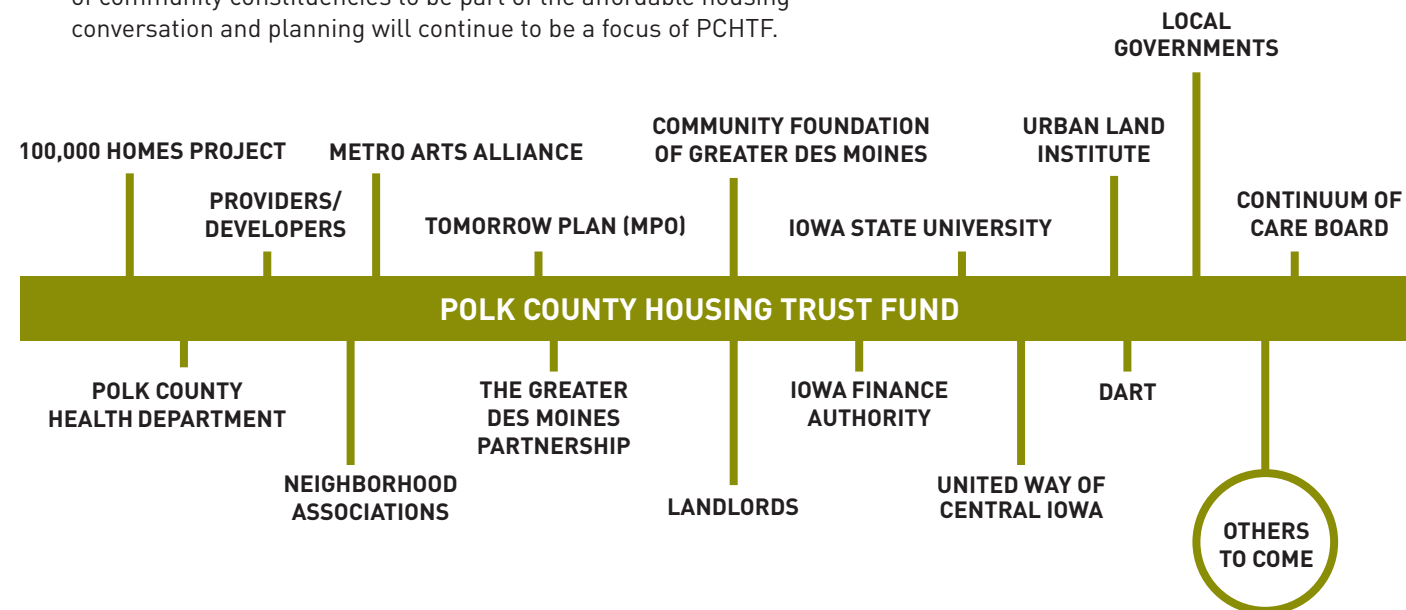


# STRATEGIC INITIATIVES

## ① EXPANDING THE PCHTF NETWORK

The work of many agencies and organizations contribute to and complement the work of the PCHTF. Inviting a larger, diverse group of community constituencies to be part of the affordable housing conversation and planning will continue to be a focus of PCHTF.



## ② AFFORDABLE HOUSING WEEK: APRIL 21-26



PCHTF will continue to build on the success of its initial Affordable Housing Week with another year of activities to generate awareness, interest and engagement in our mission.

Activities from last year include:

- Community bus tour
- Design Challenge (for high school students)
- City proclamations

In addition the following new activities are scheduled for the 2014 week:

- Kickoff the 100,000 homes project
- Kickoff the Tomorrow Plan's Regional Plan for Affordable Housing
- Develop an educational forum for landlords
- Provide a forum for a guest speaker from the Urban Land Institute

## ③ CAN I BE YOUR NEIGHBOR CAMPAIGN EXPANDS WITH JAZZ IN JULY



In 2014, PCHTF is taking the successful "Can I Be Your Neighbor" campaign to area neighborhoods through the development of a Jazz In July Neighborhood Passport, which will help educate the public about affordable housing in various neighborhoods. Promotions will continue to direct people to the campaign's website. As budget

(through corporate sponsors) and opportunities allow, the "Can I Be Your Neighbor Campaign" will also appear in local media.

