



Making the Business Case:

How to tell your story



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

Feb 3, 2012

Shaping the Future of the West

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?

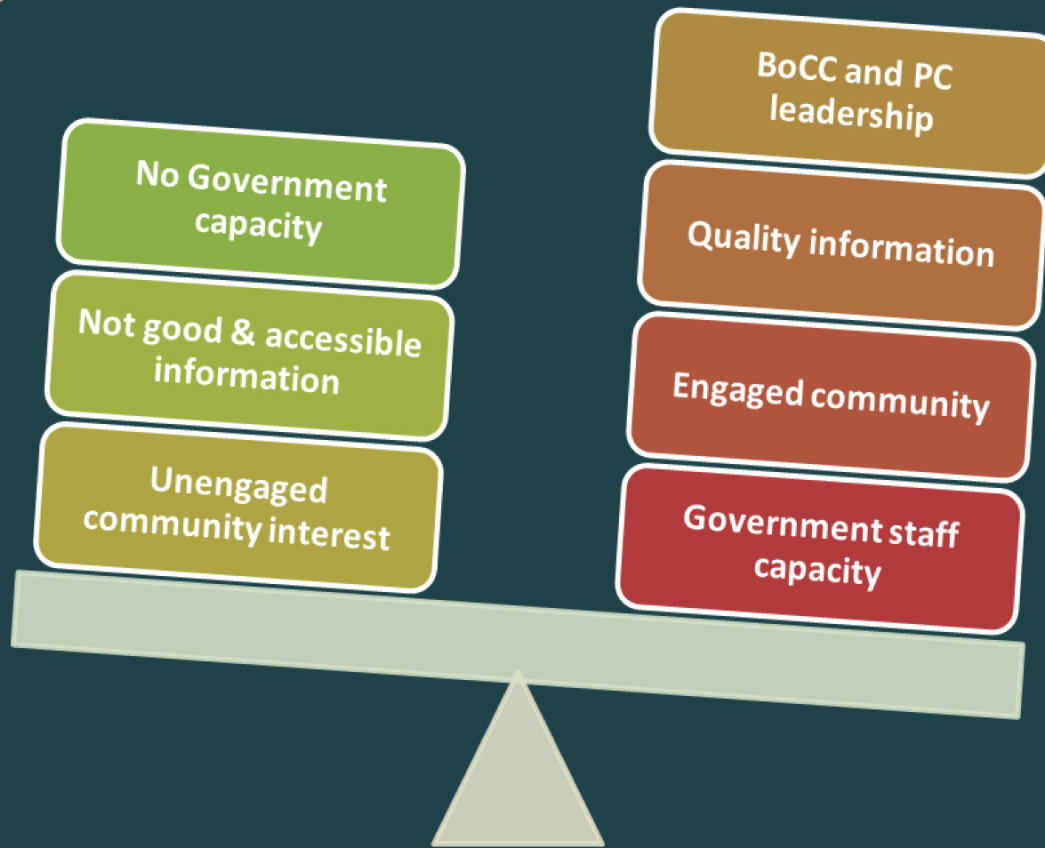
If you are trying to make the business case....

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 his right hand raised in a gesture. In the background, an 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.

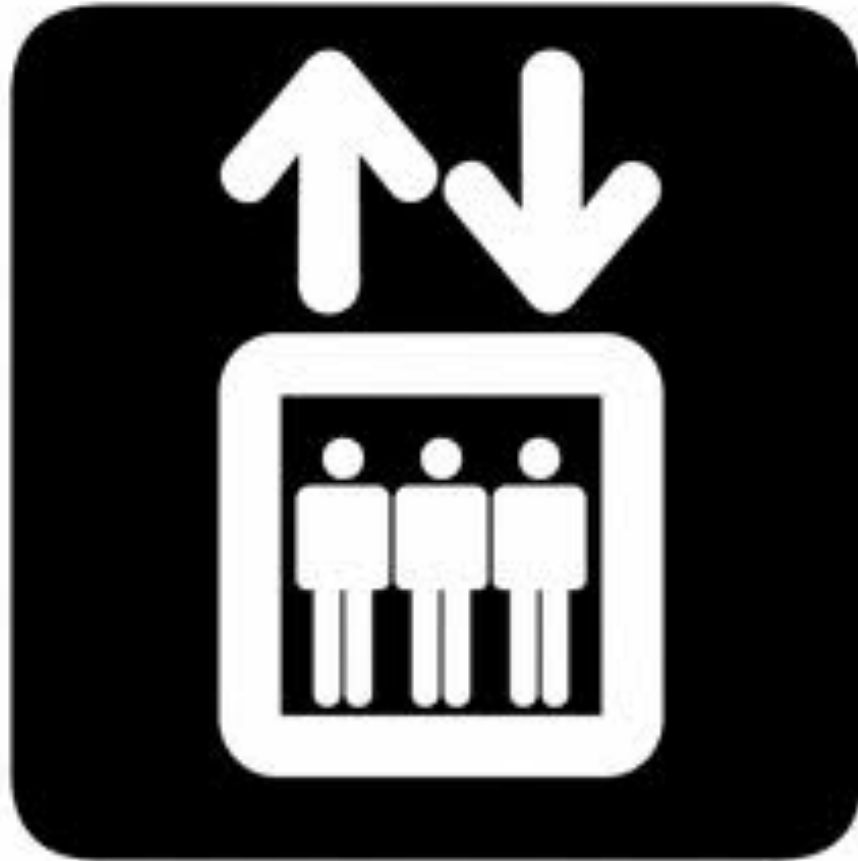
**I do not think it means what
you think it means.**





