

## Section 2

# Message Basics

The American Planning Association (APA) has developed “planning” messages for you to use as you prepare speeches, talking points, presentations, and other materials directed toward important and influential audiences. The messages are designed to make you and your colleagues more powerful advocates for planning services and solutions. Used consistently and repeatedly, they will help brand planning in a way that evokes positive associations in the minds of the audiences you seek to influence.

### 2.1 APA messages

APA’s core messages are:

- Good planning helps create communities that offer better choices for where and how people work and live.
- Planning enables civic leaders, business interests, and citizens to play a meaningful role in creating communities that enrich people’s lives.
- American Planning Association members help create communities of lasting value.

The messages—created with input from APA leaders, members, and stakeholders, and adopted by the Board of Directors in January 2005—are deliberately worded to cast APA and planning in a certain light. The messages frame planning in terms of ideals—choice, democratic engagement, and enduring value in America’s communities—that are likely to resonate with a wide range of target audiences.

They also are crafted:

- To have broad appeal, but be flexible enough to be adapted for local use. APA understands that planning concerns are immediate and local, and that its key messages will be useful only to the extent that they can be supported with specific details for use in distinct situations and geographic locales. For example, a planner seeking citizen support for a neighborhood revitalization plan may frame his or her arguments in terms of choice, and develop talking points that describe precisely how the plan will create new housing opportunities on specific streets.

#### 2.1.1

**APA’s core messages appeal to a broad range of American values**

- To allow planners to define the terms of debate. The APA messages can serve as a springboard for local planning advocacy messages. The one thing you do not want to do is to allow critics to characterize planning in negative terms—i.e., as a mechanism for restricting activity or limiting choices through regulations. As University of California,

Berkeley, linguistics professor George Lakoff notes in his book, *Don't Think of an Elephant!*, “when you are arguing against the other side do not use their language. Their language picks out a frame—and it won't be the frame you want.”<sup>1</sup>

- To help planners appeal to fundamental values that cut across American political, business, and community interests. In fact, planners in many parts of the country are already using language that embodies APA message themes.

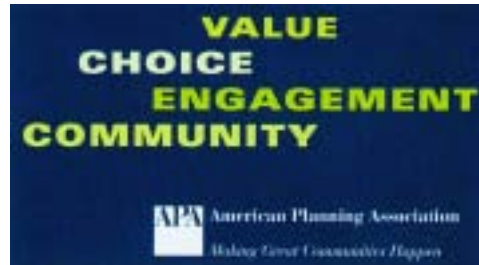
Metropolitan Nashville-Davidson County Planning Department Executive Director Richard Bernhardt, FAICP, tells residents that livable and sustainable communities “provide people with choices and communities that can adapt over time,” and that residents need to have a say in defining “what their community is.”<sup>2</sup>

Values-based messages also can help planners work with stakeholders to resolve contentious planning issues. Public opinion expert Daniel Yankelovich explores values-based controversy resolution in his 1991 book, *Coming to Public Judgment*. He says that public opinion is shaped by:

- opinions, defined as less deeply rooted judgments on current policies, leaders, and events;
- attitudes and beliefs, i.e., fundamental perspectives on enduring social and political questions; and
- values involving moral and ethical judgments.

He argues that the values component is too often overlooked in communications and debate about contentious issues, and that leaders can facilitate resolution by highlighting the values inherent in different choices. Yankelovich says that it is in the values dimension that Americans are most likely to find common ground. Arguing facts, he asserts, is a recipe for deadlock.<sup>3</sup>

Envision Utah, recipient of APA's Daniel Burnham National Planning Award in 2002, was formed in 1997 to develop a strategy to protect the environment and guide growth in the 100-mile-long Greater Wasatch Front near Salt Lake City.



American Planning Association

APA's messages focus on how planning provides value and choices at the same time it engages citizens and builds communities.

