



Making the Business Case: *How to tell your story*



New Partners for Smart Growth
Clark Anderson, Colorado Director
The Sonoran Institute

Feb 3, 2012

Our Mission - *The Sonoran Institute inspires and enables community decisions and public policies that respect the land and people of Western North America*



Our Vision – A West of Healthy Landscapes, Livable Communities and Resilient Economies







WHY DOES COMMUNICATION MATTER?



WHY DOES

MATTER?

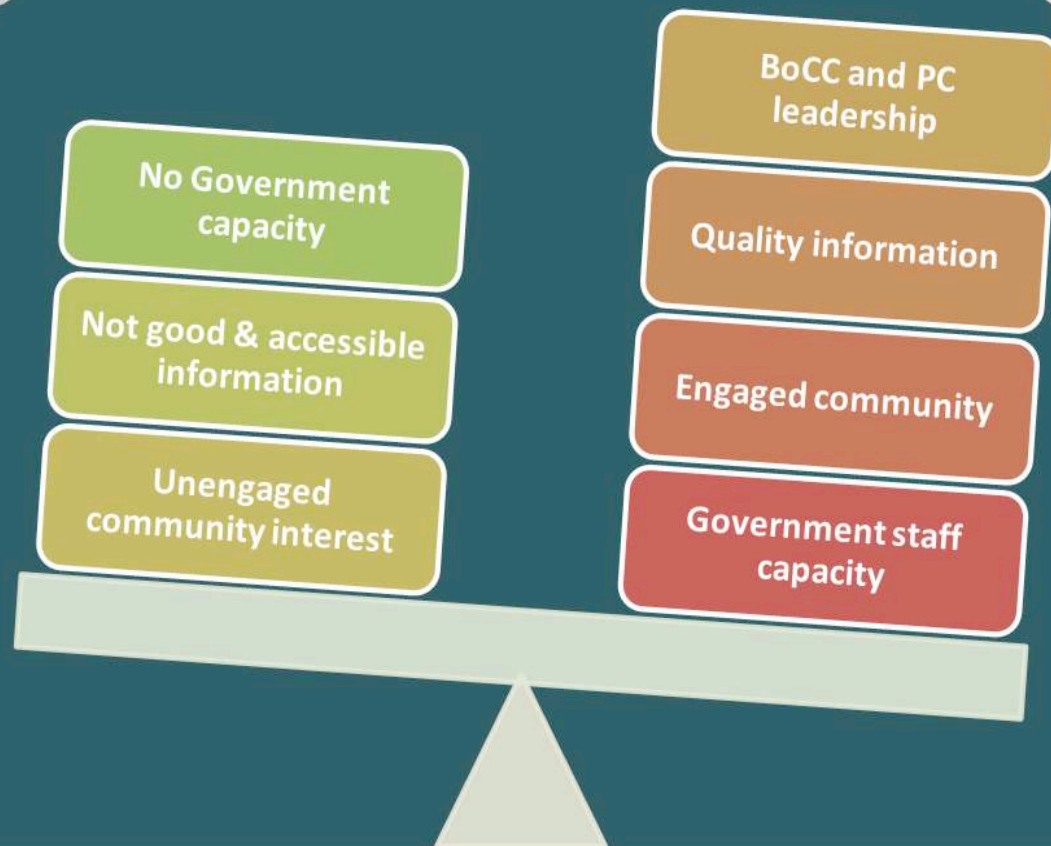
If you are trying to make the business case....

YOU ARE TRYING TO AFFECT DECISIONS

Action = Decisions

Lack of
Political Will

Political Will





A photograph of George W. Bush, the 43rd President of the United States, speaking at a podium. He is wearing a dark suit, a light blue shirt, and a red tie. He has a small American flag pin on his lapel. He is gesturing with his right hand, giving a thumbs up. In the background, a large American flag is visible. The text "I'M THE DECIDER" is overlaid on the right side of the image in a large, white, bold, sans-serif font with a black outline.

**I'M THE
DECIDER**

**EVEN IF YOU ARE NOT DIRECTLY
ADVOCATING FOR SMART GROWTH
HOW WE COMMUNICATE MATTERS**



You keep on using that word.

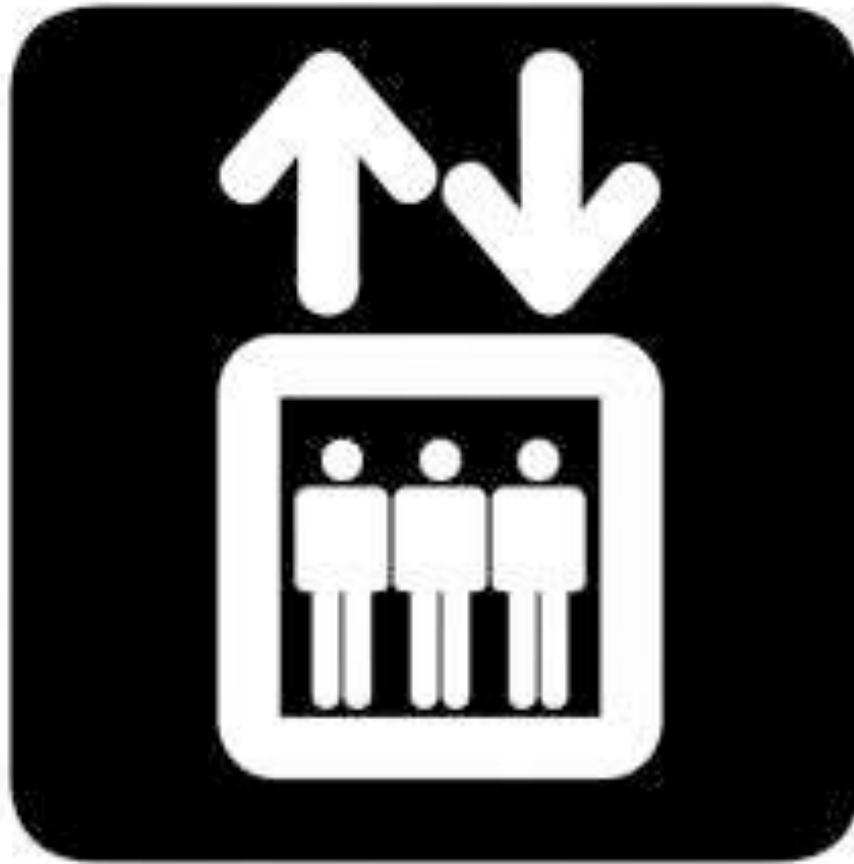
**I do not think it means what
you think it means.**





