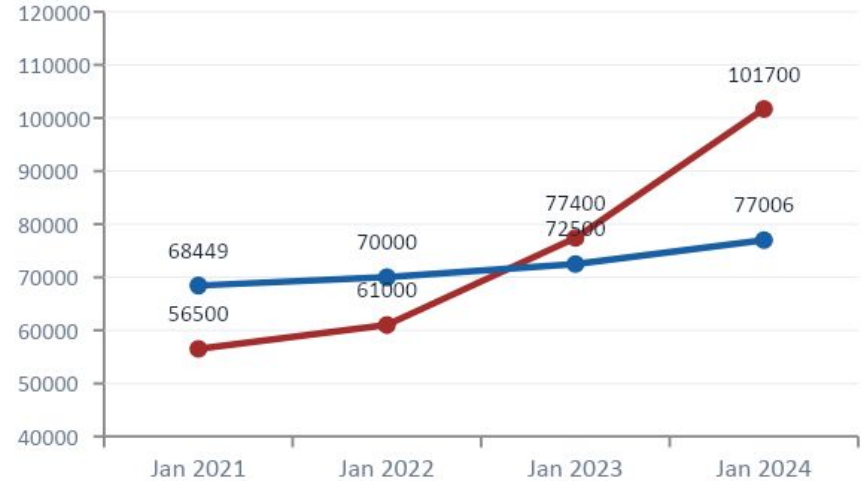
of ELI renters in WI are severely cost-burdened

Every

state faces an affordable rental shortage — no exceptions

ELI = Extremely Low Income ($\leq 30\%$ AMI or poverty guideline). Source: NLIHC, *The Gap: A Shortage of Affordable Homes, 2024*.

MILWAUKEE METRO · INCOME NEEDED TO BUY A HOME



Income needed to afford median home (Zillow methodology)

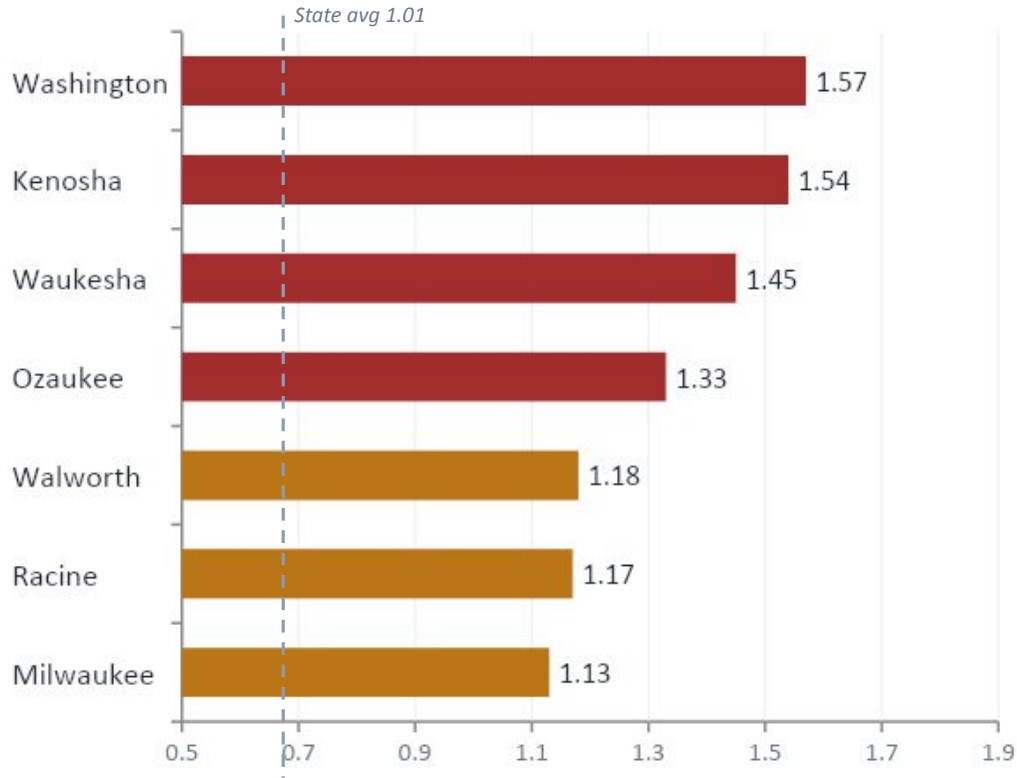
Actual MSA median household income (Census ACS)

Affordability gap by 2024: A household needed \$101,700 to buy a typical Milwaukee-metro home — but the median household income was only \$77,006, leaving a \$24,694 shortfall. In 2021, the gap was near zero.

Sources: Rental shortage — NLIHC, *The Gap: A Shortage of Affordable Homes* (2024 edition), based on 2022 ACS PUMS. Wisconsin shortage estimate derived from 34 affordable/available units per 100 ELI renter households applied to WI ELI renter population. [nlihc.org/gap/state/wi](https://www.nlihc.org/gap/state/wi). Homeownership threshold — Badger Institute, 'Houses have taken a sharp turn toward unaffordable for typical Wisconsin household' (Mar. 2025), citing Zillow Research affordability index (2020/ May 2026 down, 30% income threshold). Median household income — U.S. Census Bureau ACS 1-year estimates, Milwaukee-Waukesha-West Allis MSA, 2021 & 2023; 2022 interpolated.

Jobs-to-Homes Ratio by County

Southeastern Wisconsin Region · 2023 Annual Average · QCEW / Census ACS



KEY FINDINGS

Waukesha County

1.45 jobs per home — highest in region and above the 1.37 figure cited by BLS as the statewide maximum in 2022.

No county near balance

All 7 counties exceed the Wisconsin statewide average (1.01), signaling a region-wide structural housing deficit.

Workforce recruitment risk

85% of Waukesha employers plan to hire within 3 years. High housing costs are cited by the Waukesha County Business Alliance as a barrier to filling thousands of open positions.