**2.1.2**  
**Planners in Salt Lake City frame their message using language relevant to residents and stakeholders**

Envision Utah wanted to develop a strategic growth plan to preserve “Utah’s high quality of life” for future generations, but needed to first understand precisely what residents valued about living in the area. To gather information, it commissioned Wirthlin Worldwide to conduct in-depth interviews with residents of various ages, income levels, and ethnic and religious backgrounds.

Wirthlin found that what residents valued most about life in Utah was “a sense of peace emanating from a feeling of safe haven based on living with people who share a common sense of honesty, morality, and ethics.” Residents also said they wanted to play a role in dealing with growth issues.

Using research findings, Envision Utah developed growth strategies that would preserve what citizens valued. These won broad public and political support, and were promoted through messages appealing to residents’ values. These messages were conveyed through one of the campaign’s tag lines: “Envision Utah: Keeping Utah Beautiful, Prosperous & Neighborly for Future Generations.”<sup>4</sup>



Coalition for Utah's Future  
Envision Utah newspaper advertisement.

## 2.2 Connecting with target audiences

While messages are fundamental to any communications effort, they are only one element in a dynamic equation that also must take into account the communications environment at-large, and also audience knowledge, attitudes, values, and information needs. To get a point across, you need to know your audiences and “where they live,” literally and metaphorically, and shape messages to their concerns.

**Audiences for planners.** Mayors, city and county council members, business people, developers, and other civic leaders are important audiences for planners. They are the crucial decision makers in communities, and you need their engagement and support to do your job successfully.

Leaders of neighborhood and other allied groups, engaged citizens, and the media are another group of important audiences. They are valuable because they help shape the perceptions, thinking, and decisions of community leaders.

If you work in a planning department your colleagues within the city or other governmental unit are another important audience group. Their perceptions about you and planning affect your ability to gain support and do your job.

**2.2.1**  
Support from decision makers is crucial for planning and implementation

**2.2.2**  
Citizen-based groups provide indirect influence with decision makers

### 2.2.3

Communicate with groups of individuals with similar ideas and interests

**Segmenting audiences.** While a communications campaign needs to reach and connect with individuals in order to be successful, one-on-one targeting is usually too expensive and time-consuming to be practical. It is more efficient to segment audiences—or group individuals who are similar in respects that are relevant to the communications task at hand and who are accessible through similar media, organizational, and interpersonal communications channels.

Audiences can be segmented demographically, by characteristics such as race, gender, ethnicity, and income; geographically, by where they live, work, or study; or psychologically, by lifestyles, attitudes, values, and beliefs.

### 2.2.4

Segment the audience by professional group and by their expected support or opposition to a plan

Another approach to segmentation, adopted by APA for its national outreach campaign, is by professional roles. This makes sense because people's professions typically shape their awareness and understanding of planning, and determine where and how they interact with planners. Professional roles also help determine which intermediaries—media or constituent groups, for example—influence decisionmaking.

### 2.2.5

Planning workshops in Sacramento are tailored to specific interests of participants

When the Sacramento Area Council of Governments and Valley Vision of Sacramento, California, wanted to win support for smart growth in their region, they identified three priority target audience groups: citizens, area city councils and the county board of supervisors. Next, understanding that these groups' concerns ranged from immediate street-level issues to countywide topics, the Council of Governments and Valley Vision designed workshops to engage each segment at the geographic levels best suited to its priorities. Citizen workshops, for example, allowed residents to explore and comment on issues ranging from employment growth to diversity of housing stock, and to devise preferred neighborhood scenarios. At the end of the process, city and countywide officials were asked to review and refine broader countywide and regional scenarios.<sup>5</sup>



Sacramento Area Council of Governments

One of the public visioning workshops held as part of a regional transportation and land-use study for the Sacramento, California, region.

**Understanding audiences.** Once audience segments are identified, it is helpful to draft profiles that enumerate their concerns, motivations, and barriers to action in connection with the issue at hand.