**HOW DO WE TALK ABOUT SMART
GROWTH?**

ELEVATOR SPEECH

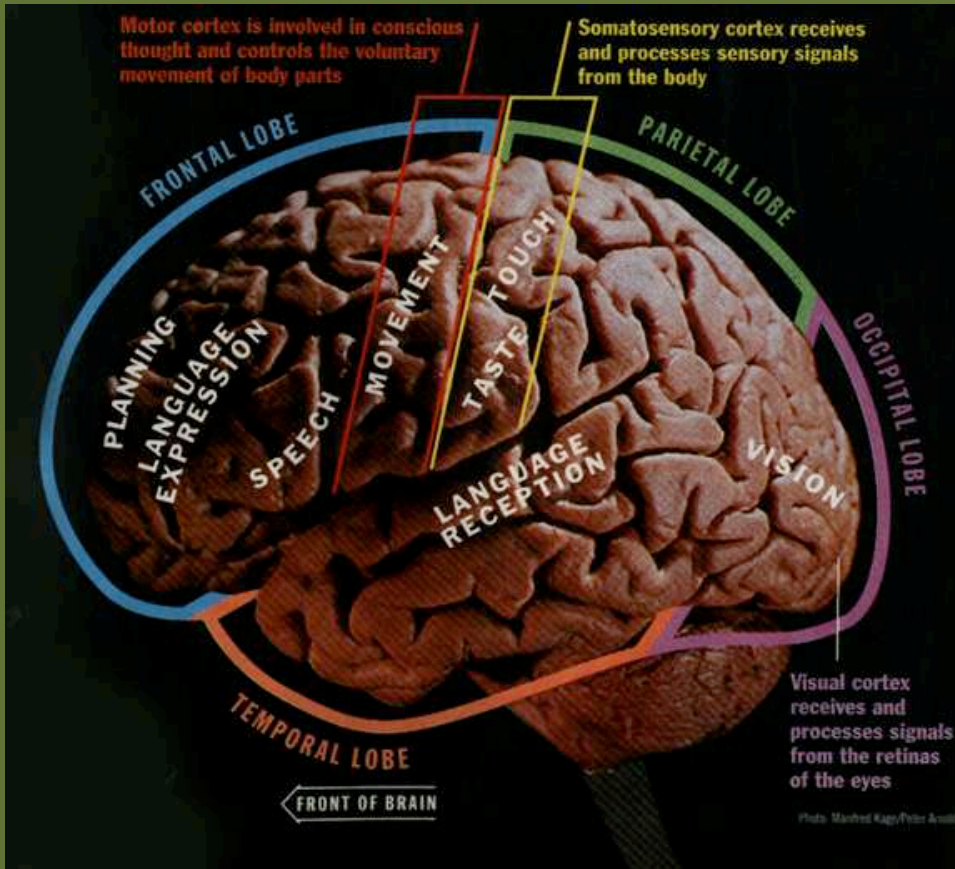


SHARE YOUR MESSAGE
(This is a test!)



**YOU'RE
ALL A
BUNCH OF
TREE-
HUGGING
HIPPIES!**





LETS TALK ABOUT YOUR BRAIN...

Your brain wants inner peace so
you simplify (consistency theory)



Read the Words

YELLOW

BLACK

PURPLE

ORANGE

BLUE

GREEN

BLUE

RED

YELLOW

GREEN

RED

BLUE

ORANGE

GREEN

RED

BLACK

PURPLE

ORANGE

Read the Color, Not the Word

YELLOW

BLACK

PURPLE

ORANGE

BLUE

GREEN

BLUE

RED

YELLOW

GREEN

RED

BLUE

ORANGE

GREEN

RED

BLACK

PURPLE

ORANGE

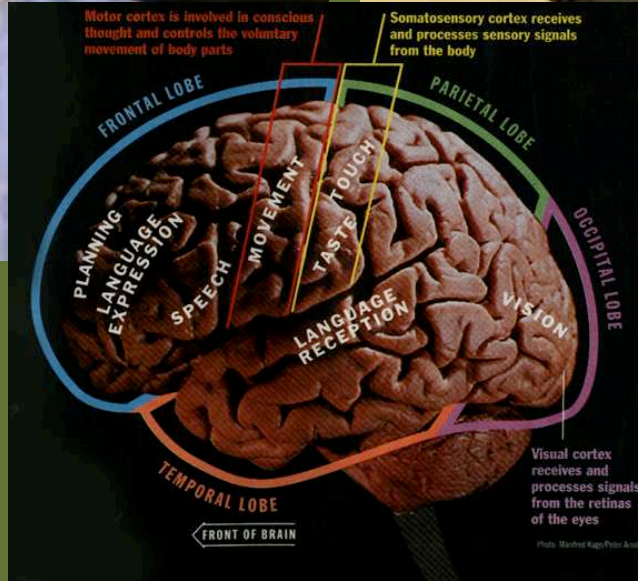
LOGICAL

EMOTIONAL



LOGICAL

EMOTIONAL



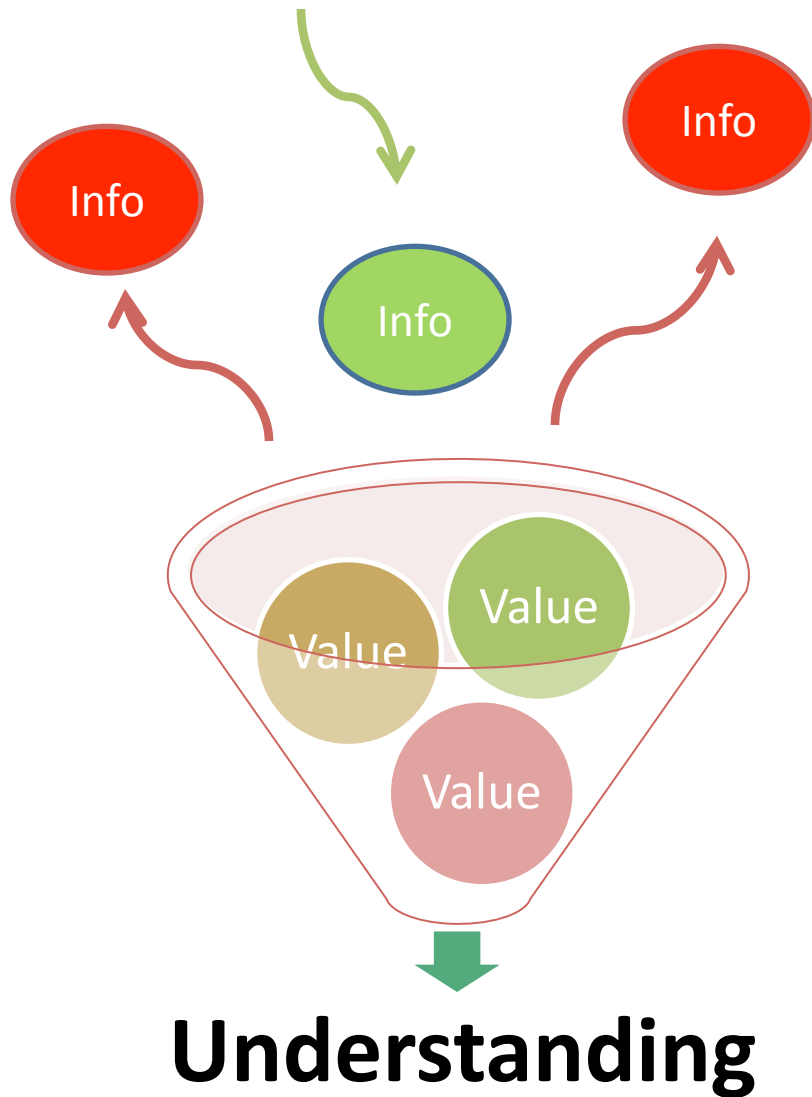
We Only Believe What We Already Know



Cognitive Dissonance



Personal Confirmation Bias (aka Cognitive Dissonance)



People are Irrational

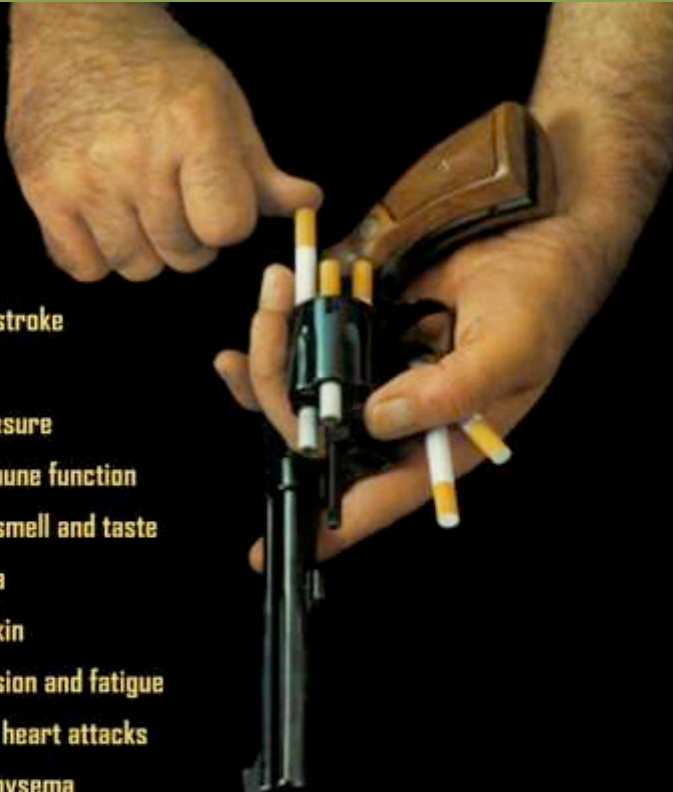


20,679[#] Physicians

say *“LUCKIES
are less irritating”*

“It’s toasted”

Your Throat Protection against irritation against cough

- 
- A photograph showing a person's hands holding a handgun. The magazine of the handgun is filled with cigarettes instead of bullets. One cigarette is being inserted into the magazine. The background is black.
- major cause of stroke
 - very addictive
 - raises blood pressure
 - suppresses immune function
 - dulls senses of smell and taste
 - reduces stamina
 - wrinkles your skin
 - leads to depression and fatigue
 - may cause fatal heart attacks
 - may cause emphysema
 - may cause gum disease
 - may cause cancer

Smoking Kills

...so why bother starting?