■ Critical (>1.2)

■ Elevated (1.0–1.2)

County	Jobs (2023)	Hsg. Units	Ratio
Washington	93,400	59,400	1.57
Kenosha	113,600	73,800	1.54
Waukesha	243,200	167,800	1.45
Ozaukee	77,900	42,100	1.33
Walworth	68,200	57,900	1.18

COMMUNITY CONSEQUENCES OF HOUSING SCARCITY



Workforce Exodus

Employers struggle to recruit and retain talent when workers can't afford to live locally.



Economic Stagnation

High housing costs suppress consumer spending and constrain regional economic growth.



Youth Drain

Young adults leave after college and fail to return — communities lose the next generation.



Family Instability

Young families face impossible tradeoffs between housing costs and other essential needs.

HOW NIMBYISM KILLS HOUSING PROJECTS

01

Direct Extinguishment

Successful NIMBY opposition can kill projects outright — even those that would otherwise have moved forward.

02

Slow & Costly Approvals

Unpredictable processes add time and cost, increasing the eventual price per unit and squeezing affordable projects hardest.

03

Developer Deterrence

Developers stop considering a community when they associate it with financial risk, NIMBYism, or reputational damage.

Example: Residential project in Wauwatosa failed to move forward in 2023

WOMEN'S COMMUNITY REVITALIZATION PROJECT (WCRP)

Philadelphia's first and only women-led community development organization — Est. 1986



MISSION

Committed to social and economic equity for low-income women and their families.

SERVICE AREAS

Develop Affordable Housing

New construction and rehabilitation of quality homes for low-income families

Provide Supportive Services

Wraparound support for residents and program participants

Advocate for Policy Change

Honor and promote leadership, dignity, and justice in its communities

CASE STUDY

NITZA TUFINO TOWNHOMES



GRACE TOWNHOMES

→ These projects — and this issue — inspired a mock community meeting exercise used every semester in class.

→ The case spans neighborhood dynamics, political realities, legal challenges, and a hard-won (then lost) outcome.

→ It offers a candid look at the gap between what affordable housing developers need and what the process delivers.

THE CASE: CONTEXT & DYNAMICS

The Location

- Strategic urban infill site
- Surrounded by established neighborhood fabric
- Dilapidated building on the lot — ripe for redevelopment

Neighborhood Dynamics

- Tension between new residents, longtime community members, and historic preservationists
- Each group brought different values and priorities to the table

Political Dynamics

- Councilperson willing to 'express support' but unwilling to 'spot zone'
- Too much political risk to enable the development outright

HIDDEN CITY

EXPLORING PHILADELPHIA'S **URBAN LANDSCAPE**

FOLLOW



PRESERVATION

In Kensington, A Major Reversal Brings New Hope For Historic Banks

MAY 3, 2013 | [by Christopher Mote](#)