It may be useful to capture:

- General and specific audience “wants” regarding the situation. For example, is a mayor seeking to secure part of his or her political base by appeasing the interests and desires of a local builder or the interests of a local affordable housing coalition?

### 2.2.6

Suggestions for developing audience segment profiles

- Related frustrations. For example, is a county commission under pressure to slow the influx of big box retailers in an underdeveloped area?
- The political, economic, and development environment in which audience members live. For instance, are you working in an area with a high rate of growth, or where the local economy is lagging and attracting growth is the primary concern?
- Each audience's history with planning. Is there a need for basic education about planning benefits, or do you need to re-establish trust because of something that occurred years or even decades ago? How has your audience engaged in planning issues or decisions in the past? Have they triumphed, or are they frustrated by a lack of progress?
- Who influences each audience, as well as information sources, such as media and interpersonal channels.

To help community organizations and leaders interested in sustainable neighborhood revitalization build coalitions of traditional and nontraditional partners, the National Neighborhood Coalition, as part of a smart growth initiative, developed a toolkit with Community Assessment Guides. The guides contain profiles of key constituencies—such as environmental and public health advocacy groups, community development corporations, and historic preservation organizations—that influence smart growth's end audience: appointed and elected officials. The profiles include information about constituent group priorities, how they intersect with smart growth concerns, and contact information.<sup>6</sup>

**2.2.7**  
**National Neighborhood Coalition provides assessment guides to help understand audiences**

**Sources of information about audiences.** To gather information about target audiences, you can draw on personal experience and knowledge as well as surveys or information that APA or your planning department may have regarding stakeholders in your community. For instance, a national poll of likely voters conducted by APA and its professional institute, the American Institute of Certified Planners, during the 2000 presidential election found that college-educated individuals, respondents aged 50 to 64, single women, and residents of suburbs were most likely to say having a planner in their community was very important. Voters least likely to say having a planner was important to their community lived in rural areas, were separated or divorced, lived in New England, or were younger than 30.<sup>7</sup> It is also useful to talk to people who know the audience members you are trying to reach.



American Planning Association

More than half of the likely voters in the 2000 presidential election who participated in an APA-AICP national survey said planners should be strong advocates for controlling sprawl.

Electronic databases, such as Bacon's or Lexis-Nexis (both of which charge subscription fees), or an Internet search engine, such as Google, are sources of published material about audiences and the locales in which they live. You could base searches on individuals' names, towns, cities, or neighborhoods in conjunction with planning terms such as affordable housing, mixed-used development, neighborhood revitalization, or comprehensive plan.

### 2.2.8

Claritas and U.S. Census Bureau are sources of audience information

For more detailed information, you also can turn to the PRIZM database developed by Claritas (<http://www.claritas.com>), which draws on census data to provide detailed demographic profiles for small, geographically defined areas. In addition, demographic profiles and economic data sorted by zip code are available through the U.S. Census Bureau's American FactFinder web site (<http://factfinder.census.gov/home/saff/main.html>).

In some instances, you may want to conduct formative research. One-on-one interviews and focus groups are valuable ways to gather information and assess messages. APA used interviews to test and refine its core messages.

### 2.2.9

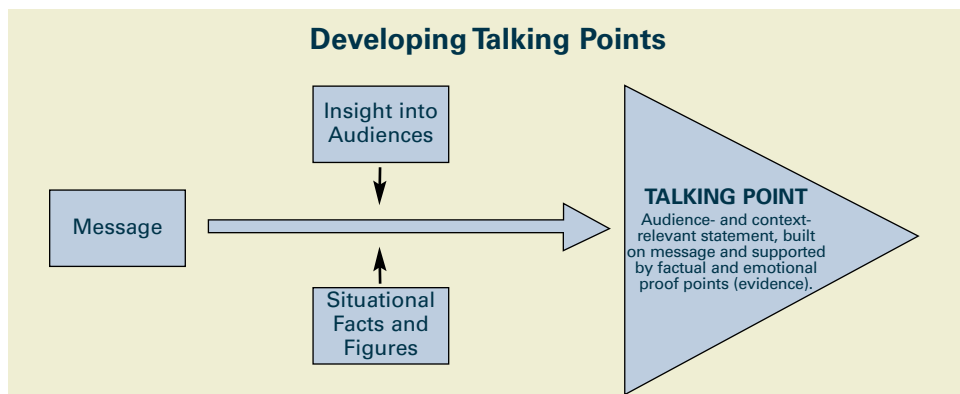
Formative research can aid in zeroing in on audiences and what is important to them