We tend to band together into groups



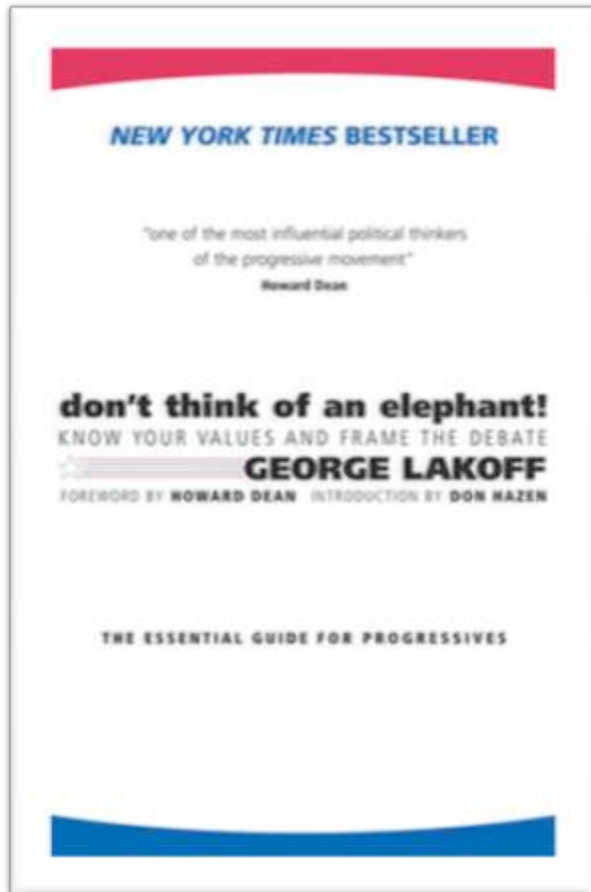
We categorize others into groups as well



We see people as caricatures, which makes it easy to ignore or disagree with them