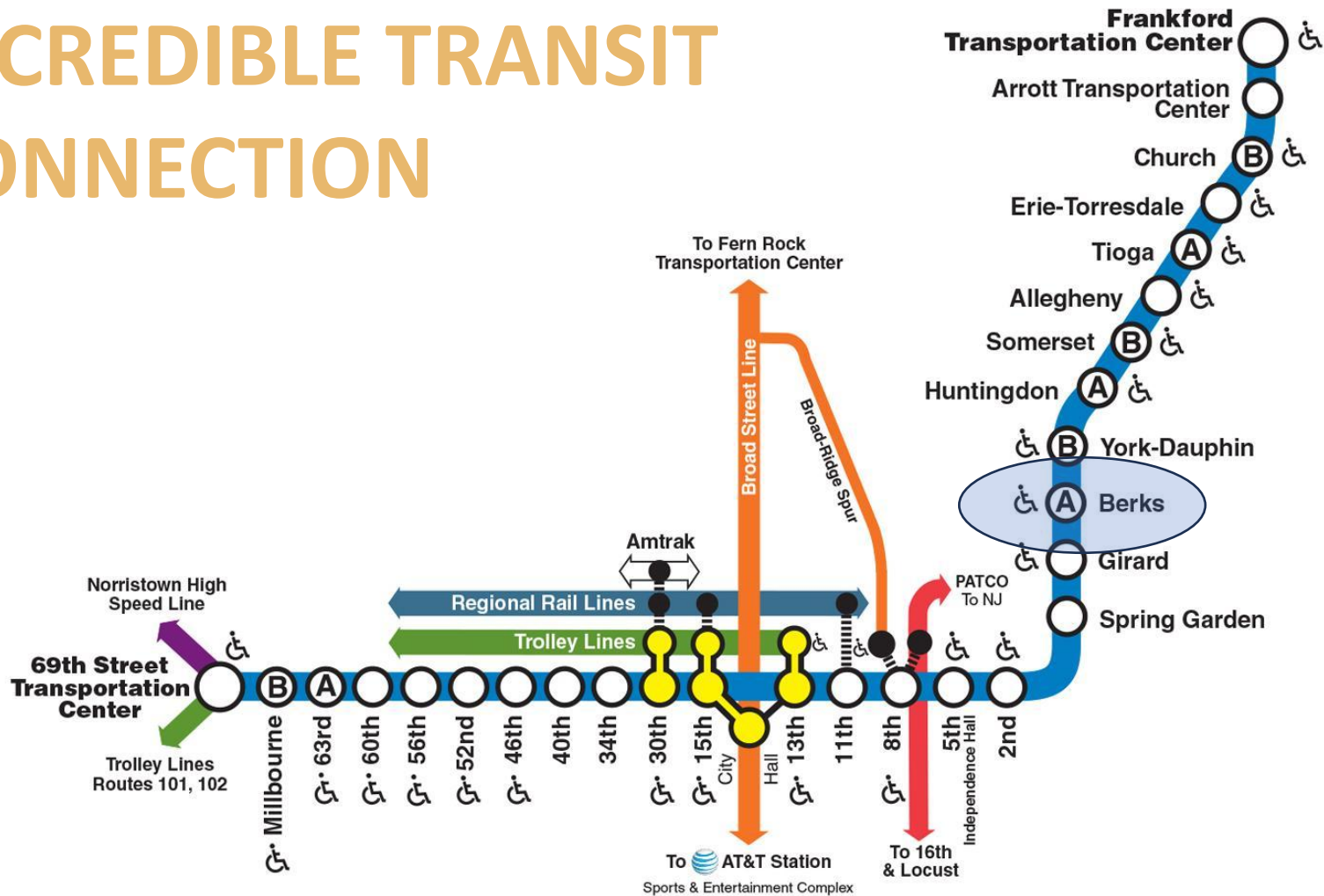
HIDDEN CITY

vacant banks on Front Street photo: Peter Woodall

An affordable housing project at the site of two historic Kensington banks appears to be dead in the midst of intense neighborhood opposition, including an ongoing legal appeal by nearby residents.

Hidden City sources indicate that the Women's Community Revitalization Project has returned its low-income housing tax credits to the Pennsylvania Housing Finance Agency and will not pursue development of the Nitza Tufino Townhomes at the corner of Front and Norris Streets, which had been in the planning since 2010.

INCREDIBLE TRANSIT CONNECTION



BUILDING'S CONDITION

The dilapidated structure at the center of the case



Interior Debris



Roof Skylight

Site had been vacant for decades — ripe for redevelopment, yet opposition prevented action for years after the project failed.

THE DEVELOPER'S STRATEGY

How the team organized to obtain the zoning variance

1

Door-to-Door Outreach

Canvassing the neighborhood to build grassroots support and identify allies.

2

Petition Signing

Documenting community support in a tangible, presentable form.

3

Testimony Preparation

Coaching supporters to speak effectively at community meetings and ZBA hearings.

4

Community Meeting

Navigating intense public discourse — lots of opinions, little consensus, tone approaching volatile.

5

ZBA Hearing

Presenting the case formally — litigation was foreshadowed by opponents in the hearing room.

THE OUTCOME & AFTERMATH

✓ The ZBA Granted the Variance

An initial victory — the project appeared to have a path forward.

✗ Then the Legal Challenge

- A neighborhood group hired a lawyer — who was also a group member
- Developer lost the legal challenge
- Returned millions in LIHTC credits to PHFA
- Lost hundreds of thousands in predevelopment costs
- Dilapidated building sat vacant for another decade before demolition

Silver Linings

→ PHFA changed policies to advantage developers who faced NIMBY challenges

→ PHFA awarded the team credits on their next deal — in a new location — the following year

→ The experience became the foundation of a semester-long mock community meeting exercise

PHFA POLICY RESPONSE

2013 LIHTC Qualified Allocation Plan — A Direct Result of the Case

2013 QAP — Maximum Per Unit Basis Limitations

An Agency waiver of the established limits will be based upon the demonstration of compelling circumstances and justification for the additional basis eligible costs.

Compelling circumstances include costs resulting from local conditions or attempts to exclude affordable housing — including extraordinary litigation costs incurred because of neighborhood opposition and planning requirements. (pp. 8–9)

2013 QAP — Selection of Applications

The Agency will strive to reserve Tax Credits in a manner which results in a geographic distribution statewide, evaluating and ranking applications based on Selection Criteria. (p. 9)

PHFA POLICY RESPONSE

2014 LIHTC Qualified Allocation Plan — Going Further

2014 QAP — Selection of Applications

"In the event the Agency determines that an Application has been delayed or faces substantial cost burdens due to something beyond the control and dominion of the applicant, especially in the event there is a NIMBY or legal challenge to siting of an otherwise viable project, the Agency may provide a preference to fund the applicant for an alternative viable project which meets similar goals and housing targets in an alternative location..."

(which meets at least a minimum score under the Allocation Plan) p. 9

Takeaway: PHFA responded to NIMBY-induced harm by creating a formal preference for affected developers — a direct policy win from this case.

GRACE TOWNHOMES: THE SITE

Philadelphia, PA — circa 2014



Source: © 2012 Microsoft Corporation Pictometry Bird's Eye © 2012 Pictometry International Corp. Site boundaries are approximate.

SITE FACTS

Zoning

I-2 (Industrial Use)

Variance

Requesting approval for multifamily housing

History

Vacant since the 1980s — formerly a carpet factory

Environment

Testing revealed 'free product.' Would achieve ACT 2 and HUD Environmental Clearance

NEIGHBORHOOD CONTEXT

Grace Townhomes — Kensington, Philadelphia



Key Community Stakeholders

Firm Hope Baptist Church

Local anchor institution; key community voice



Disney AME Church

Faith community with neighborhood ties



Registered Community Organizations (RCOs)

Provided formal letters of support or opposition to ZBA

Low Income Renters

Expressed need for quality affordable housing at an affordable price

PHILADELPHIA ZONING VARIANCE PROCESS

Standard process for multifamily development requiring a variance

1 Submit Zoning Application

2 Receive Rejection

3 Appeal to Zoning Board of Adjustments (ZBA)

4 **Meet with Registered Community Organizations (RCOs), who then forward non-binding letter of support, no opinion, or opposition to the ZBA**

5 **Argue case before ZBA**

6 **ZBA renders decision**

7 Appeals period (assuming ZBA rules in favor of developer)

8 If appealed, case goes to Court of Common Pleas; if not, developer may pull zoning permit

GRACE TOWNHOMES ZONING VARIANCE PROCESS

How the actual process differed from the standard

1	Submit Zoning Application
2	Receive Rejection
3	Appeal to Zoning Board of Adjustments (ZBA)
4	Hold a FIRST COMMUNITY MEETING (not required by standard process) ← Added step
5	Meet with Registered Community Organizations (RCOs), who forward non-binding letter to the ZBA
6	Argue case before ZBA
7	ZBA renders decision
8	Appeals period (assuming ZBA rules in favor of developer)
9	If appealed, case goes to Court of Common Pleas; if not, developer may pull zoning permit

A PRETTY TERRIBLE FIRST COMMUNITY MEETING



Grassroots organizing, doorknocking, testimony preparation/meeting gameplanning, and meeting support (rides, childcare, dinner, etc.) are not optional extras — they are the strategy.

