Making the Business Case: How to tell your story

New Partners for Smart Growth
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The Sonoran Institute

Shaping the Future of the West

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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?
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
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  BLUE ORANGE
BLACK   RED GREEN
PURPLE  YELLOW RED
ORANGE  GREEN BLACK
BLUE    RED PURPLE
GREEN   BLUE ORANGE
Read the **Color**, Not the Word
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 Only Believe What We Already Know
Personal Confirmation Bias
(aka Cognitive Dissonance)

Understanding
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.

Your values

Shared values

Audience values
### 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?
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.

Growth & Development 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
WHAT IS THE CONTEXT?
The 73 acre Asheville Mall plus
In the 70’s and 80’s our downtown died
AND THE ISSUES?
### Property Taxes

<table>
<thead>
<tr>
<th>Acres</th>
<th>Building Size</th>
<th>Tax Value</th>
<th>Value/Acre</th>
<th>Property Taxes/Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.0</td>
<td>220,000 sf</td>
<td>$20,000,000</td>
<td>$590,000</td>
<td>$6,500</td>
</tr>
<tr>
<td>0.19</td>
<td>54,000 sf</td>
<td>$11,000,000</td>
<td>$58,900,000</td>
<td>$634,000</td>
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<tr>
<td>0.13</td>
<td>1 unit</td>
<td>$232,000</td>
<td>$1,800,000</td>
<td>$19,542</td>
</tr>
</tbody>
</table>

- **$203/sq.ft.**
- **$128/sq.ft.**

- **$50/sq.ft.**
Hard Costs

- Buildings
- Road & Sidewalks
- Sewer
- Water

Developer Costs

- Land Cost
- Permitting
- Drawings
- Marketing
- Profit

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

* Florida Department of Community Affairs Study, by James Duncan AICP & Associates
BROKEN BUDGETS
The 73 acre Asheville Mall plus
WHO IS THE MESSENGER?
How do we talk about the numbers?
The Costs of Sprawl
Mayor Lou Bissette

Community Leaders with an Urban Vision

- Doug Bean, City Manager
- Robin Daniel
- Barbra Field
- Rick Ramsey
- Bob Carr
- Ken Michalove
- Norma Price
- Wilma Bratton
- Russ Martin
- James Geter
- Dr. John Grant
- Leslie Anderson
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**

- **Properties:**
  - Commercial
  - Residential
  - Mixed-Use

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

- **Yield per Acre:**
  - $14,097
  - $14,913
  - $15,493
  - $20,335
  - $21,410
  - $28,618
  - $39,890
  - $52,005
  - $55,920
  - $73,407
  - $79,920
  - $80,103
  - $81,657
  - $130,657
  - $187,635
  - $247,775
  - $444,717
  - $553,876
  - $544,173
  - $558,410
  - $73,407

- **Data Source:**
  - Joe Minciccozi, AICP - Public Interest Projects - Asheville NC

- **Note:**
  - *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

WCQS

Downtown Streetscape Plan

Urban Design Vision Plan

Pack Place Museum
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?
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?