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

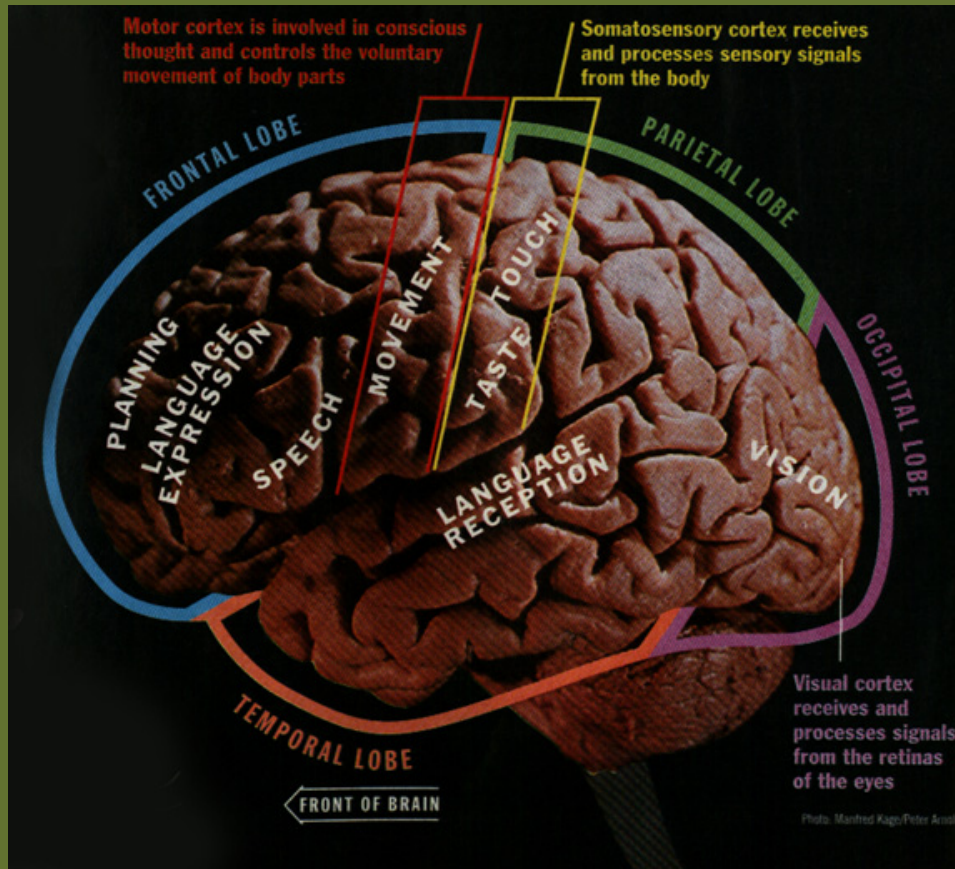
ELEVATOR SPEECH



SHARE YOUR MESSAGE
(This is a test!)

Building Public Support for Conservation

VALUE BASED COMMUNICATION



LETS TALK ABOUT YOUR BRAIN....

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

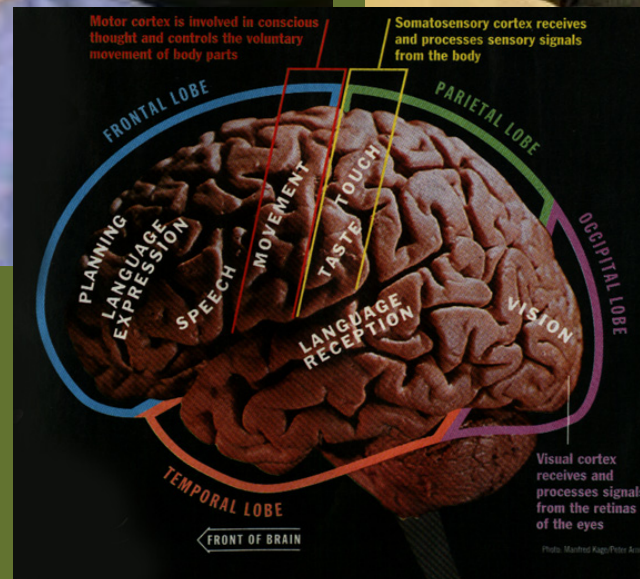


EMOTIONAL



LOGICAL

EMOTIONAL



People are Irrational

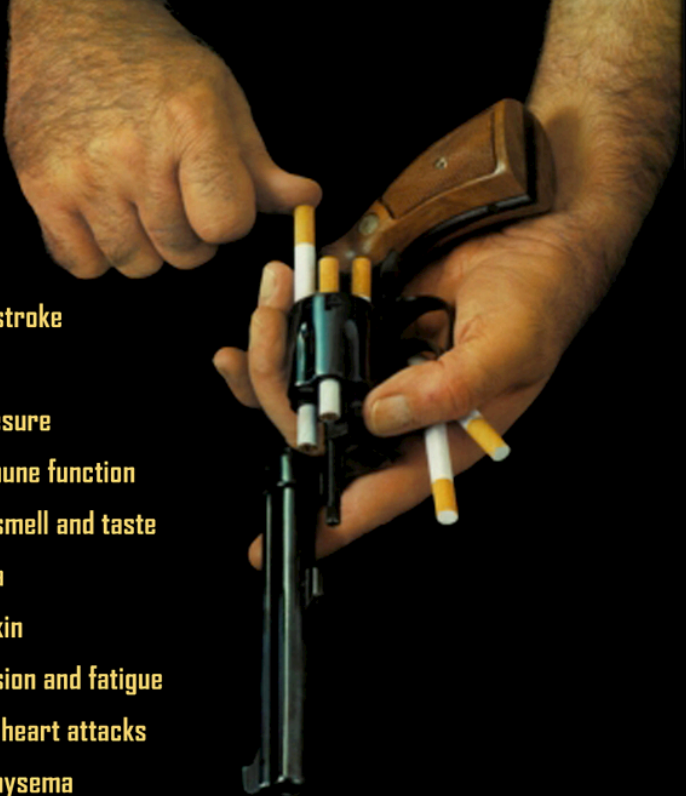


*The figure quoted here has been checked and verified as to accuracy, also as to the source, by the U.S. Department of Health, Education and Welfare.

20,679* Physicians
say **“LUCKIES**
are *less irritating*”

“It’s toasted”

Your Throat Protection against irritation against cough

- 
- 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

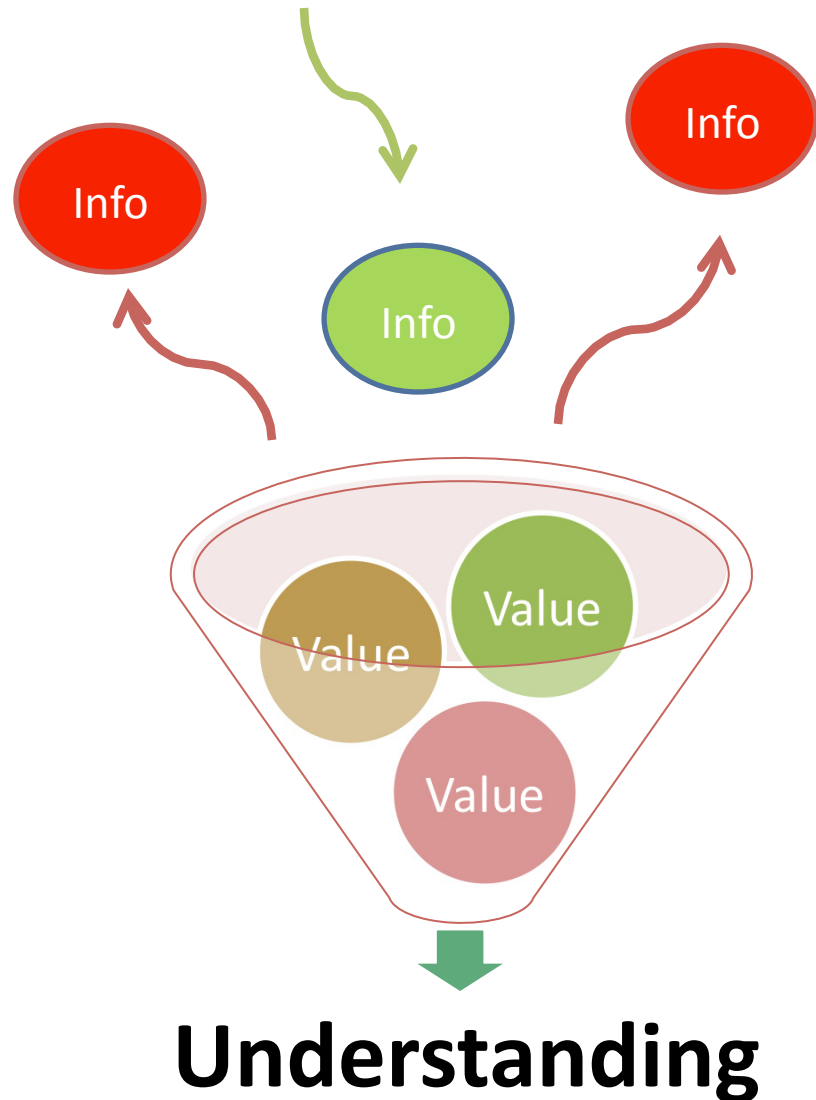
Smoking Kills

...so why bother starting?