POWER ANALYSIS FRAMEWORK

Understanding the landscape before moving forward

Clarity on Formal and Informal Process to Obtain Approvals

✗ AGAINST THIS DEVELOPMENT

Who Is Against This Development & What Power Do They Have To Stop It?

Consider:

- Formal authority (zoning board, council)
- Informal influence (organized groups, media)
- Legal capacity (ability to challenge in court)
- Community trust and credibility

✓ IN SUPPORT OF THIS DEVELOPMENT

Who Is In Support Of This Development & Willing To Work With Us To Move It Forward?

Consider:

- Formal authority (zoning board, council)
- Informal influence (organized groups, media)
- Legal capacity (ability to challenge in court)
- Community trust and credibility

IDENTIFYING COMMUNITY STAKEHOLDERS

Who understands the need for affordable housing?



Who are your allies?

- Residents who have experienced housing insecurity
- Faith community leaders with neighborhood ties
 - Employers who need nearby workforce housing
 - Schools concerned about family stability
 - Social service providers serving low-income residents
- Local business owners who want a stable customer base

Building a visible coalition before hearings signals broad community support — not just developer interest.

COMMUNITY MEETING ORGANIZING WORKPLAN



Week 1



Week 2




Week 3

3-Week Day-by-Day Action Plan

Goals & Focus	Monday	Tuesday	Wednesday	Thursday	Friday	Sat / Sun
<p>WEEK 1</p> <ul style="list-style-type: none"> › Contact all existing leaders › Send out mailing › Identify 10 leaders to go doorknocking 	<ul style="list-style-type: none"> • Finish flyer • Write letter • Assemble mailing 	<ul style="list-style-type: none"> • Call priority leaders • Schedule doorknocking • Contact advisory committee 	<ul style="list-style-type: none"> • Visit leaders missed from calls • Print flyers • Write script & plan for leaders • Prep call list & training for Kelly 	<ul style="list-style-type: none"> • Follow up phone calls • Support Kelly calling un-called leaders 	<ul style="list-style-type: none"> • Print more flyers • Follow up with visits 	
<p>WEEK 2</p> <ul style="list-style-type: none"> › Go doorknocking with 10 leaders › Get 5 commitments from Harambe lunch 	<ul style="list-style-type: none"> • Prep talking points for Harambe Lunch • Check in with Pastor Jeff 	<ul style="list-style-type: none"> • Doorknocking w/ leader • Reminder calls • Print flyers • Find time to go out with leaders 	<ul style="list-style-type: none"> • Doorknocking w/ leader • Reminder calls 	<ul style="list-style-type: none"> • Door-knocking w/ leader • Reminder calls 	<ul style="list-style-type: none"> • Door-knocking w/ leader • Reminder calls 	<ul style="list-style-type: none"> • Door-knocking with leaders • Reminder calls
<p>WEEK 3</p> <ul style="list-style-type: none"> › Meeting planning › Support leaders in reminding neighbors 	<ul style="list-style-type: none"> • Reminder calls to leaders 	<ul style="list-style-type: none"> • Order lunch • Drive around picking people up 	<p>July 17</p> <p>MEETING DAY</p>			

Key insight: Doorknocking and reminder calls appear in every day of Weeks 2 & 3 — the strategy is sustained, visible, neighbor-to-neighbor presence, not one-time outreach.

- 
- Won 2014 LIHTC award
 - Regrouped to win zoning variance
 - Completed Grace Townhomes

COMMUNITY MOBILIZATION

Turning organizing into visible public presence

A vertical poster for a community gathering in Germantown. The top left has a yellow background with the title 'COMMUNITY GATHERING' in large black letters. Below it, in smaller text, is 'to discuss the future of Germantown'. The date and time are 'TUESDAY, MAY 24, 2016 6 - 8 p.m.' in yellow and black. The location is 'Harambe Baptist Church 5648 Chew Ave' in white on a blue background. Below that, it says 'enter through driveway to building in back'. The main body of the poster is blue with white text. It lists two topics: 'How to preserve what we value most in Germantown; and' and 'The need for affordable housing in Germantown'. There are several circular images: one with a woman's face, one with a sign that says 'WE NEED AFFORDABLE HOUSING!', one with a group of people, and one with a man and a woman talking. At the top right, there are two logos: 'Women's Community Revitalization Project' and 'Proyecto de Mujeres para la Revitalizacion Comunal'. At the bottom, it says 'Food will be provided. Please RSVP for childcare. RSVP to Ariel Morales amorales@wcrpphila.org 215-627-5550 ext 228'. At the very bottom, it says 'FOR MORE INFORMATION, VISIT www.wcrpphila.org'.

Community Gathering

Making the ask public

Community gatherings signal that real neighbors — not just the developer — want this housing built.

Topics on the agenda

How to preserve what residents value most · The need for affordable housing · How community can engage the process

Sponsoring organizations

Faith institutions, community development organizations, and advocacy groups co-sponsoring sends a powerful unified message.

The critical lesson

Developers who build public visibility before hearings dramatically increase their chances of success — and reduce litigation risk.

Hosted by THE WOMEN'S COMMUNITY REVITALIZATION PROJECT
with guidance from:

FAITH CDC, FRIENDS OF VERNON PARK, GERMANTOWN ARTISTS ROUNDTABLE, GERMANTOWN UNITED CDC, GREENE STREET ARTISTS CO-OP, GREENE STREET FRIENDS, HARAMBE BAPTIST CHURCH, PHILADELPHIA PLANNING COMMISSION, RAISE OF HOPE, SETTLEMENT MUSIC SCHOOL, THE OFFICE OF COUNCILWOMAN CINDY BASS

**PEOPLE'S
UNIVERSITY**

SOUTH PHILLY



COMMUNITY ENGAGEMENT AROUND HOUSING & NEIGHBORHOOD CHANGE

Listening and Data Collection — Neighbors come together to shape priorities for data collection

Five domains of inquiry guide the community data collection process:



Demographics

Who lives here now?