### Polk County Housing Trust Fund

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## POLK COUNTY HOUSING TRUST FUND

Basic Needs | Powerful Solutions

## INTEGRATED MARKETING COMMUNICATIONS GRID (2013-2014)



# Integrated Marketing Communications Grid (2013-2014)

**Objective:** Use research to position PCHTF as the comprehensive planning, advocacy, and funding organization for affordable housing in Polk County.

## DONORS

### Objective

Retain the positive impressions and funding current donors have for the PCHTF while acquiring new donors for the organization.

### Barriers to Success

- Lack of awareness of the PCHTF, its mission and vision
- Differentiating PCHTF's role from affordable housing service providers and developers
- Perception as a department of Polk County government
- Competition for dollars from other causes and housing organizations

### What PCHTF Can Offer

- An integrated, regional strategic vision for affordable housing and services in the community
- Responsible stewardship of charitable dollars
- A track record of measureable successes in building affordable housing inventory and funding effective programs

### Message Tracks

- **PCHTF funding allocations are based upon the results of research, including research sponsored or conducted by the organization**
- The PCHTF is the comprehensive planning, advocacy and funding organization for affordable housing in the metro area
- Donations to the PCHTF permit a coordinated, community-wide response to affordable housing needs
- The PCHTF strategically allocates funding to multiple developers and providers that align their programs with the most critical local needs
- The PCHTF allocates 100% of the charitable dollars it receives to affordable housing programs

### 2014 Initiatives

- Promote donor involvement in Affordable Housing Week
- **Keep donors abreast of new and relevant research conducted by or on behalf of PCHTF, including the final installment of the ISU Affordable Housing Inventory**
- Strengthen donor recognition throughout Affordable Housing Week
- Retain current donors and secure new donors for the CIBYN campaign
- Involve donors in Jazz in July sponsorship

## BUSINESS COMMUNITY

### Objective

Build a powerful awareness of the role of affordable housing in the economic and social vitality of the metro area, especially in the area of business retention and new business development.

### Barriers to Success

- A perception that the metro area does not suffer from an affordable housing shortage
- Lack of an understanding of the negative impacts of a rent burdened workforce
- Lack of an understanding of the negative economic impacts of a shortage of or poorly located affordable housing inventory
- Lack of an organized voice for service workforce being burdened by a shortage of appropriate affordable housing

### What PCHTF Can Offer

- An integrated, regional strategic vision for affordable housing and services in the community
- Reliable local data concerning positive economic impact of affordable housing on the community
- Proactive educational opportunities for business and community leaders

### Message Tracks

- **Community data shows significant numbers of service workers are paying too much for housing**
- **Community data shows a disconnect between low wage job centers and the location of available affordable housing**
- Workforce and affordable housing must be aligned
- Continued economic growth and vitality of the region depends upon the community providing affordable housing for its workforce
- Lack of affordable housing will exacerbate the region's existing workforce shortage

### 2014 Initiatives

- Promote business community involvement in Affordable Housing Week
- **Keep business community abreast of new and relevant research conducted by or on behalf of PCHTF, including the final installment of the ISU Affordable Housing Inventory**
- Involve business leaders in Affordable Housing Week
- Promote CIBYN campaign to major employers
- Involve business community in Jazz In July sponsorship
- Introduce affordable housing messaging in existing Economic Development forums

## ELECTED OFFICIALS & GOVERNMENT STAFF

### Objective

Build support for affordable housing and the work of the PCHTF among city, county and state elected officials and staff.