In 1997, as it sought to strengthen its influence in environmental debates, the Sierra Club conducted focus groups with women who were mothers; hunters and anglers; and 18-to 30-year-old adults to understand their specific concerns about environmental degradation. The organization's goal was to learn who the audiences might view as credible messengers and to identify actions audiences might be willing to take to protect the environment. The Sierra Club used this information to shape messages and identify messengers for a public outreach and education campaign.<sup>8</sup>

## 2.3 Tailoring messages to motivate audiences

Once you have identified audiences and developed profiles, you can build on APA's core planning messages to create situation-specific talking or message points, and to use attention-grabbing facts, statistics, and anecdotes to support these points.

The diagram below outlines the process by which planners can translate a core message into talking points by taking into consideration audience perceptions and information needs and wants, and pulling in supporting facts and figures.



Axiom Communications Group. Copyright 2005.

In crafting situation-specific messages, focus first and foremost on what is relevant and important to the audiences you want to reach. The fact that you have something you want to publicize is not noteworthy; the benefits and advantages your action may provide to your target audience are. For example, if you are speaking to a group of residents about a new comprehensive plan, offer specific details from the plan that will appeal to their interests.

To promote the Denver Comprehensive Plan 2000 to families with children, attention was focused on how the plan would meet their needs, including safer sidewalks, new schools in park-like settings, and mixed-use zoning with neighborhood corner stores that kids could reach by bike or foot.<sup>9</sup>

One way to approach this is to consider how a member of a target audience would answer the question, “What’s in it for me?” Even if members of your audience believe everything you say, they will not care unless you convince them that the issue you are discussing has the potential to directly affect their lives or the lives of the people they care about. This does not mean that key messages have to be changed for each audience. It does mean that messages must be tailored to, and supported with, information relevant to the audience to which you are appealing at a given moment.

As part of its advertising campaign to promote living downtown to young families, the Central Philadelphia Development Corporation published newspaper ads with the headline, “Convenience. Community. Culture. Discover why living in Center City is just right for your family.” The ad featured a photo of a couple with two young children. A second ad with a photo and the headline, “Convenient. Exciting. Affordable. Discover why living in Center City is just right for you,” was tailored for young singles and married couples.<sup>10</sup>

You also should use words that appeal to your audiences’ concerns and values. Based on APA’s message research, “democratic engagement,” “choice,” and “lasting value” are good starting points. These and other words conveying ideals such as access, equity, justice, healthy, livable, prosperity, revitalized, safe, and walkability will strengthen your case.

Clever phrasing or an allusion to popular culture also can help. To call attention to an upcoming public meeting, advocates for a dog park in Chicago’s Grant Park played off the lyrics of a popular song, “Who Let the Dogs Out?”<sup>11</sup>

The San Antonio, Texas, planning department won support in the late 1990’s for its master plan—designed to revitalize older neighborhoods and make it easier to create traditional neighborhood developments—by distilling its potential impact into eight words: “creating the best city in America for children.”<sup>12</sup>

Your messages also should clearly define and underscore audience benefits. If you are advocating for a plan, support your messages with specific “proof points” to convey

### 2.3.1

**Focus on what people care about most**

### 2.3.2

**Appeal to a group’s self interests when tailoring your messages**

### 2.3.3

**Word choice and clever phrasing aid in message delivery**

### 2.3.4

**Audiences want explanations of outcomes and benefits**

how the plan will increase the stock of affordable housing, reduce commuting times, provide more transportation choices, improve the local economy, or enhance property values. You may want to create and distribute a checklist to highlight how the plan will contribute to helping save time, save money, make people healthier, improve property values, protect the environment, or enhance safety.