How is our community changing? Who has moved in — and who has left?



Income & Affordability

How do incomes compare to housing costs?

Are residents paying more than 30% of income on housing? Who is most burdened?



Community Assets

What do we value most — and where?

What assets define the neighborhood? How are they changing or at risk?



Issues on the Ground

What threatens quality of life?

Safety, displacement pressure, code violations, disinvestment, overcrowding.



Recent & Proposed Investment

What changes can we see on the horizon?

New development, public investment, rezoning proposals — what's coming?

Each domain generates both quantitative data and qualitative community knowledge — together they build the case for housing action.

Examples of Collected Data



Census & ACS data on demographics, income, tenure



Parcel-level maps of ownership, investment, and vacancy



Community survey data on assets, concerns, and priorities



Observational data and photo documentation

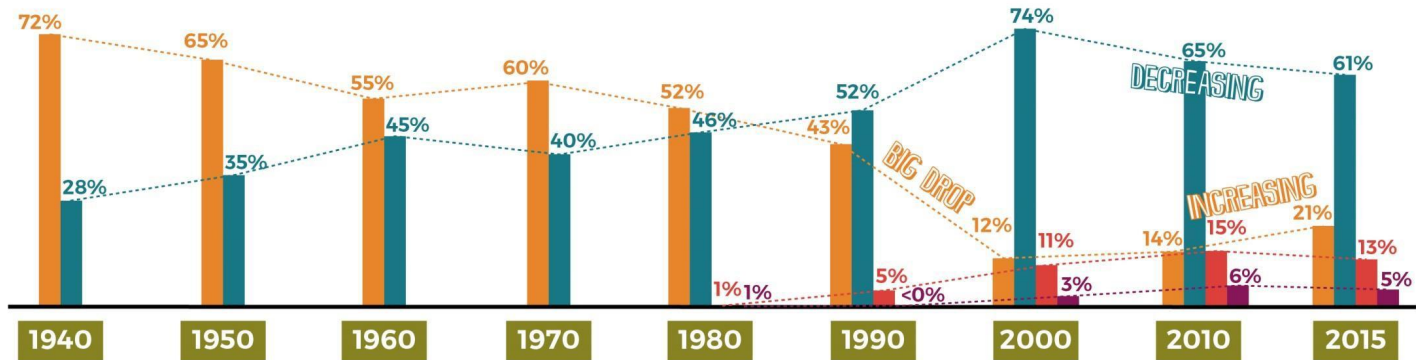
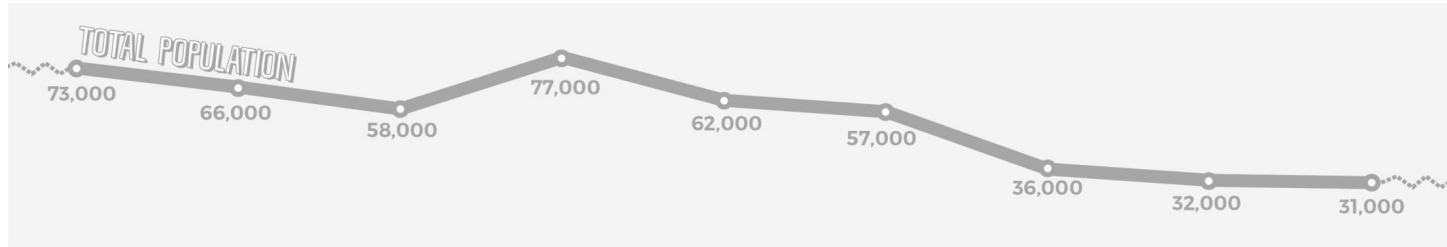


News coverage of development proposals and policy changes

THE PEOPLE:

RACIAL MAKE-UP OVER TIME

(Source: Census 1940, 1950, 1960, 1970, 1980, 1990, 2000, 2010, ACS 2015 5-yr est.)

