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

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

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*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
VALUE BASED COMMUNICATION
Building Public Support for Conservation
WHY DOES COMMUNICATION MATTER?
WHY DOES COMMUNICATION MATTER?
If you are trying to make the business case....

YOU ARE TRYING TO AFFECT DECISIONS
Action = Decisions

Lack of Political Will

- No Government capacity
- Not good & accessible information
- Unengaged community interest

Political Will

- BoCC and PC leadership
- Quality information
- Engaged community
- Government staff capacity
VALUE BASED COMMUNICATION

Building Public Support for Conservation
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.
VALUE BASED COMMUNICATION
Building Public Support for Conservation
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
Read the **Color**, Not the Word
We Only Believe What We Already Know
Personal Confirmation Bias
(aka Cognitive Dissonance)
People are Irrational

- 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.

Your values

Shared values

Audience values
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
- Public Health
- Future Generations
- Choices
- Quality of Life
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?
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?
WHO IS THE TARGET AUDIENCE?
WHAT IS THE CONTEXT?
The Value of Downtown:
A Profitable Investment for the Community

Joseph Minicozzi, AICP
Asheville, N.C.

Land of the Sky
The 73-acre Asheville Mall
In the 70’s and 80’s our downtown died
AND THE ISSUES?
**0.13 Acres**
- 1 unit (2 people + 2 dogs)
- $232,000 Tax Value
- $1,800,000 Value/Acre
- $19,542 Property Taxes/Acre

**0.19 Acres**
- 54,000 sf. Bld
- $11,000,000 Tax Value
- $58,900,000 Value/Acre
- $634,000 Property Taxes/Acre

**34.0 Acres**
- 220,000 sf Building
- $20,000,000 Tax Value
- $590,000,000 Value/Acre
- $6,500 Property Taxes/Acre

**$50/sq.ft.**

**$203/sq.ft.**

**$128/sq.ft.**
**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
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.
The 73 acre Asheville Mall

plus
WHO IS THE MESSENGER?
How do we talk about the numbers?
The Costs of Spinal

Literature Review and Bibliography
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?

1. 1955 BMW Isetta 50/70 mpg
2. Toyota Prius 51/48 mpg
3. Ford F150 Lariat LTD 13/18 mpg
4. Rolls-Royce Phantom Drophead 11/18 mpg
5. 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**

**Residential**
- Kmart
- County Res. Condo
- County Res. S-F
- G-Springs Mall
- Roaring Fork
- Walmart
- Target
- Glenwood Meadows
- Hot Springs
- City Res. S-F
- City Res. Condo
- Hotel Colorado
- 805 Blake
- Hotel Denver
- 821 Grand
- 801 Grand
- County Res. Condo
- 420 7th Street

**Commercial**
- Target
- Walmart
- Roaring Fork
- Glenwood Meadows
- City Res. Condo
- Hotel Colorado
- 805 Blake
- Hotel Denver
- 821 Grand
- 801 Grand
- 420 7th Street

**Mixed-Use**
- Glenwood Meadows
- City Res. Condo
- Hotel Colorado
- 805 Blake
- Hotel Denver
- 821 Grand
- 801 Grand
- 420 7th Street

Joe Minicozi, AICP - Public Interest Projects: Asheville NC

*Average values per Garfield County*
Top Travel Destinations of 2007

Asheville: #5 of the top 12

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

The Urban Trail

1st Market Rate Housing in 50 Years

Roger McGuire
Community Leaders with an Urban Vision
EXERCISE
EVOKE VALUES

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