Symbols and metaphor evoke feelings and link to values



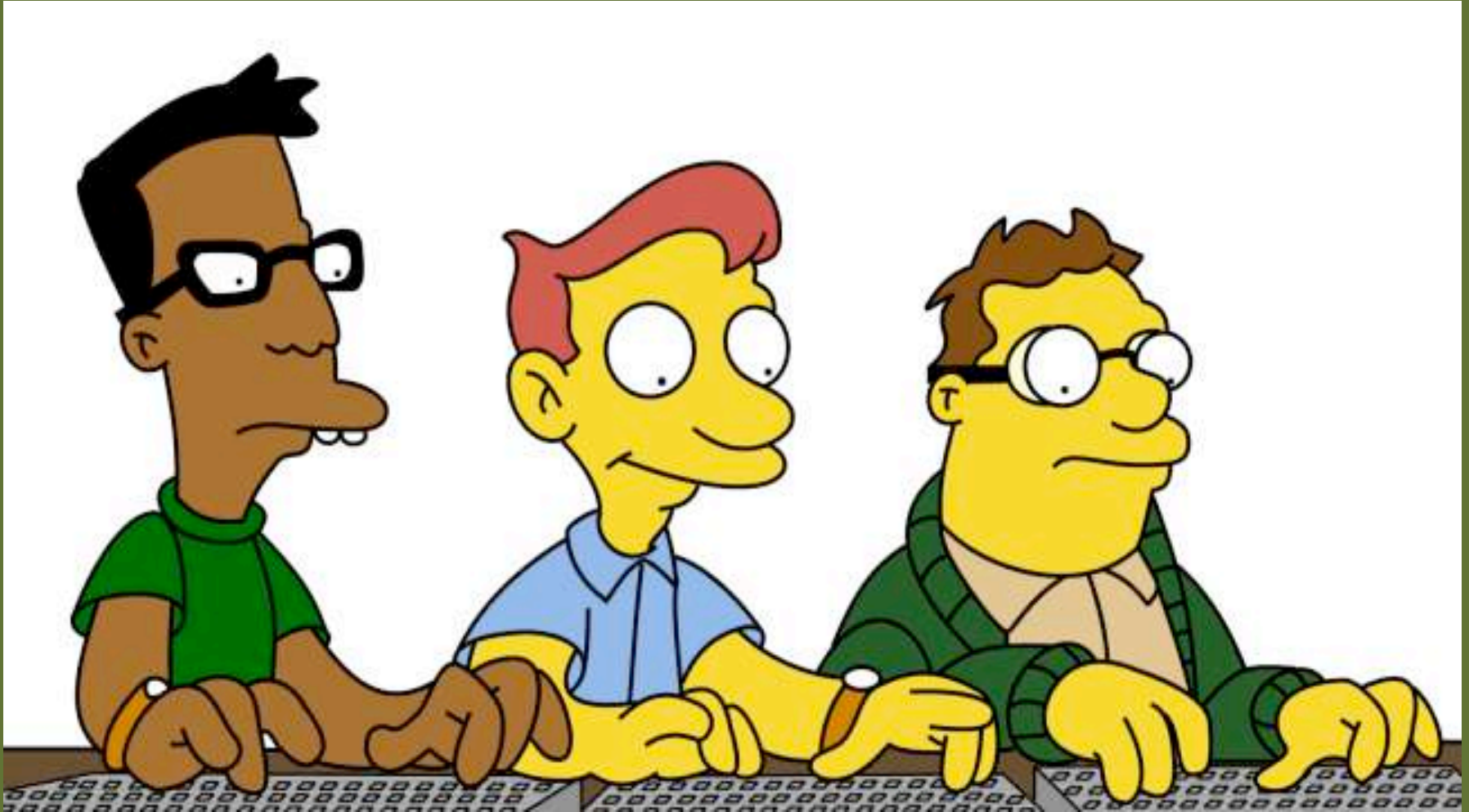
**WE THINK IN SYMBOLS AND
METAPHOR**

BLUE

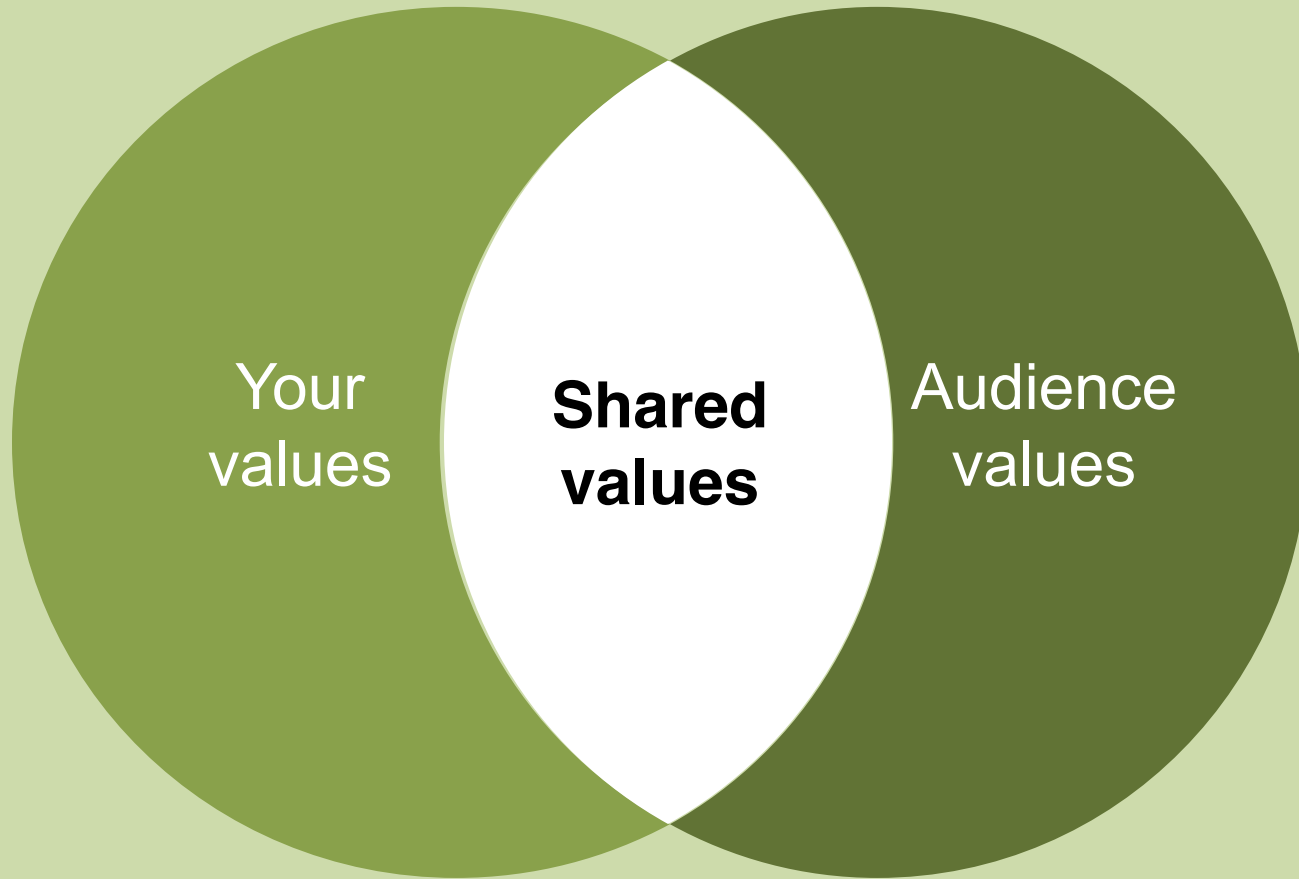
WE THINK IN SYMBOLS AND METAPHOR

BLUE

This all adds up to the fact that we aren't as smart as we think we are



Words Matter. Facts Don't.



Frame Alignment: The Key To Hearts And Minds

Shared American Values

PRIMARY VALUES

Family/personal security

Personal responsibility

Personal liberty

Honesty/integrity

Fairness/equality

SECONDARY VALUES

Care for others

Stewardship

Personal fulfillment

Respect for authority

Love of country or culture

Frame Alignment: The Key To Hearts And Minds



Fairness
Convenience
Affordability



Access
Preservation
Open Space



Choice
Reuse
Community Space

The Language We Use



Sense of Place

Fiscal
Responsibility

Prosperity

Future
Generations

Choices

Quality of Life

Public
Health

What Makes a Message Effective?

How it is delivered: the frame

- Based on shared and unifying values.
- Told as a story based in the reality we know and care about.
- Supported by relevant facts.

Who delivers it and who receives it

- Effective messengers.
- Reaches the intended audience .

It has the desired impact

- Requires that you have clear goals
- If the above is done, it works

What is Framing?

- Framing is **not** manipulation. A frame creates:
 - A clear and honest story about how things are and how they could be.
 - It recognizes not everyone sees the world the same way, but we do share core values that matter deeply in how we receive and interpret information.
 - A frame evokes values and makes linkages between your issue and things people care about.

EVOKE VALUES

What are the shared values and assumptions of the community?

ESTABLISH CONTEXT

What is the context in which the story is happening?

DEFINE ISSUE

How does the issue fit within the context and values?

Smart Growth Frame

Sprawl is gobbling up our land, emptying city cores, creating congestion, pollution, blight, economic shifts, and contributing to social inequity, obesity, asthma, and loss of community.

Smart Growth will create stronger neighborhoods and regions, reduce pollution and congestion, improve community health.

EVOKE VALUES

Fairness, big picture, community benefits, choice, security, convenience, conservation, stewardship, community, quality of life

ESTABLISH CONTEXT

Promote quality development that helps us to grow and prosper.

DEFINE ISSUE

What, where, and how we build next.

Anti-planning Frame

Individual liberty, property rights, the functioning of the free market and consumer choice are threatened by over-reaching land use regulation.

The Smart Growth movement wants to tell you where to live, how to live, and what and when to drive.

EVOKE VALUES

Individual liberty, freedom, choice

ESTABLISH CONTEXT

Overreaching land use regulations take away our freedoms

DEFINE ISSUE

Smart Growth Movement

EVOKE VALUES

Water quality, future generations, wildlife, working families and farms, sense of place

ESTABLISH CONTEXT

Blaine County is one of the fastest growing regions in the country.

DEFINE ISSUE

We must protect our county's land, water and wildlife before it is too late.

Who is the messenger?



Who is the messenger?



Who is the audience?



Who is the audience?



THE ASHEVILLE STORY

THE ASHEVILLE STORY



WHO IS THE TARGET AUDIENCE?

The MUPPET SHOW™



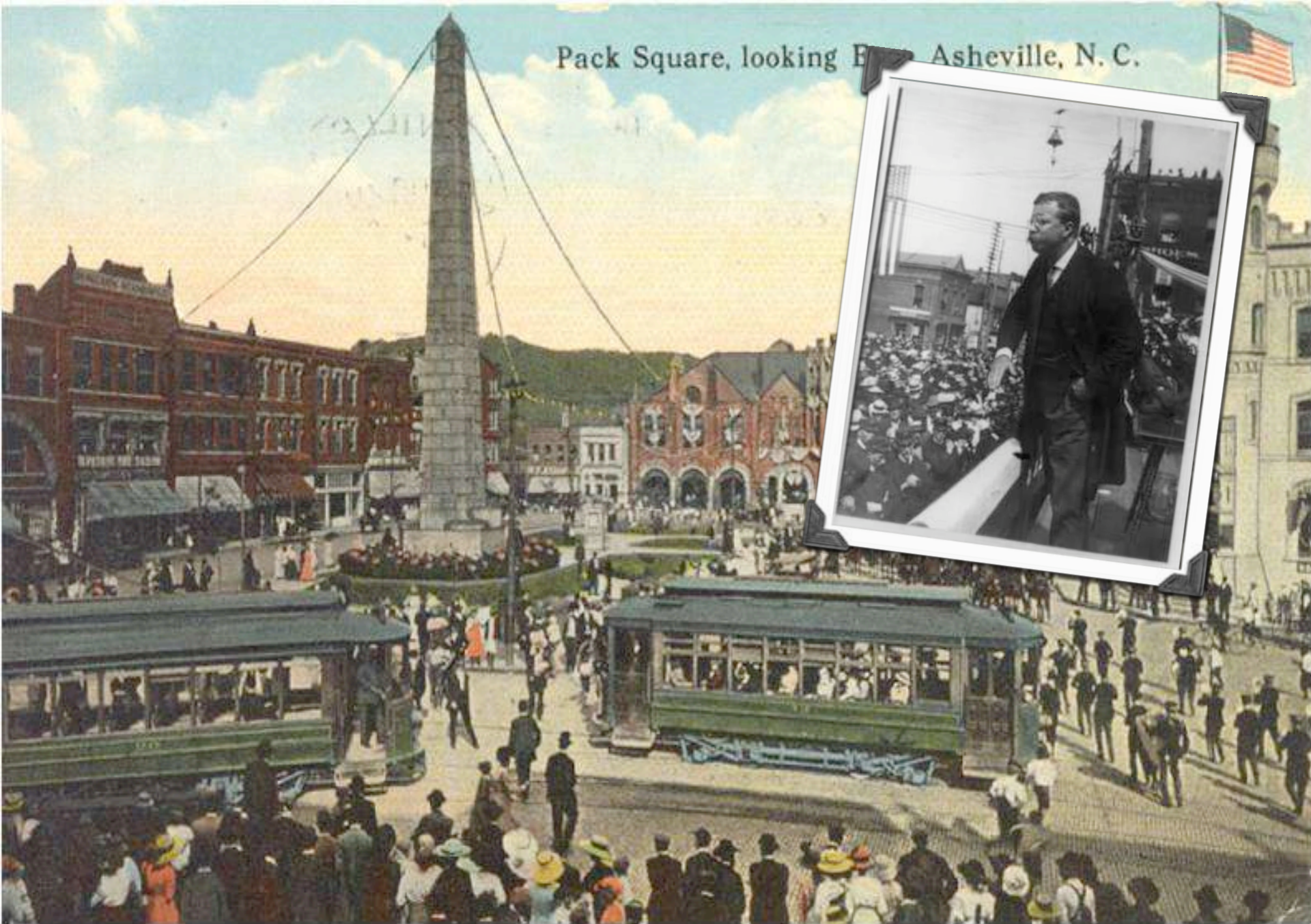
WHAT IS THE CONTEXT?