### 2.3.5

#### Avoid hot buttons

It also may be helpful to provide a timeframe for action and results. Audiences tend to respond more actively to challenges and opportunities that are perceived as immediate, rather than distant. To create a sense of urgency, be sure to outline the consequences of inaction. On the flip side, avoid incendiary phrasing. If you are communicating about a contentious issue such as property rights, consider your words carefully. (See Section 5 for additional information about communications involving controversial situations.)

### 2.3.6

#### Storytelling works; challenge residents to use planning to tell a new story about where they live

*“Storytelling isn’t hype. It isn’t manipulation or deception. It’s simply effective communication. If we have little to say, a polished presentation won’t make it persuasive. If we are dishonest about our intentions, we lose our credibility. But an honest story, told well, can move people to do extraordinary things.”<sup>13</sup>*

— Center for Association Leadership

To increase the impact of your messages, incorporate them into stories. Open a presentation, speech, or written piece with an anecdote that illustrates problems or brings proposed solutions to life. Humans are hard-wired to respond to stories, and facts and figures are more easily remembered when presented in a narrative context.

If possible, tell your story in a familiar format. People more readily absorb information that is organized within a familiar structure, for example, problem-solution or villain-vindicator.

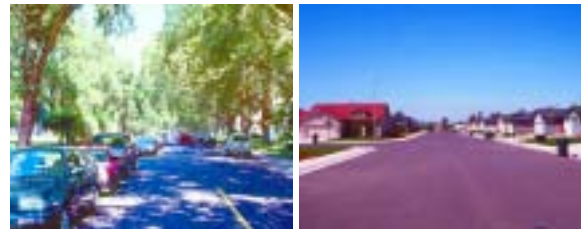
*“What people say they want is often the opposite of what, in fact, they like. People need good pictures in order to understand options.”*

— Steve Price, UrbanAdvantage

### 2.3.7

#### Use visual aids to help residents and stakeholders focus on what they want and how to achieve it

Images or visual props also can help you communicate more effectively. Computer-generated simulations could illustrate, for example, how a street might change with new lights, buried power lines, mature trees, or elimination of a parking lot. A series of photos can show how a community has changed or might



Local Government Commission

Visual surveys involving photographs of a community's buildings, streets, sidewalks, shopping centers, parks or other features can help residents reach consensus about planning and design issues, such as the appearance of residential neighborhoods.

change over several decades. Interactive visual preference surveys, whether as part of a planning workshop or through a web site, are another way for residents to view and vote for different development options:

In 2002 in Chapel Hill, North Carolina, then-Planning Director Roger Waldon, FAICP, used computer software, architectural students, and sketch paper to help town hall participants see how two street corridors might look 10 to 15 years in the future.<sup>14</sup>



The Green Valley Institute has helped small towns in New England better plan for growth while at the same time protecting the region's rural character.

In Worcester, Massachusetts, the Dudley Economic Development Committee, Green Valley Institute, and local planning board wanted to help town officials envision possibilities for a town center. Using information gathered from a workshop, landscape architecture students from the University of Connecticut produced designs depicting façade, streetscape, and parking improvements. They also presented a concept drawing for public review. These designs helped shape new zoning codes and standards for the town center.<sup>15</sup>

Remember to keep it simple, particularly when talking to non-planner audiences. Avoid using “plannereze” and acronyms — such as accessory dwelling units or ADUs, exactions, corridor plans, overlay zones, tax increment financing (TIFs), and transfer of development rights (TDRs).