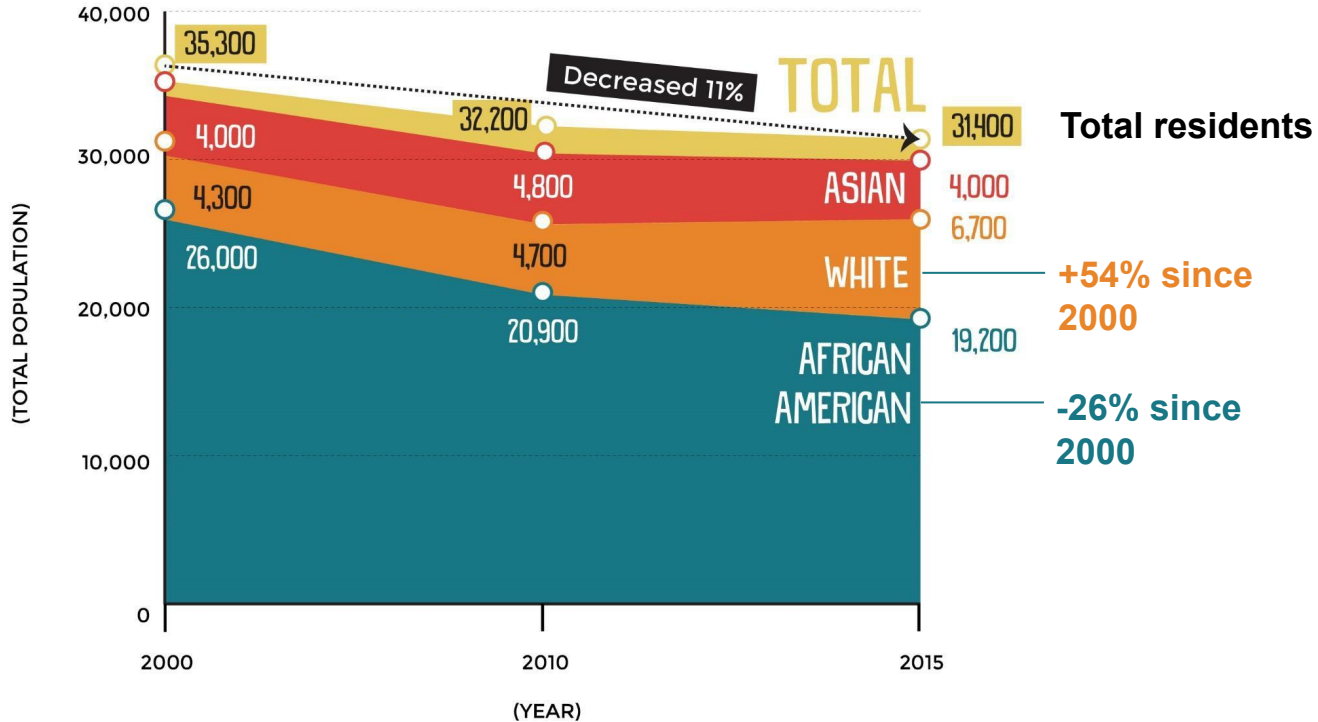


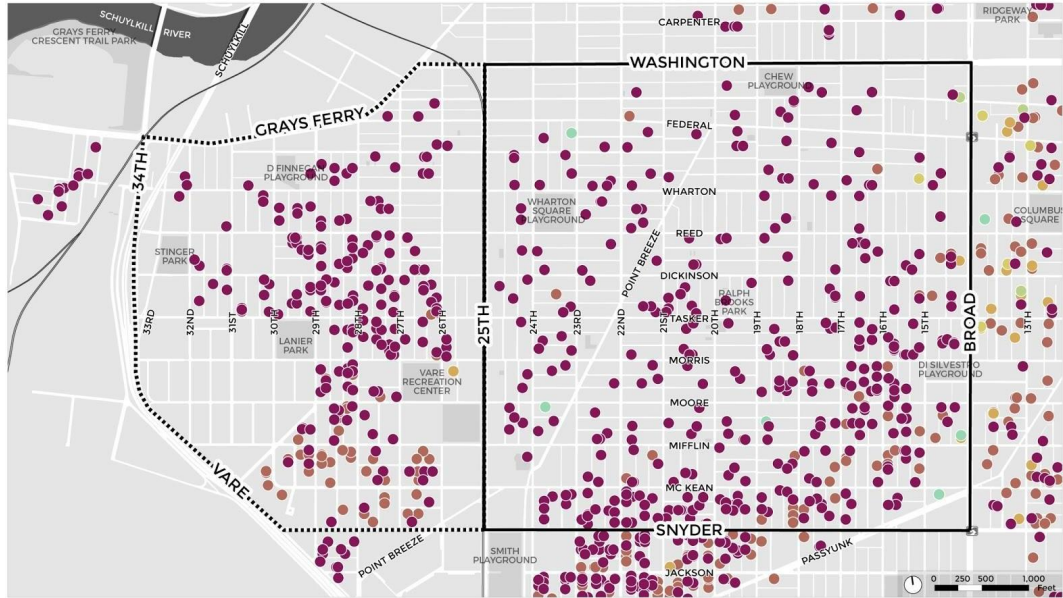
■ WHITE ■ AFRICAN AMERICAN ■ ASIAN ■ OTHER

TOTAL POPULATION

(Source: American Community Survey 2015 5-yr Est., Census 2000, 2010)

SINCE 2000, OVERALL POPULATION DECREASED 11%.

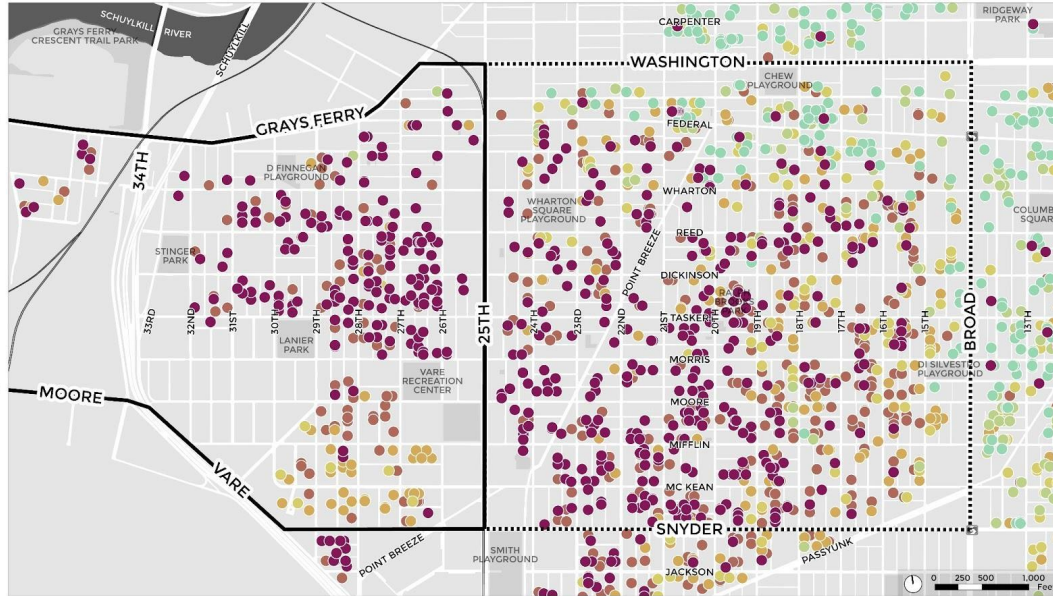




RESIDENTIAL SALES BY PRICE 2000-2002

(Source: Philadelphia OPA, Oct 2017)
 Note: Excludes sales under \$1,000 and large multi family housing units