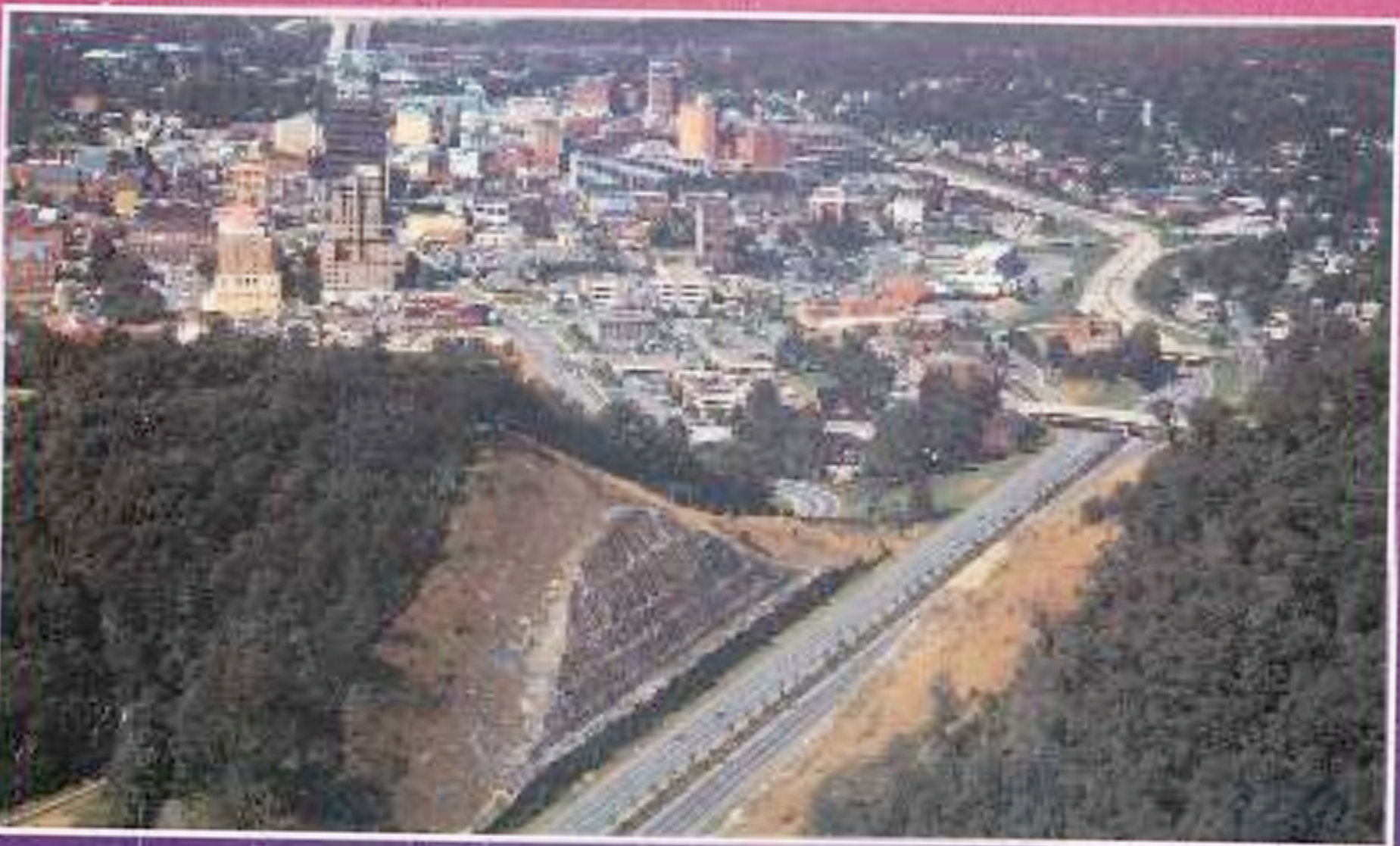


The Value of Downtown: **A Profitable Investment for the Community**

**Public Interest Projects
Joseph Minicozzi, AICP**

Pack Square, looking E. Asheville, N. C.





Asheville, N.C.

Land of the Sky

The
73
acre
Asheville
Mall



plus

In the 70's and 80's our downtown died



AND THE ISSUES?

Property Taxes

\$50/sq.ft.



34.0 Acres

220,000 sf Building

\$20,000,000 Tax Value

\$590,000 Value/Acre

\$6,500 Property Taxes/Acre

\$203/sq.ft.



0.19 Acres

54,000 sf. Bld

\$11,000,000 Tax Value

\$58,900,000 Value/Acre

\$634,000 Property Taxes/Acre

\$128/sq.ft.



0.13 Acres

1 unit (2 people + 2 dogs)

\$232,000 Tax Value

\$1,800,000 Value/Acre

\$19,542 Property Taxes/Acre



Developer Costs

- ★ Land Cost
- ★ Permitting
- ★ Drawings
- ★ Marketing
- ★ Profit

Hard Costs

- ★ Buildings
- ★ Road & Sidewalks
- ★ Sewer
- ★ Water

Government Service Cost

- ★ Police
- ★ Fire
- ★ Government
- ★ Schools
- ★ Economic balance

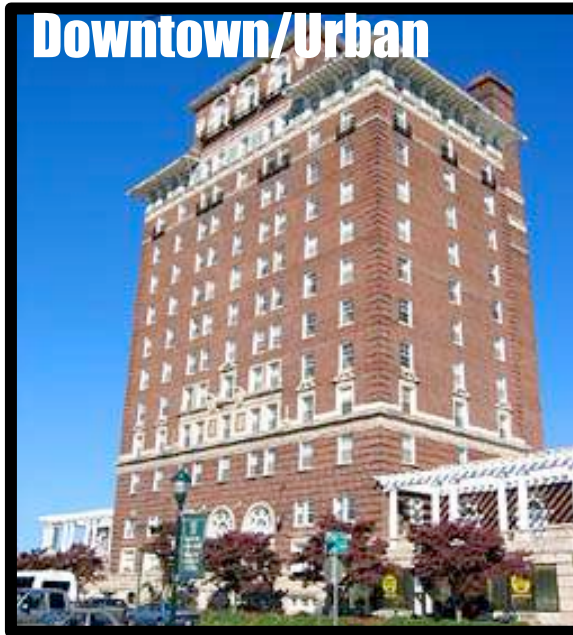
Hard Costs

- ★ Roads to here
- ★ Public buildings
- ★ Parks
- ★ Sewer
- ★ Water

Public Infrastructure Cost Per Dwelling Unit*

\$ 15,956

\$ 28,042



The \$12,086 difference in costs means more tax dollars spent on suburban households
result is less money for public green space, schools, transportation networks, and basic services