### 2.3.8

**Avoid technical jargon; keep language simple to maintain audience understanding**

In 1999, to attract private development and investment to its Main Street, the town of Wheaton, Illinois, published a brochure about the revitalization effort. Rather than providing detailed economic analysis and rationale, the brochure describes the city's goals in common language: “maintain and diversify the existing economic base of the community” and support “public-private partnerships to promote economic development downtown.”<sup>16</sup>



City of Wheaton

Downtown Wheaton, Illinois, where planners have encouraged private-public partnerships to help spur economic growth.

You also should be sure to offer authority and expertise. When shaping your talking points or materials, remember your role as a professional planner. The audience is interested in your “planning” opinion and ideas. Don't be afraid to accept your role. To establish your expertise, cite your experience and tell them about how challenges or situations similar to theirs in other communities were successfully managed.

### 2.3.9

**Be a planning expert—both honest and informed**

In addition, don't forget to check your facts. Nothing undermines credibility or erodes trust like inaccurate statements. As a final check, pre-test messages with your target audiences. You can do this informally, through conversations, or formally through structured focus groups, interviews, or on-line surveys.

## 2.4 Identifying, cultivating, and preparing spokespeople

Once your messages are complete, you will need a spokesperson to convey them to your

target audiences. Ideally, that person will be credible, consistent, likeable, and empathetic, and have the ability to respond to questions with clear, succinct sound bites.

Some individuals are naturally gifted public speakers; most, however, require guidance. Training, practice, and discipline go a long way toward creating spokespeople who can help you take full advantage of media and presentation opportunities.

#### 2.4.1

**Often local officials may serve as planning spokespersons, provided they are informed and trusted**

**Internal spokespeople.** The person or people who speak for planning in your city, county, or jurisdiction likely will be determined by the local political environment and power structure. (See Section 3, Politics and Planning, for more about this.) The planning director may provide the voice for planning issues, or he or she may defer to a strong mayor, city manager, or county administrator. In a small town without an official planning department, a planning consultant may serve as the principal communicator about a project or initiative. In a large community, a designated staff planner may take the lead.

No matter who is the official designee, credibility and authority are important considerations. Neither the media nor your ultimate audiences will listen to someone who lacks knowledge or expertise, or who is not backed by the organization he or she represents.



City of Dubuque

Dubuque, Iowa, City Council member Patricia Cline speaking during the launch of a local revitalization project.

Keep in mind that more than one spokesperson may promote a position or advocate for the creation or implementation of a plan—and that there are both formal and informal opportunities for speaking out. While an official spokesperson may respond to inquiries from the mayor's office or the local press, you may mobilize additional informal advocates to make your case during interpersonal or non-public, inter-professional situations.

#### 2.4.2

**Look outside local government for planning spokespeople**



Office of Congressman Earl Blumenauer

U.S. Representative Earl Blumenauer at a press conference in Portland, Oregon. The banner in the background is an effective way to call attention to a key message.

**External spokespeople.** In some instances, a group or individual that is not representing or formally affiliated with the planning department or local government may speak out about a plan or an issue. This external "voice" may come from an engaged constituency (e.g., the League of Women Voters), a chapter or division of APA, or other organization.

External spokespeople can help advance your objectives in multiple ways. Frequently, these allied spokespeople offer expertise, influence, or authority that can help audiences gain a balanced perspective or bring key decision-makers around to your point of view. Moreover, they can provide external validation for your perspective when your own efforts may appear to be self-serving.

In Wheaton, Illinois, for example, spokespeople outside of the planning office for a new comprehensive plan included Carla Spielman, downtown manager for the Downtown Wheaton Association; Anne Wollensak, economic development director; and David Dewey, director of residential development for developer Joseph Freed.<sup>17</sup>



City of Wheaton

Wheaton Mayor James Carr speaking at a news conference.