We Only Believe What We Already Know



Personal Confirmation Bias (aka Cognitive Dissonance)



Cognitive Dissonance



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



We tend to band together into groups



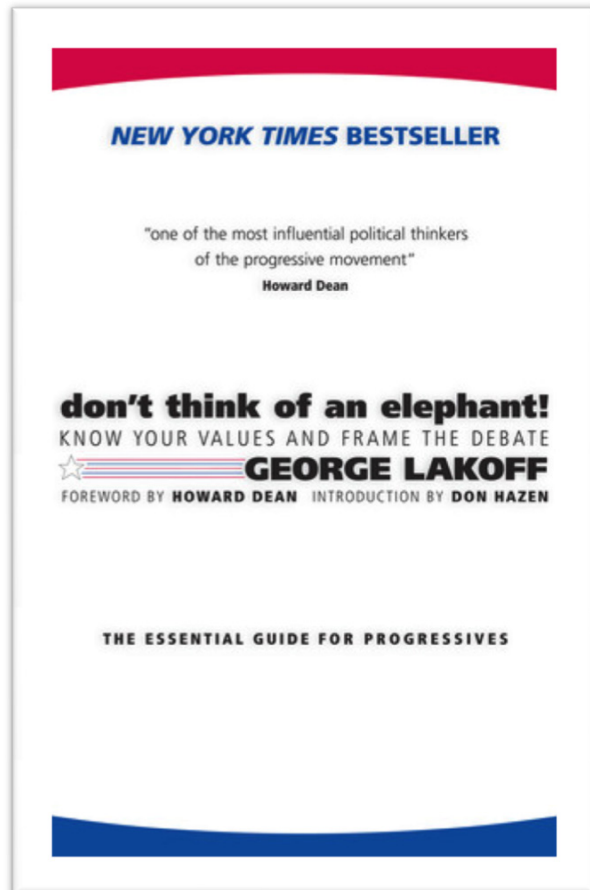
We categorize others into groups as well