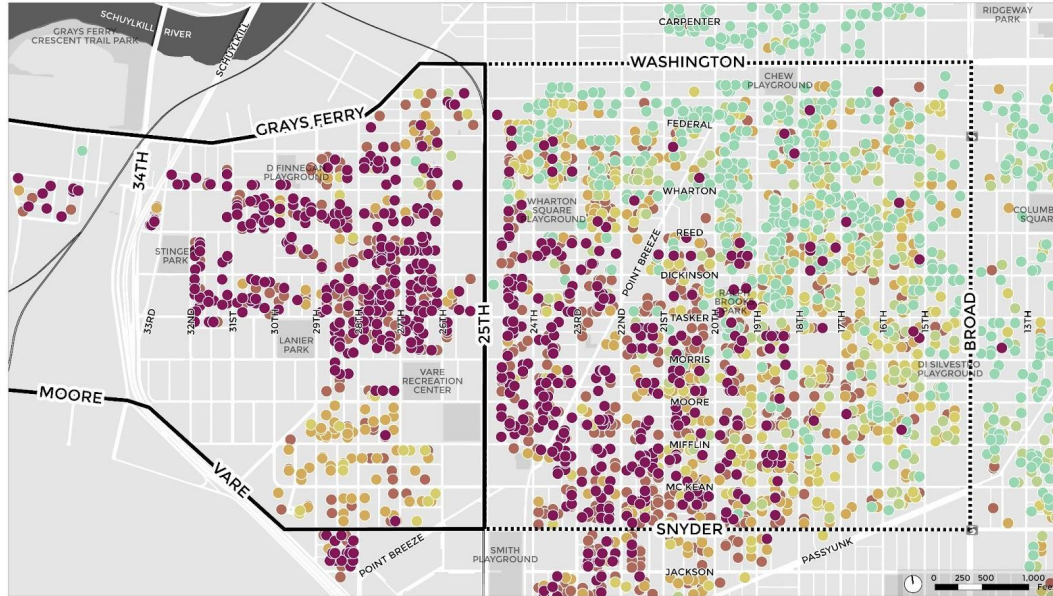
- \$1,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$249,999
- MORE THAN \$250,000



RESIDENTIAL SALES BY PRICE 2010-2012

(Source: Philadelphia OPA, Oct 2017)
 Note: Excludes sales under \$1,000 and large multi family housing units

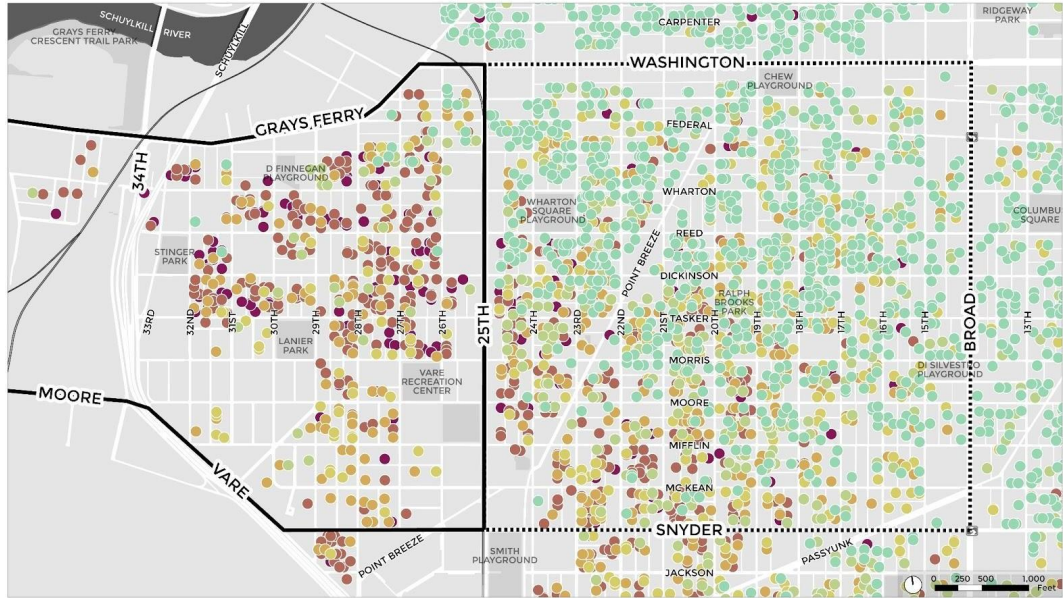
- \$1,000 - \$49,999
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- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$249,999
- MORE THAN \$250,000



RESIDENTIAL SALES BY PRICE 2014-2016

(Source: Philadelphia OPA, Oct 2017)
 Note: Excludes sales under \$1,000 and large multi family housing units

- \$1,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$249,999
- MORE THAN \$250,000



RESIDENTIAL SALES BY PRICE 2017-2018

(Source: Philadelphia OPA, Apr 2019)
 Note: Excludes sales under \$1,000 and large multi family housing units.

- \$1,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$249,999
- MORE THAN \$250,000

WHAT SHOULD CHANGE?

The developer's role should shift: less community diplomat, more thoughtful project manager.

What We Expect from Developers

- Reasonable adjustments to plans (setbacks, etc.)
- Responsiveness to articulated community goals
- Clear communication on construction process & disruption

What Local Policy Can Do

- Upzoning
- Streamline housing approval processes
- Create local housing plans proactively/don't let a zoning request be the first time a neighborhood considers increased housing or density

WHAT IS UPZONING?



Converting large portions of a city from single-family zoning to areas where multiple units are allowed. It reduces regulatory barriers to building more units on the same land.