When seeking external spokespeople, consider the following:

- Do not limit your outreach efforts to individuals or groups that regularly support planning. Developing relationships with new groups and allies who make unlikely bedfellows is important. For example, you might find a local builder who would vociferously oppose development of a wooded area on the grounds it would reduce the value of adjacent land.
- Look for authority figures. People tend to trust law enforcement officers, medical personnel, and teachers. Many such professionals already are experienced in public speaking or talking to the press.
- Tap the leadership of allied organizations for assistance. They can help find the right person for your message—and your overture provides you with an opportunity to build a relationship with a potential ally.
- Look for opportunities to involve spokespeople in non-speaking advocacy activities. Some may be interested in writing letters to newspapers or their elected officials. Others may offer to host a community forum.

**Managing external spokespeople.** When recruiting external spokespeople, make sure they will convey messages supporting the position of your office. It would be unfortunate if, in the middle of a city council hearing, your speaker were to mangle your message or—worse—offer an opposing point of view. To keep this from happening, prepare and “vet” speakers before every event. Call them to discuss the opportunity and the issue, and also to confirm the perspective you understand they will offer. If possible, provide spokespeople with written messages and facts.

As a courtesy, keep your spokespeople current on developments so they feel that they are part of a coordinated movement that is gaining traction. Phone calls or periodic e-mails can help you accomplish this task. It also is important to have a

### 2.4.3

**Continually screen and inform external spokespeople**

**2.4.4**  
**Messages for the outreach effort focus on the state's quality of life and how the North Carolina Chapter of APA helps make great communities**

**2.4.5**  
**During the 'Smart Growth Challenge' planners delivered their message to 3,000 residents throughout the state and received more than 800 audience surveys**

## North Carolina's 'Smart Growth Challenge'

In 2001 the North Carolina Chapter of the American Planning Association (NCAPA) launched the "Smart Growth Challenge." A multi-pronged outreach effort, the campaign used a diverse group of spokespersons to deliver two key messages: "How North Carolina grows in the next few years will shape the quality of life in our communities for generations to come," and "Twelve hundred professional planners and members of NCAPA are working throughout North Carolina to help make great communities happen."



Dr. David Godschalk, FAICP, another speaker at the North Carolina Chapter's Smart Growth Challenge news conference.

Making the campaign timely and relevant to the chapter's intended audiences was the release of a report that same year by the state Commission on Smart Growth, Growth Management and Development. Besides wanting to support and influence the work of the state commission, the chapter's goals for its campaign were to keep planners at the forefront of smart growth discussions and call public attention to the issue. Materials for use by chapter officials and members included the primary messages, background statistics, and talking points, including selected smart growth principles to be emphasized.

The challenge issued by the chapter was to its members and the planning agencies in the state's 100 counties "to make at least one presentation on Smart Growth to a local group." The chapter created a four-color PowerPoint presentation that planners could use as-is or modify to better meet local circumstances. NCAPA mailed the presentation to all planning agencies and posted it on the Web ([http://www.nc-apa.org/smart\\_growth\\_challenge.htm#challenge](http://www.nc-apa.org/smart_growth_challenge.htm#challenge)). During the course of the challenge, planners in nearly 50 counties made more than 100 presentations and reached roughly 3,000 people.

The Smart Growth Challenge, which contributed to NCAPA receiving a Karen B. Smith Chapter Award in 2002, also included a questionnaire for presenters to hand out to audience members. More than 800 surveys were returned to NCAPA, which used the responses to demonstrate widespread support for smart growth approaches.

NCAPA encouraged planners to invite local media to attend their smart growth presentations. The chapter itself held a press conference in the spring of 2001 at the site of a new suburban mall being constructed in Raleigh in

Making the campaign timely and relevant to the chapter's intended audiences was the release of a report that same year by the state Commission on Smart Growth, Growth Management and Development. Besides wanting to support and influence the work of the state commission, the chapter's goals for its campaign were to keep planners at the forefront of smart growth discussions and call public attention to the issue. Materials for use by chapter officials and members included the primary messages, background statistics, and talking points, including selected smart growth principles to be emphasized.