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



Symbols and metaphor evoke feelings and link to values



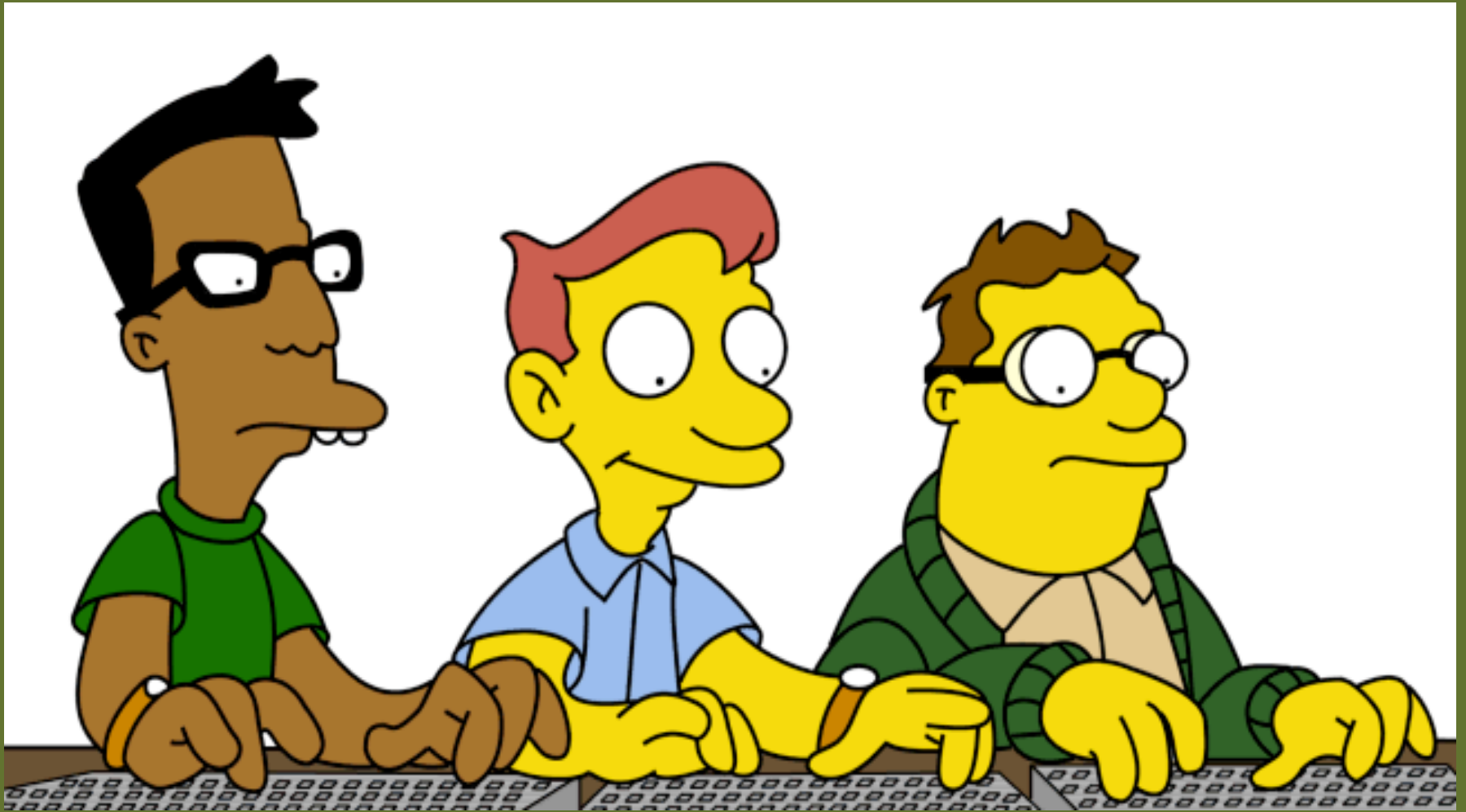
WE THINK IN SYMBOLS AND METAPHOR

BLUE

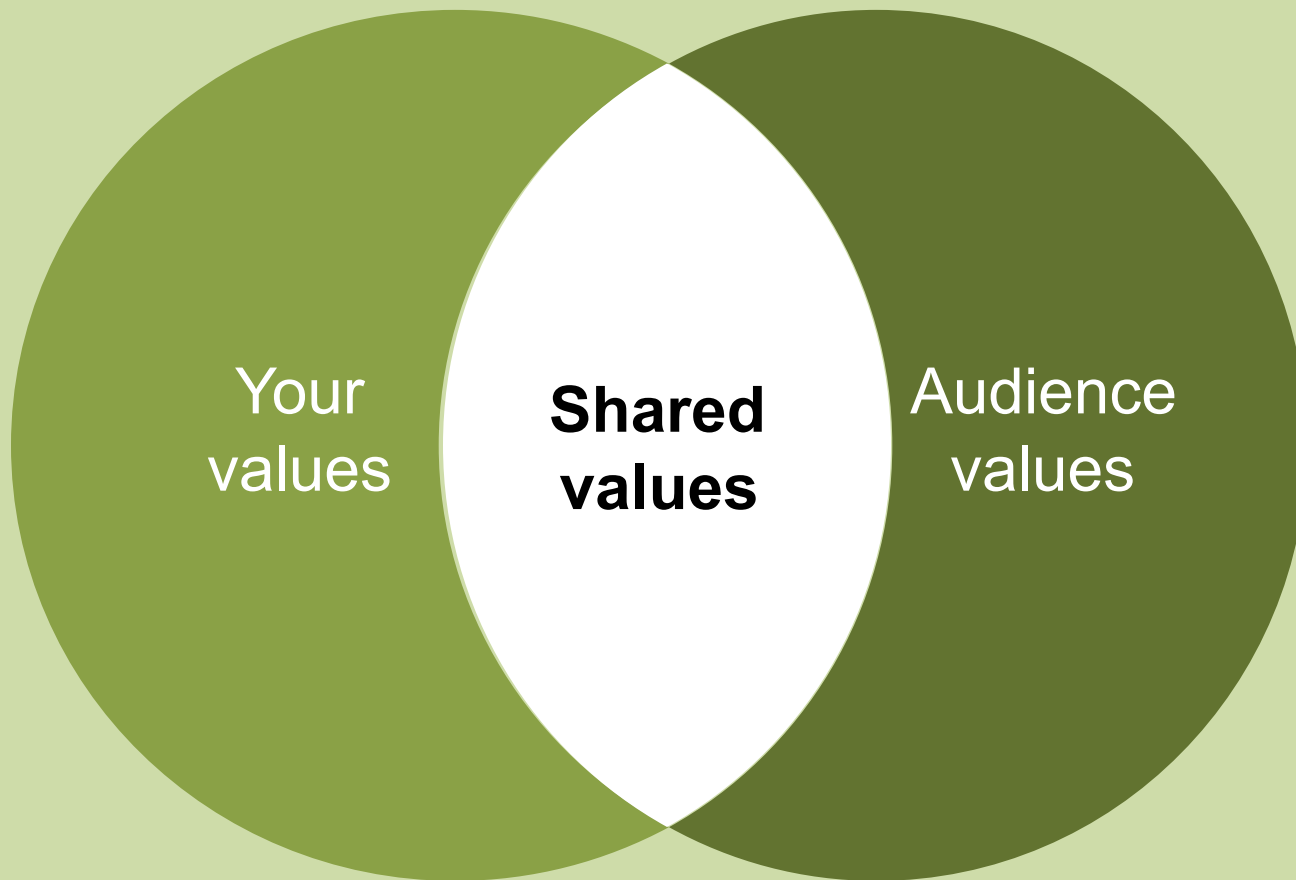
WE THINK IN SYMBOLS AND METAPHOR

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?

Frame Development

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

GOAL? WHAT DO WE WANT TO HAPPEN?

WHO IS THE TARGET AUDIENCE?





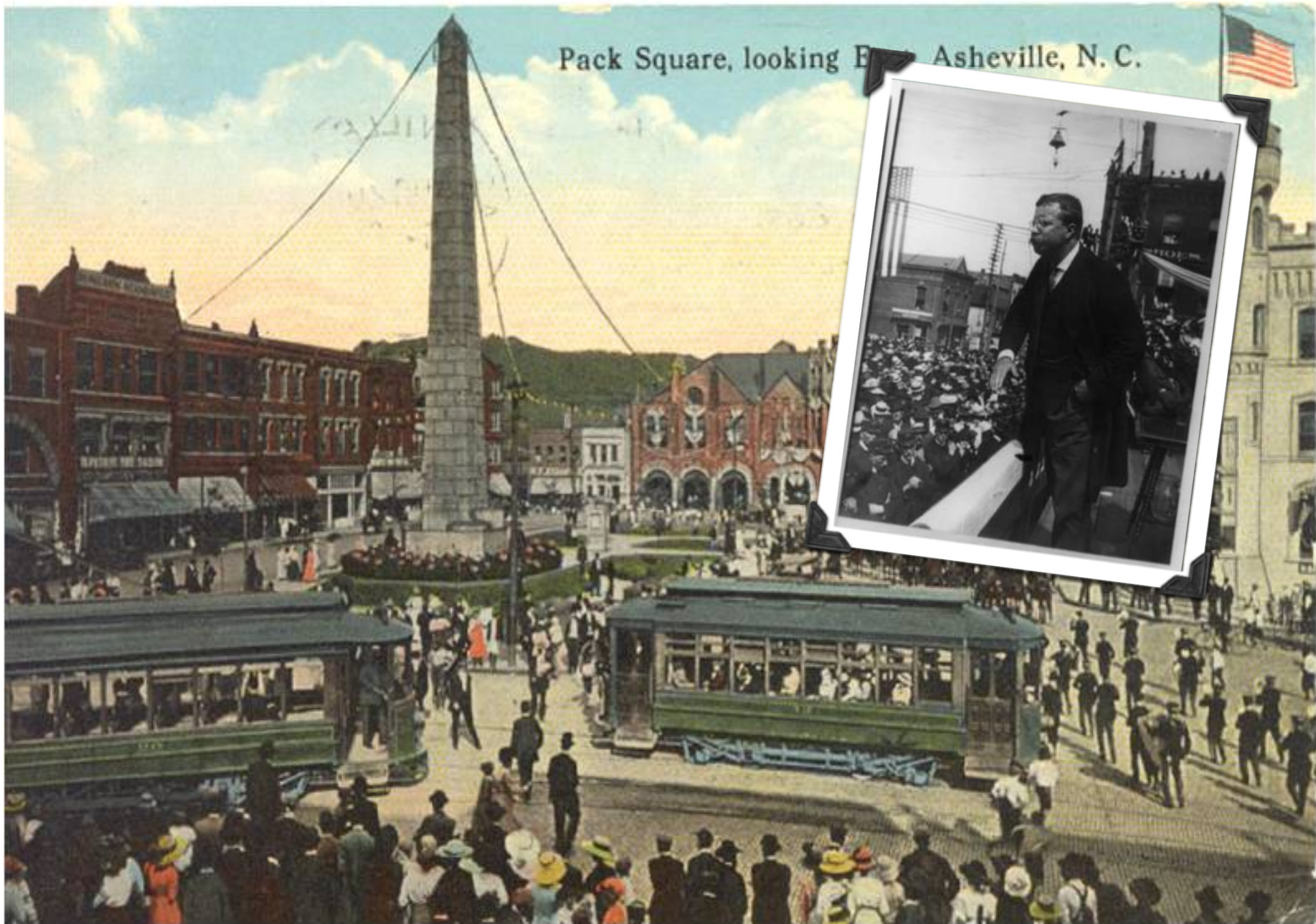
The Value of Downtown:

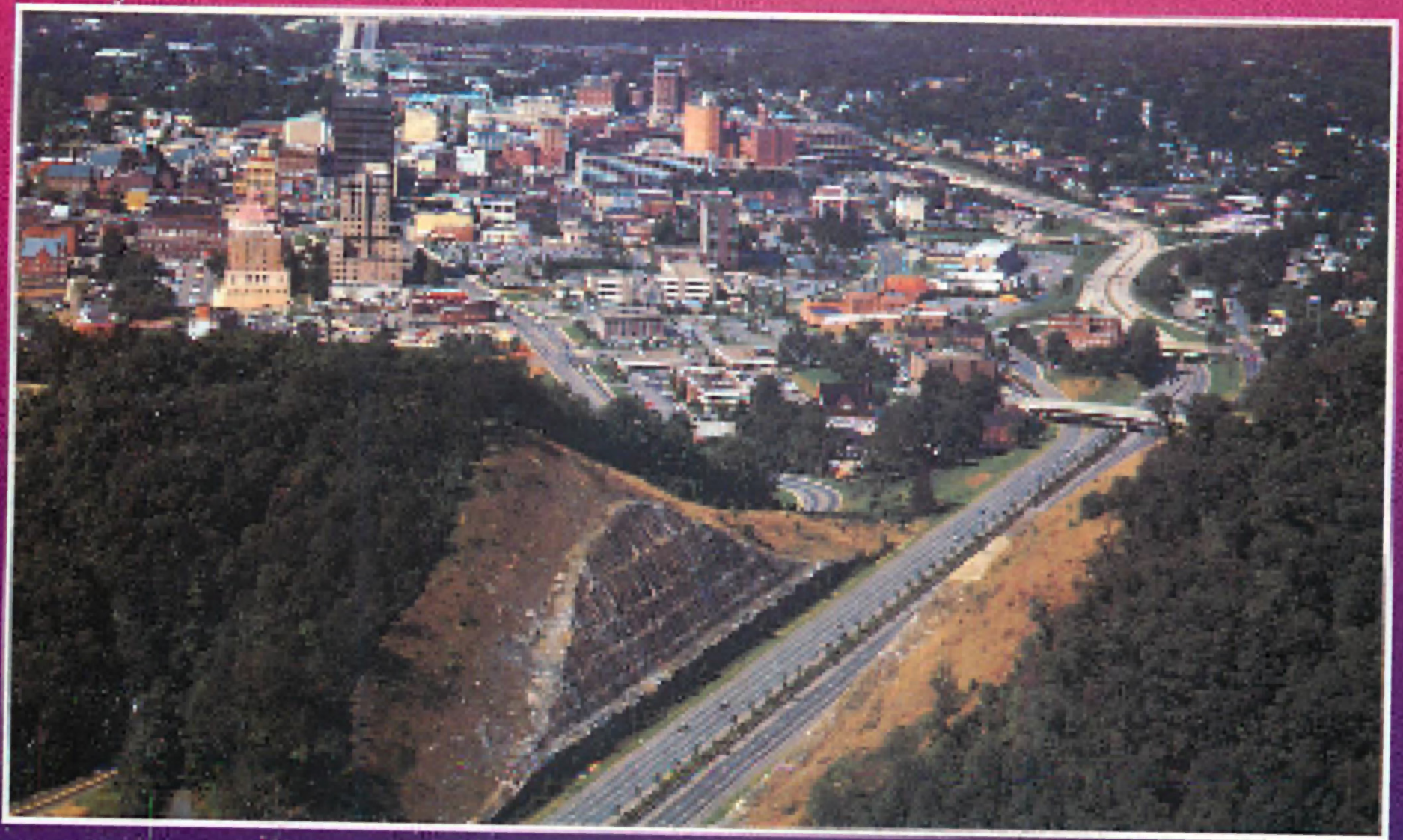
A Profitable Investment for the Community

**Public Interest Projects
Joseph Minicozzi, AICP**

WHAT IS THE CONTEXT?

Pack Square, looking East 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

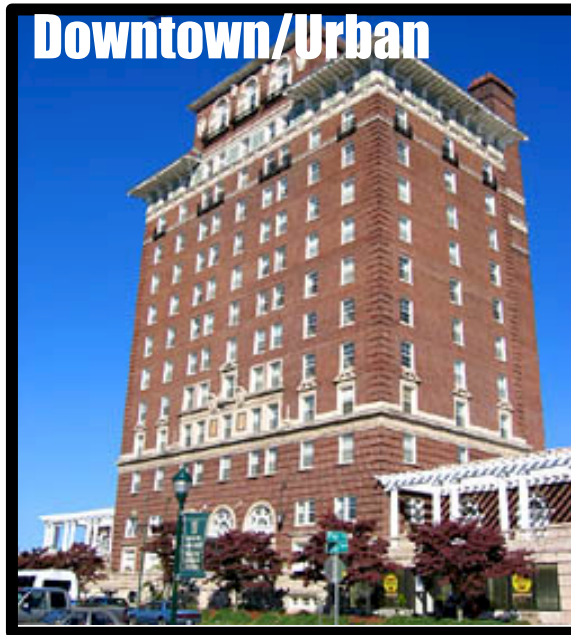
Hard Costs

- ★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

* Florida Department of Community Affairs Study, by James Duncan AICP & Associates