More units

Allows duplexes, triplexes, apartments on land previously limited to one home

Same land

No need for new land acquisition — works within existing parcels and lots

Fewer barriers

Removes special approvals, variances, and zoning hearings that block housing

THE FAMOUS AMERICAN EXAMPLE: MINNEAPOLIS

Minneapolis 2040 Plan — Adopted 2018

WHAT CHANGED

Eliminated single family-only zoning

impacted 70% of city land

Allowed duplexes and triplexes citywide

"missing middle" housing

Upzoned key corridors

3–6 story apartments; 10–30 stories near transit

Reduced parking minimums

lowering per-unit construction costs

Added height minimums in dense areas

preventing underbuilding on prime land

IMPACT

~18,000

multifamily units added
2018–2022

~70

duplex/triplex conversions in 2020
(economic challenges limited more)

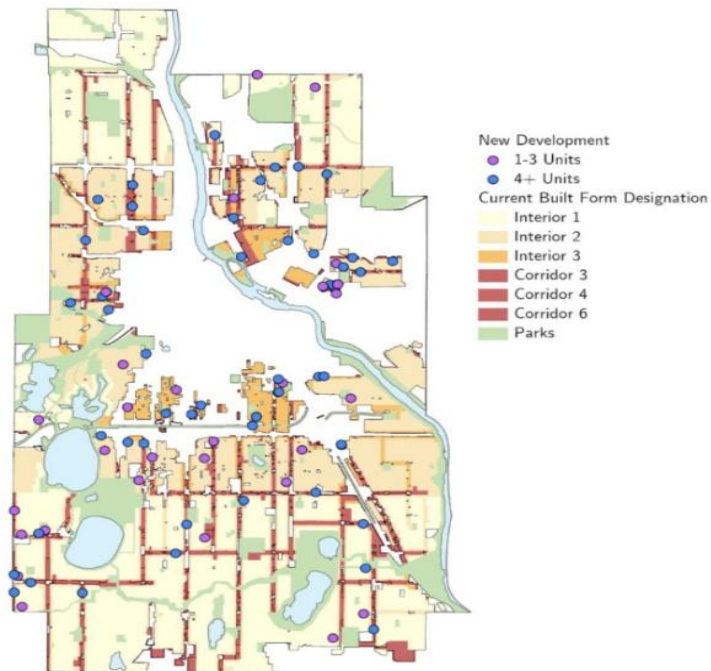


Rent growth slowed significantly

Minneapolis saw much lower rent increases than peer cities — but momentum slowed after interest rate increases.

THE LARGER "MISSING MIDDLE"

New buildings permitted in Minneapolis — formerly limited to single-family homes or duplexes



The larger "missing middle"

New buildings permitted in areas of Minneapolis formerly limited to single-family homes or duplexes
Jan. 2020 - Aug. 2023

Map by Zak Yudhishtu

Data and layers from City of Minneapolis, State of Minnesota

WHAT THIS MAP SHOWS

Minneapolis 2040 eliminated single-family only zoning citywide. This map shows where new "missing middle" buildings were actually built — and where the market responded.

KEY



New Development: 1–3 Units

Duplexes & triplexes — limited uptake, cost barriers



New Development: 4+ Units

Larger multifamily — majority of new supply



Interior 1–3 (light zones)

Lower-density permitted areas



Corridor 4–6 (gold zones)

Higher-density permitted near transit

Key finding: Most new construction was 4+ unit buildings near transit corridors. Duplex/triplex conversions were minimal — economic forces limited "missing middle" uptake even after regulatory barriers were removed.

WISCONSIN UPZONING EXAMPLE: MADISON

A model of incremental regulatory reform rather than one sweeping rezoning

WHAT MADISON HAS DONE

Legalized duplexes (2-unit homes) citywide in areas previously limited to single-family housing

Duplex Reform

Expanded Accessory Dwelling Units (ADUs) rules — coach houses, backyard homes — making them easier to build on existing lots

ADU Expansion

Allowed lot splitting for additional units on large parcels, enabling more homes without new infrastructure

Lot Splitting

Raised thresholds so mid-rise buildings (up to ~6 stories) don't need special approvals downtown, removing a major friction point

Mid-Rise Relief

Expanded transit-oriented development (TOD) overlays to allow more density near transit corridors

TOD Zones

Key insight: Madison's approach shows that meaningful housing reform can happen through many small regulatory relaxations rather than one major rezoning map — reducing political friction at each step.

HOW DO WE GET THERE?

Build & Nurture Pro-Housing Coalitions



Employers



Schools



Faith-Based Orgs

Provide Political Cover

Give local officials a path forward — they need permission to support housing.

Use State Policy Levers

State-level action is often faster and less vulnerable to local NIMBY pressure. Tie to WI examples.

Engineer Your Meetings

Never hold public meetings without supporters in attendance. Manage narrative proactively.

Actively Recruit Developers

Share expectations, learn their pain points, and make your community a place they want to build.

RECENT WI STATE POLICY TO PROVIDE LOCAL POLITICAL COVER

Two laws that reshape the landscape for local housing decisions

2017 WI ACT 243

Annual Housing Reports

Requires cities over 10,000 population to produce annual housing reports.

Reports must cover:

- Housing Affordability — who can afford what, and where
- Housing Fees — what local governments charge developers

Why it matters:

Exposes how local policies affect housing prices — gives advocates and developers data to argue for better policy and housing approvals.

2025 WI ACT 173

"Truth In Planning"

1 Cities must map housing location and density in comprehensive plans


Over 20 years and in 5-year increments

2 Local zoning must be consistent with those plans

Closes the gap between planning documents and actual zoning

3 Cities must approve rezoning requests for housing

If the site is ID'd for housing in comp plan AND is near existing

 **Important limit:** Does NOT require cities to plan for more housing or affordability — only that plans and zoning be internally consistent.

Revisiting the

FRAMING QUESTIONS

and the role of **DATA + LISTENING**

1. What does your community actually need — and who has been left out of that conversation?
2. Where does opposition come from, and what are its legitimate concerns vs. its exclusionary impulses?
3. What would it take to give local officials the political cover to say yes?
4. How do we build pro-housing coalitions that can sustain momentum across election cycles?

Thank you — questions welcome.