AP Wire Logo

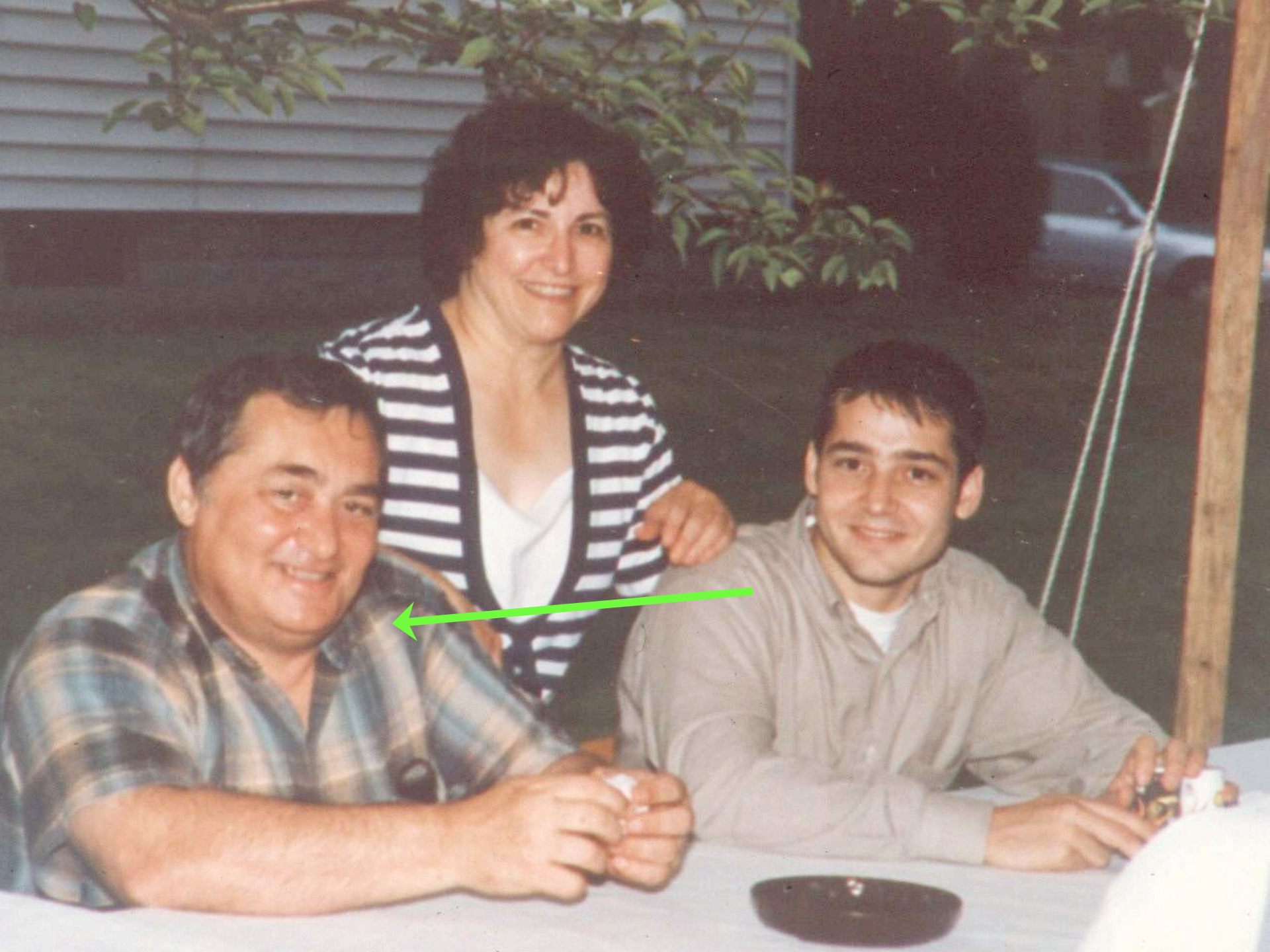
BROKEN
BUDGETS

The
73
acre
Asheville
Mall

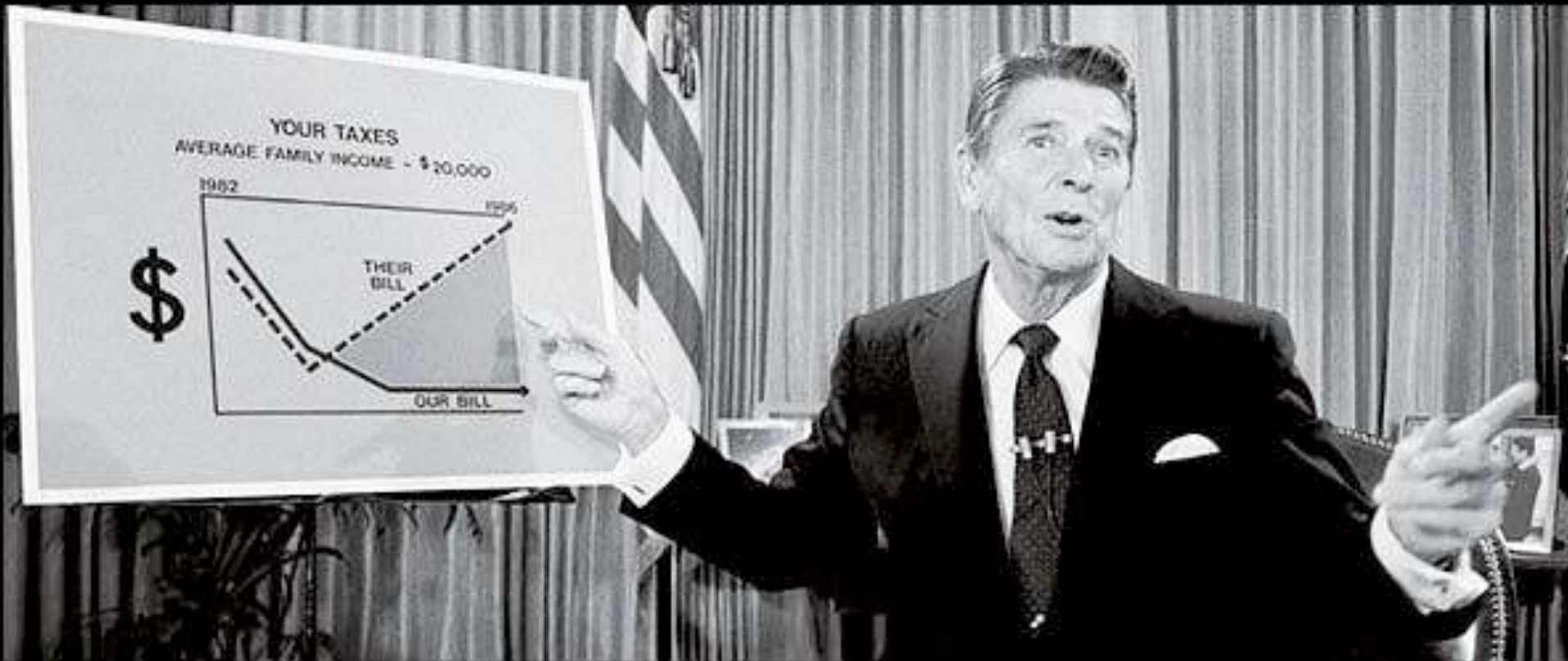