AP Wire Logo

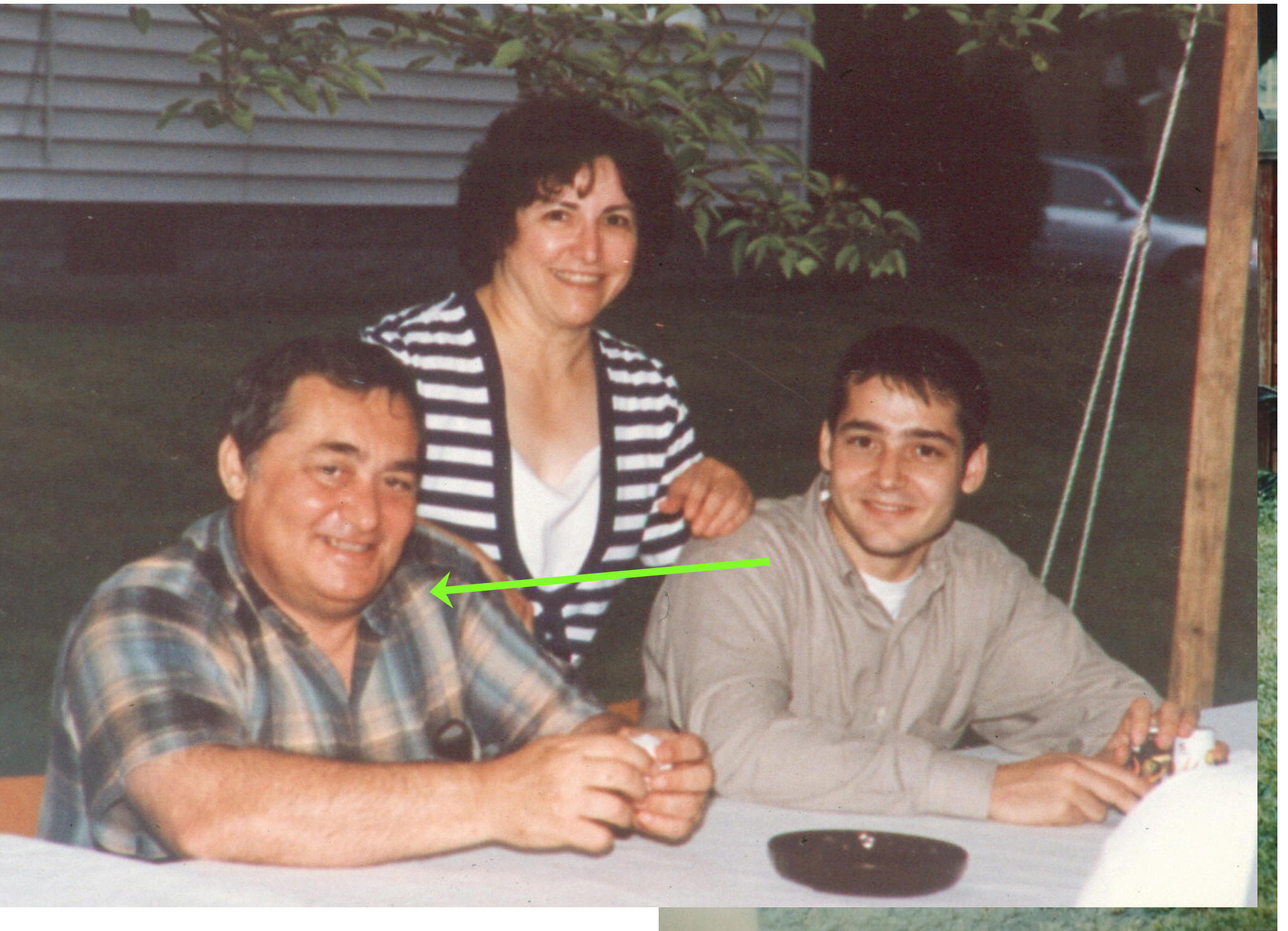
**BROKEN
BUDGETS \$**

The
73
acre
Asheville
Mall

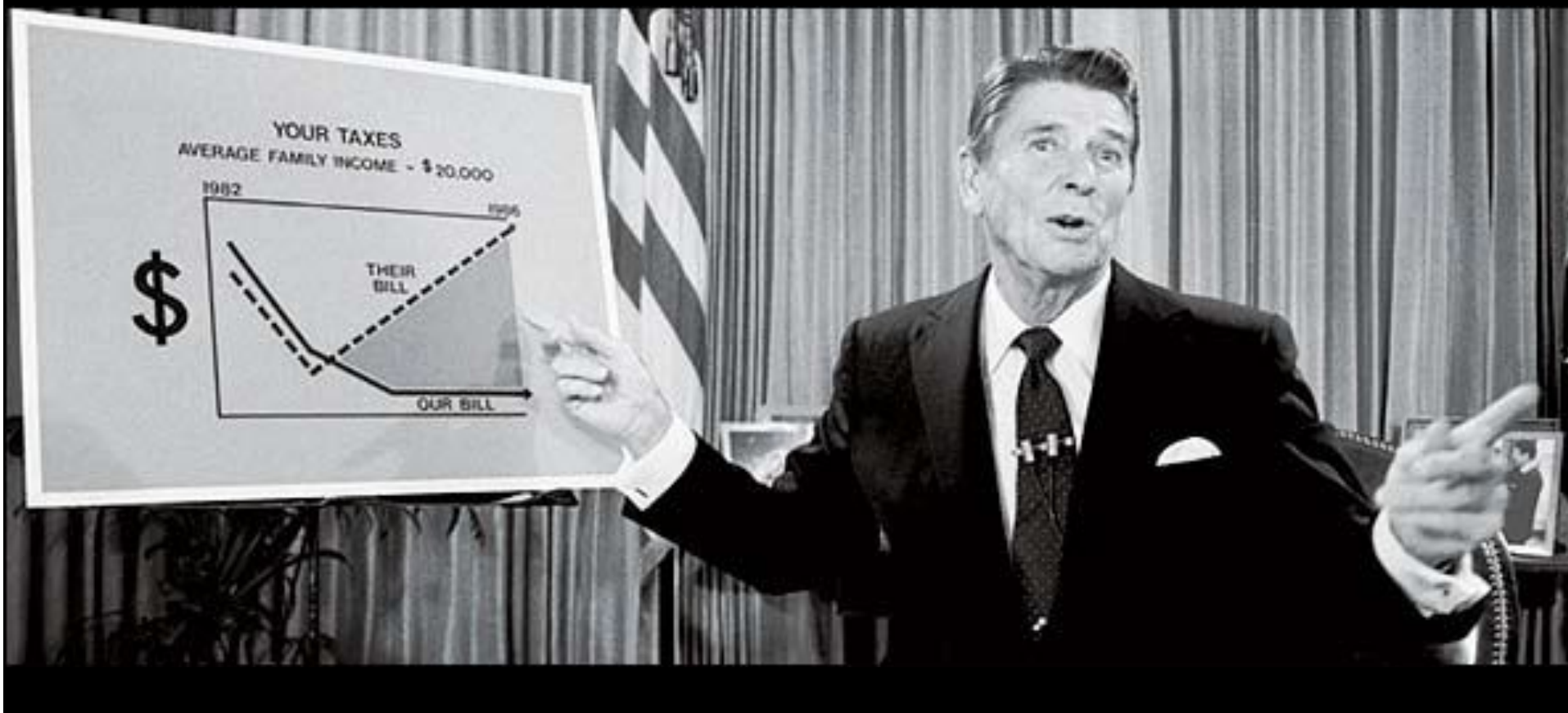


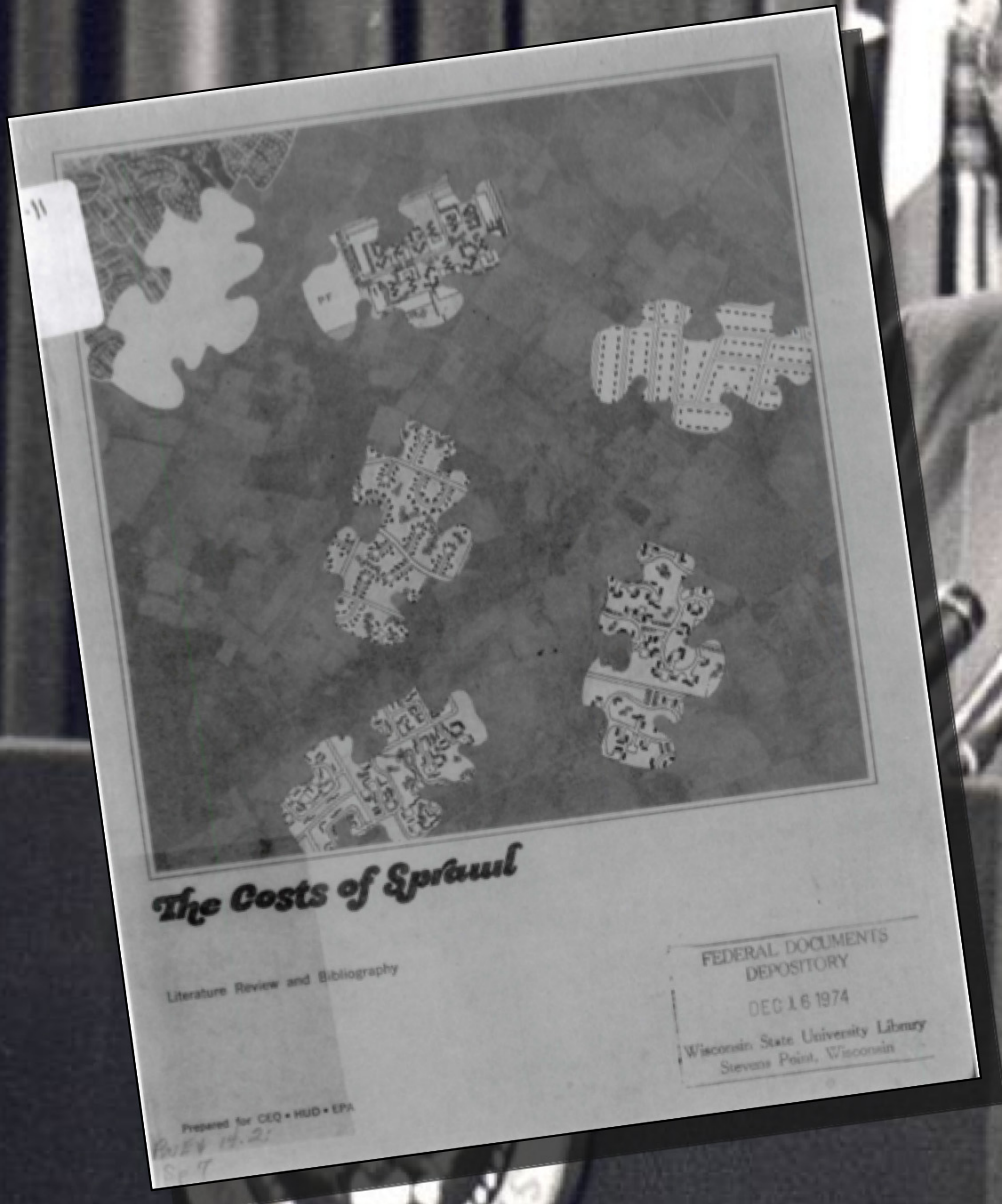
plus

WHO IS THE MESSENGER?



How do we talk about the numbers?







Mayor Lou Bisette



Norma Price



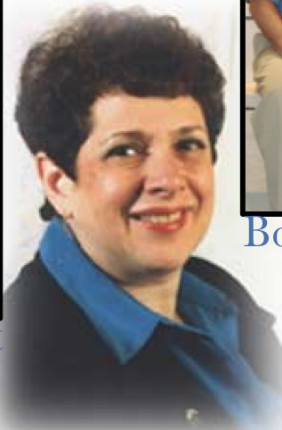
Ken Michalove