### Barriers to Success

- Constituent resistance
- Lack of awareness of positive economic impact of affordable housing
- Lack of awareness of wide impact of spending on construction and preservation of affordable housing inventory
- Lack of awareness of capabilities of PCHTF staff
- Multiple priorities competing for attention

### What PCHTF Can Offer

- **An integrated, regional strategic vision for affordable housing and services in the community**
- Reliable local data on affordable housing benefits to communities
- Reliable local data on affordable housing needs in communities
- A track record of measureable successes in building affordable housing inventory and funding effective programs.
- Responsible financial stewardship of public sector funds

### Message Tracks

- **Data does not support commonly held negative perceptions of affordable housing**
- **Workforce and affordable housing must be aligned**
- **Data shows significant numbers of workers are paying too much for housing**
- **Data shows a disconnect between low wage job centers and location of available affordable housing**
- Continued economic growth and vitality of the region depends on communities providing affordable housing for their workforce
- Lack of affordable housing will exacerbate the region's existing workforce shortage

### 2014 Initiatives

- Creation of an integrated, regional strategic vision for affordable housing and services in Polk County.
- **Keep elected officials and government staff abreast of new and relevant research conducted by or on behalf of PCHTF, including the final installment of the ISU Affordable Housing Inventory**
- Involve elected officials and government staff in Affordable Housing Week
- Promote CIBYN campaign to officials and government staff

## NEIGHBORHOODS

### Objective

Educate neighborhood leaders and associations about the advantages of affordable housing.

### Barriers to Success

- Negative perceptions of affordable housing inventory
- Negative perceptions of affordable housing residents
- Failure to understand neighborhood workforce's need for affordable housing
- Failure of affordable housing developers to positively interact with neighborhoods

### What PCHTF Can Offer

- An integrated, regional strategic vision for affordable housing and services in the community
- A positive and neutral forum for discussing affordable housing
- Reliable local data concerning affordable housing's impact on neighborhoods
- Reliable local data concerning positive economic impact of affordable housing on the community
- Proactive educational opportunities for neighborhood associations and leaders

### Message Tracks

- **Affordable housing is a community asset not a neighborhood liability**
- **Data does not support commonly held negative perceptions of affordable housing**
- Residents of affordable housing work in the neighborhood

### 2014 Initiatives

- Strengthen relationships with neighborhoods through Jazz In July sponsorship
- Involve neighborhoods in CIBYN campaign
- **Communicate new research results to neighborhood associations, including the final installment of the ISU Affordable Housing Inventory**
- Involve neighborhood associations in Affordable Housing Week

## BOARD MEMBERS & STAFF

### Objective

Empower Board Members and Staff to be messengers for the PCHTF and its mission of providing safe, stable and affordable housing.

### Barriers to Success

- Multiple commitments
- Lack of familiarity with consistent messaging
- Failure to recognize synergies between affordable housing and other activities or interests

### What PCHTF Can Offer

- A succinct, singular message to carry to the community
- Use of consistent language in all materials that reinforces the singular message
- Recognition of new ways to integrate affordable housing message with professional activities and other areas of interest
- Ongoing educational and training opportunities to help Board Members understand how their role in funding affordable housing impacts the community as a whole
- Encouragement of Board Members to "take the stage" as affordable housing advocates

### Message Tracks

- **Board Members lend credibility to the work of the PCHTF**
- **PCHTF decisions relating to strategies and tactics are based on the results of research either sponsored or conducted by the organization**
- Volunteers play a critical role in the success of the PCHTF and in educating the community about the importance of affordable housing
- Be proud of your advocacy for affordable housing and be prepared to tell your contacts why it is important to you and to the community
- Be bold in the use of your personal and social media contacts
- Find a way to include affordable housing in every professional situation

### 2014 Initiatives

- Involve board members in promoting CIBYN campaign
- Involve board members in Jazz in July sponsorship
- **Communicate new research results and strategic relevance to board members, including the final installment of the ISU Affordable Housing Inventory**
- Involve board members in Affordable Housing Week

## ONGOING INITIATIVES

- Deploy timely communications through E-newsletter, media relations and website
- Provide easy-to-review and impactful Annual Report
- Secure involvement in quarterly bus tours

## COMMUNICATION VEHICLES:

Based on budgets and needs, the PCHTF will continue to use the following communications vehicles to keep donors, the business community and the public aware of new activities and research relating to the issue of affordable housing in Polk County.

- E-newsletter
- Website enhancements
- Ongoing media relations
- Banner advertising (Des Moines Business Record)
- Annual Report
- Community bus tours