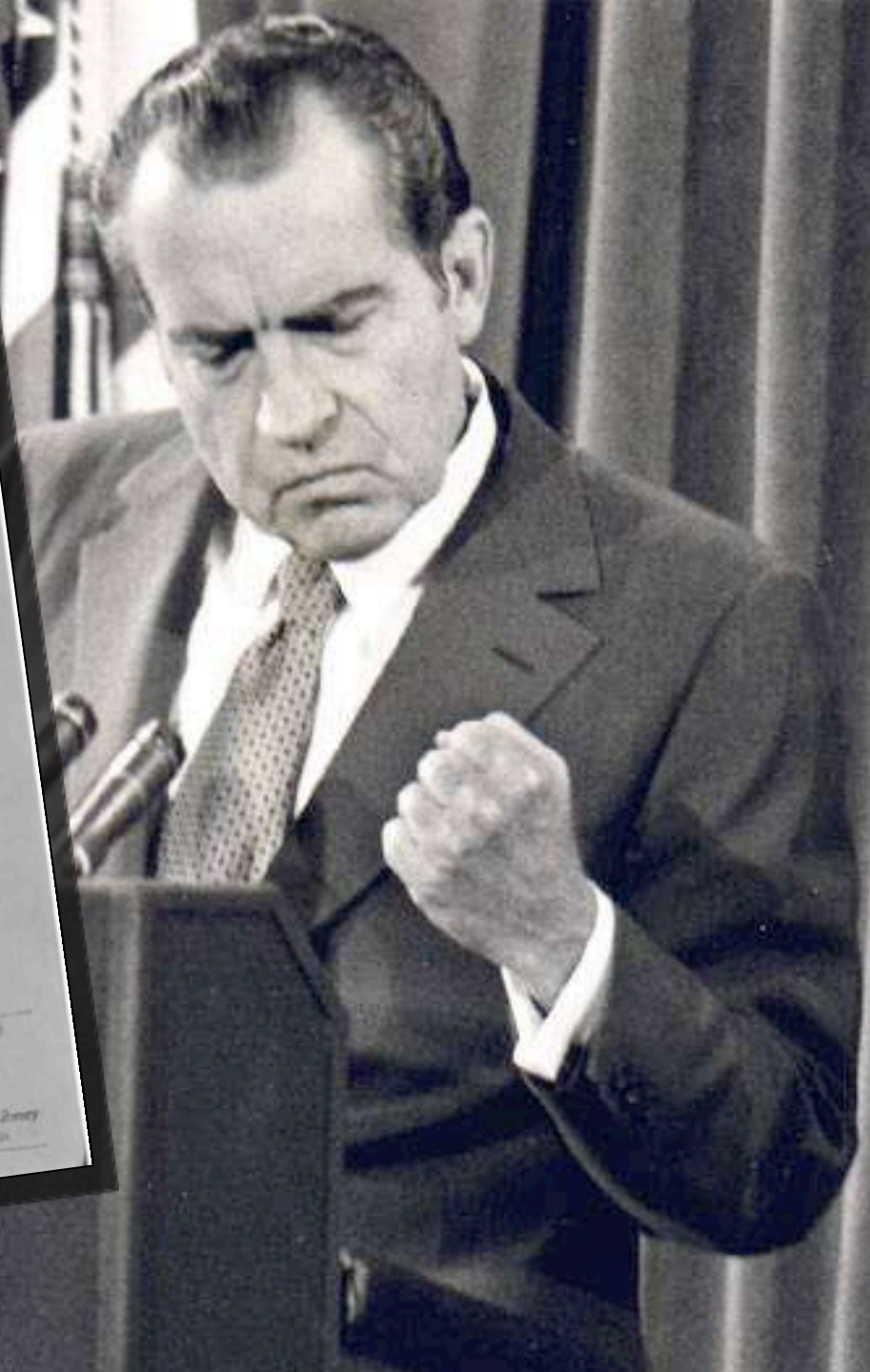
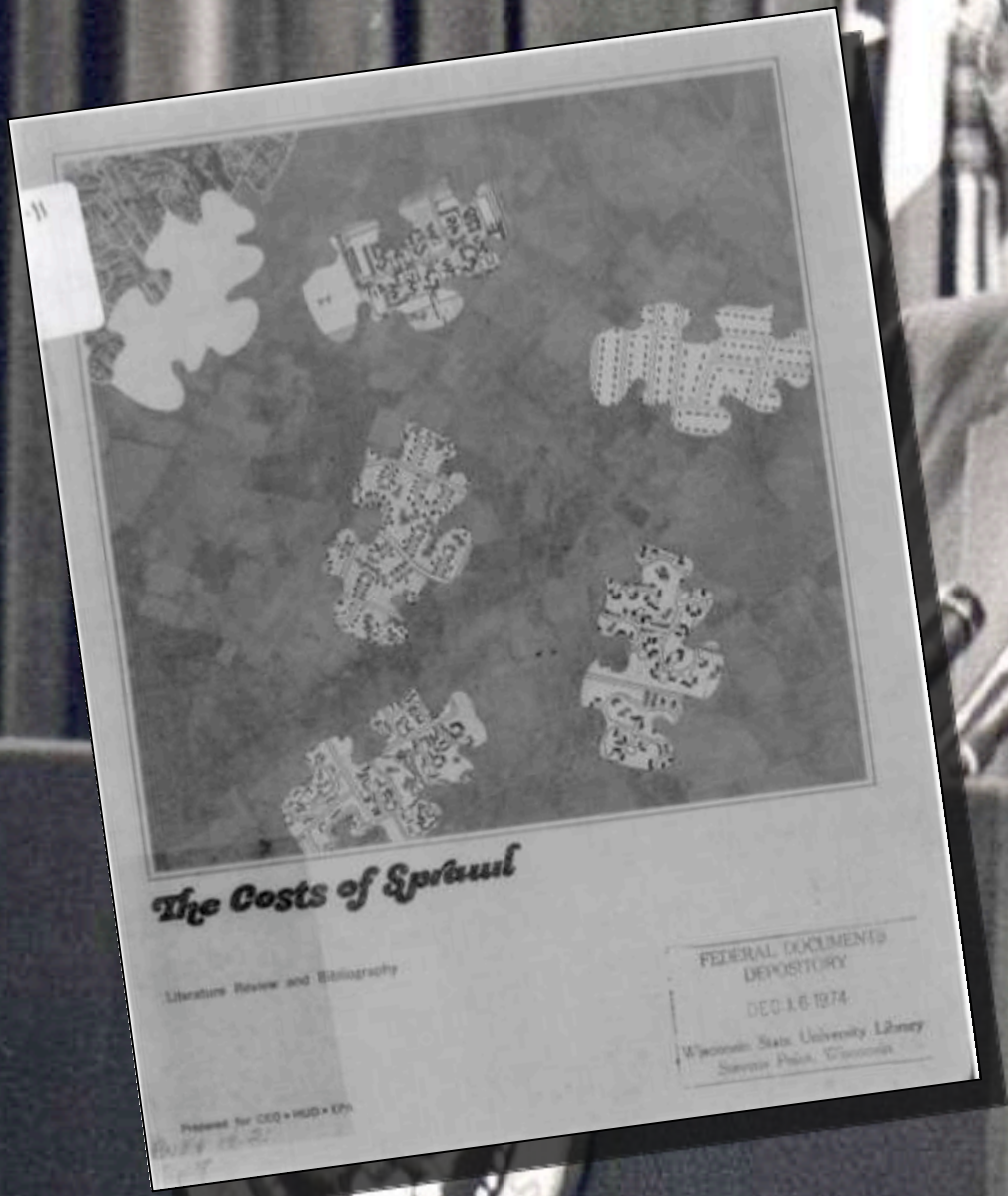
plus

WHO IS THE MESSENGER?



How do we talk about the numbers?