Wilma Bratton

Russ Martin



Dr. John Grant



Barbra Field



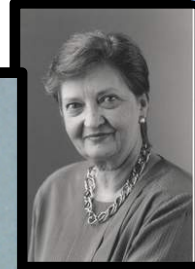
Bob Carr



James Geter



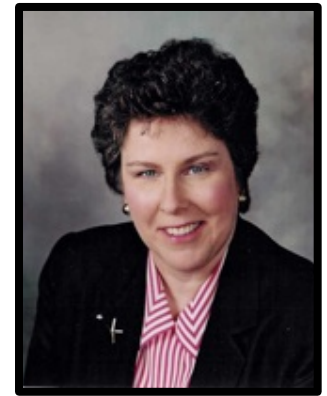
Doug Bean,
City Manager



Robin Daniel



Rick Ramsey



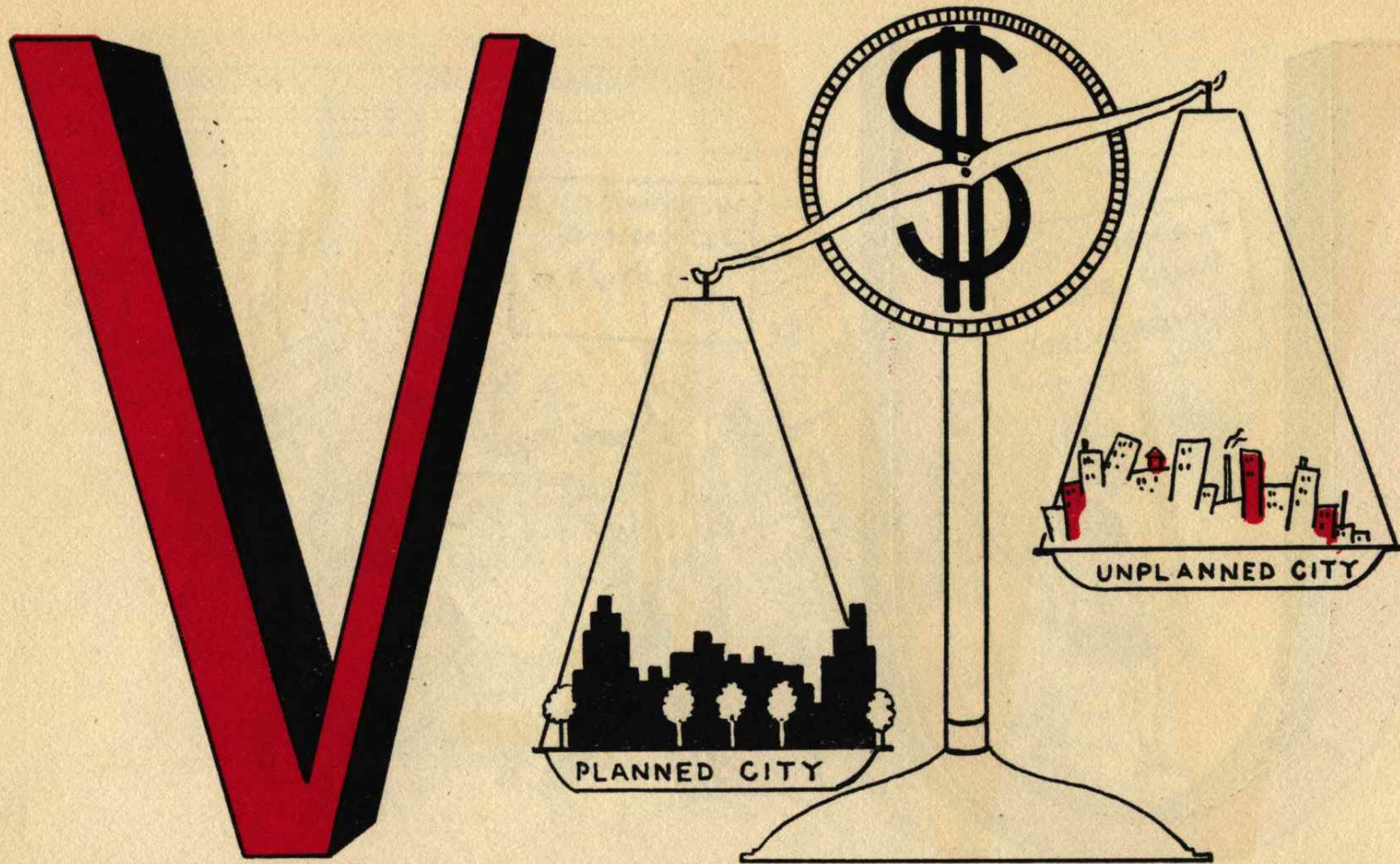
Leslie Anderson

Community Leaders with an Urban Vision

WHAT VALUES DOES JOE EVOKE?