Dick Hails, AICP, being interviewed at a North Carolina Chapter news conference in 2001 where the group released its Smart Growth Challenge survey results. Hails was chapter president at the time.

order to urge the state General Assembly “to introduce and adopt bills that encourage smart growth.” Local newspaper and television journalists, as well as a reporter from a statewide radio network, attended the event. Reporters throughout the state received the chapter’s press release summarizing the points made during the press conference and quoting NCAPA officials. The chapter later partnered with other public interest groups—including environmental, housing, preservation, and transportation interests—to disseminate a similar message. Its media outreach paid dividends throughout the year as reporters working on a variety of smart growth-related stories contacted chapter officials for quotes and interviews. (For additional information about the Smart Growth Challenge, see the May 2002 PAS memo.)

strategic plan that clearly designates who will serve as a spokesperson on a specific topic with a particular audience. You also may want to create a rotating schedule, to avoid “burning out” your speakers. (For information about setting up a speakers bureau, a sample speech and other tools, see Section 10, Appendices.)

- 1 Lakoff, George. 2004. *Don't Think of an Elephant: A Progressive Guide to Action*. White River Junction, Vt.: Chelsea Green Publishing.
- 2 Bernhardt, Richard. 2001. “Window Dressing or Answer to Sprawl?” *The Tennessean*, February 18, Issues Section, p. 21A.
- 3 Yankelovich, Daniel. 1991. *Coming to Public Judgment*. Syracuse: Syracuse University Press.
- 4 Envision Utah. 2003. “Introduction to Envision Utah.” Web page (accessed June 1, 2005). Available at <http://www.envisionutah.org/index.php?id=NDY4>.
- 5 Sacramento Region Blueprint. 2005. “Sacramento Region Blueprint Transportation/Land Use Study.” Web page (accessed April 18, 2005). Available at <http://www.sacregionblueprint.org/sacregionblueprint/home.cfm>.
- 6 National Neighborhood Coalition. 2002. *Neighborhoods, Regions and Smart Growth Toolkit*. Washington, D.C.: National Neighborhood Coalition.
- 7 American Planning Association and the American Institute of Certified Planners. 2000. *The Millennium Planning Survey*. December.
- 8 Sierra Club. 2002. *Communications Manual*. January 31.
- 9 Kreck, Carol. 2000. “Kid’s Eye View, City’s Comprehensive Plan Looks at Family Issues.” *The Denver Post*, January 31, E1.
- 10 Davis, Mark. 1998. “Ad Campaign Markets Center City to ‘Burbs.” *Philadelphia Inquirer*, May 8, R2.
- 11 O’Neill, Bob. 2005. E-mail with Dennis Johnson, February 23.
- 12 Driscoll, Patrick. 2000. “Code to Encourage Old Style Neighborhoods.” *San Antonio Express-News*, July 26, Northwest Section, p. 3.
- 13 Anonymous. 2001. “Creating Legends and Telling Stories.” Web Page (accessed February 9, 2005). Available at <http://www.centeronline.org/knowledge/article.cfm?ID=594&contentprofileID=122129&action=searching>.
- 14 Gronberg, Ray. 2002. “Chapel Hill Seeks Public Input on Downtown’s Future.” *Chapel Hill Herald*, February 15, p.1.
- 15 Dignam, John. 2004. “Dudley Land Trust to Present Farmland Protection Workshop.” *Worcester Telegram and Gazette*, June 18, B2.
- 16 Wheaton, City of. 2005. “Revitalizing Downtown Wheaton.” Web page (accessed September 9, 2005). Available at <http://www.wheaton.il.us/service/economic-d/index.htm>.
- 17 Sharos, David. 1999. “Residences, Churches and the Downtown Core are the Prime Focus of Wheaton’s Redevelopment Efforts.” *Chicago Tribune*, November 28, Real Estate Section, p. 1.