Mayor Lou Bissette



Norma Price



Ken Michalove

Wilma Bratton

Russ Martin



Dr. John Grant



Barbra Field



Bob Carr



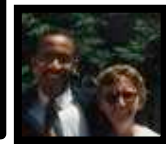
James Geter



Doug Bean, City Manager



Robin Daniel



Rick Ramsey



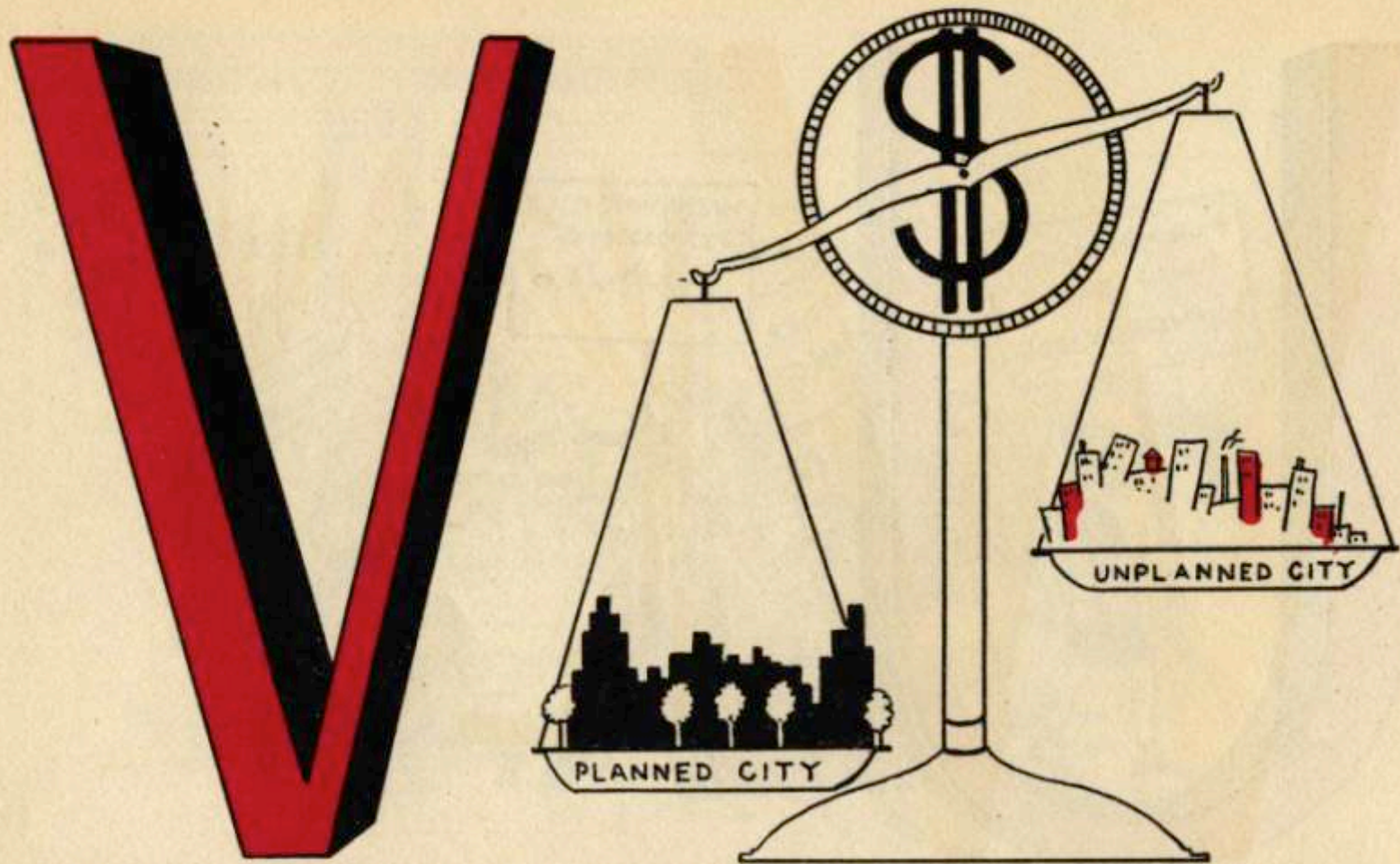
Leslie Anderson

Community Leaders with an Urban Vision

WHAT VALUES DOES JOE EVOKE?

A close-up, black and white image of a banknote, showing the intricate details of the paper's texture and the eyes of a portrait. The text "Where does your money come from?" is overlaid in a bold, black, sans-serif font across the lower portion of the image.

Where does your money come from?



V—is for **VALUE**

Not measured in wealth.

Planners think wisely

Weighing comfort and health.

How do you compare a car?



Ford F150 Lariat LTD
13/18 mpg



Toyota Prius
51/48 mpg



1955 BMW Isetta
50/70 mpg



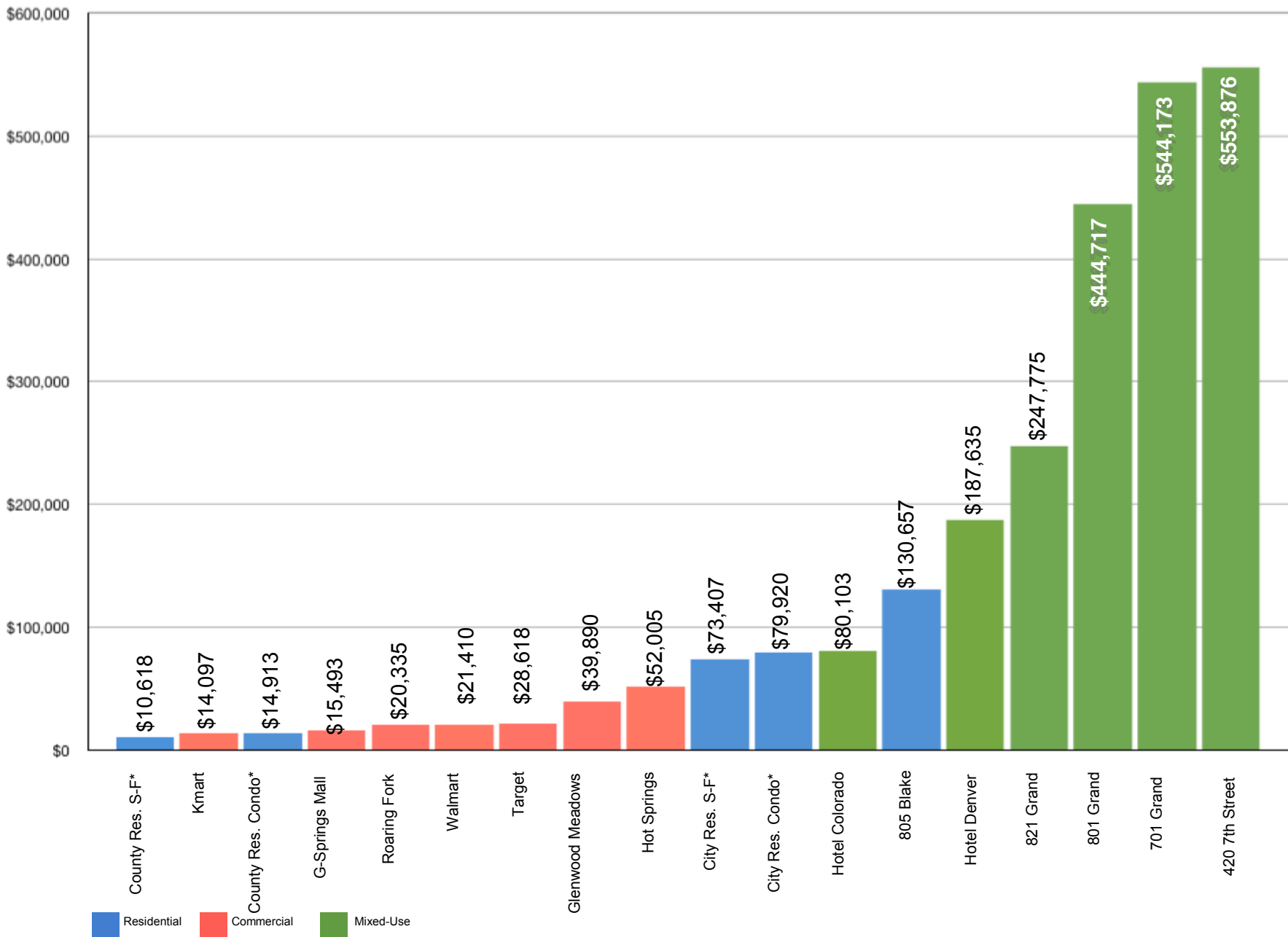
Rolls-Royce Phantom Drophead
11/18 mpg



Bugatti Veyron
8/15 mpg

**WHAT SYMBOLS OR IDEAS ARE USED TO
CONNECT TO VALUES?**

Garfield County (Glenwood Springs) Property Tax Revenue Profile: 2010 Tax Yield per Acre



*Average values per Garfield County

Market



Force



Top Travel Destinations of 2007

Asheville: #5 of the top 12

Frommer's

Located in the Smoky Mountains, Asheville is a small college town with a thriving arts, culture, and gay & lesbian scene. It is home to the Biltmore Estate, the Thomas Wolfe Memorial, and Carl Sandburg's birthplace in nearby Flat Rock. Recently, Asheville has been drawing literati and celebrities who had gravitated to New Orleans as a hub of culture. With the Blue Ridge Parkway nearby, the area is also great for driving tours and shopping trips to numerous crafts and pottery shops (we suggest picking up a hand-made broom).

WHAT IS THE STORY?



1928 - 11/19/1994



AB Vision Project



Downtown Streetscape Plan



1st Market Rate Housing in 50 Years

The Urban Trail



WCQS



Urban Design Vision Plan



Pack Place Museum

Roger McGuire

Community Leaders with an Urban Vision

THE ASHEVILLE STORY



EXERCISE

EVOKE VALUES

What are the shared values and assumptions of the community?

ESTABLISH CONTEXT

What is the context in which the story is happening?

DEFINE ISSUE

How does the issue fit within the context and values?



THANK YOU

CANDERSON@SONORANINSTITUTE.ORG

WWW.SONORANINSTITUTE.ORG