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



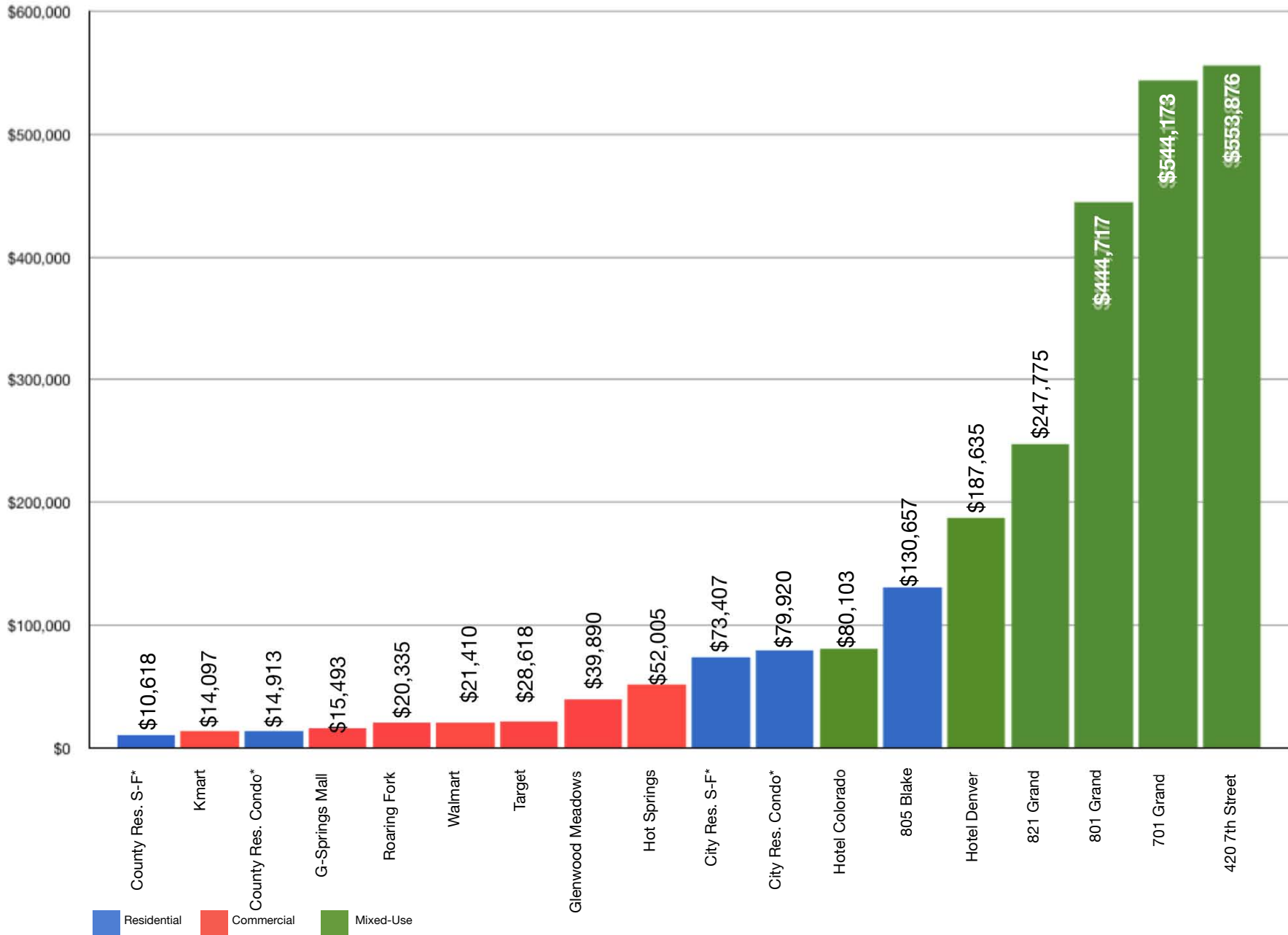
Rolls-Royce Phantom Drophead
11/18 mpg



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

A scene from the movie Star Wars: The Force Awakens. In a locker room, Rey (Daisy Ridley) is looking up at a Darth Vader (James Earl Ray) mannequin in a locker. A Stormtrooper (Mark Rolston) is visible in the background. The scene is overlaid with large white text.

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



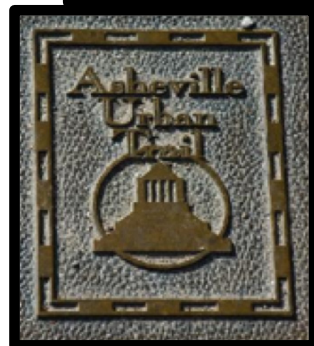
Downtown Streetscape Plan



1st Market Rate Housing in 50 Years



The Urban Trail



Urban Design Vision Plan

Pack Place Museum

Roger McGuire

Community Leaders with an Urban Vision

THE ASHEVILLE STORY



THANK YOU

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?

Frame Development

QUESTIONS TO GUIDE YOUR MESSAGE

GOAL: WHAT DO YOU WANT TO HAVE HAPPEN?

AUDIENCE: WHO CAN MAKE IT HAPPEN?

MESSAGE: WHAT DO THEY NEED TO HEAR?

MESSENGER: WHO NEEDS TO SAY IT?

FRAME: HOW DO WE MAKE SURE THEY LISTEN AND THAT IT MATTERS TO THEM?

we don't think about these questions enough...

What Needs to Happen?

ISSUE FOCUS

- What problem are we seeking to address?
- What do we want to change?

GOALS

- What are our goals?
- What do we want someone to do?
- How will we measure success?

WHO CAN MAKE IT HAPPEN & WHO DO THEY NEED TO HEAR IT FROM?

PRIMARY TARGETS

- Who has the power to make it happen?

MESSENGERS

- Who should they hear the story from?

WHAT STORY DO THEY NEED TO HEAR?

MESSAGE FRAME

- What frame communicates our issues and goals?
 - Values, Issues, Context

OUR STORY

- How do we make the frame locally relevant?

Who are we talking to?



SOME KEYS TO SUCCESS

SIMPLICITY: CAN WE MAKE IT LESS COMPLEX?

BREVITY: CAN WE USE FEWER WORDS?

**EMPATHY: DO I UNDERSTAND PEOPLE'S CONCERNS,
NEEDS AND VALUES?**

BE PRAGMATIC: ARE WE SEEING THE BIG PICTURE?

**AUTHENTICITY: HOW DO WE MAKE SURE THEY LISTEN
AND THAT IT MATTERS TO THEM?**