



# *Developing Community Acceptance & Overcoming Community Opposition:*

**EVERYTHING** Is Political!



*March 10, 2009*

**SAINTConsulting**  
THE SAINT CONSULTING GROUP

[illegible]

# Do These Look Familiar?

The collage consists of three distinct images:

- Top Left:** A flyer titled "STOP THE QUARRY". It features a cartoon character wearing a mask labeled "NO QUARRY". The text states: "Meyer Material Co. wants to have a village zoning ordinance changed so that they can create another quarry in Cary. This quarry would be located adjacent to the Fox Trails subdivision. A new quarry in Cary will bring MORE DUST, MORE NOISE, LOWER PROPERTY VALUES." Below this, it says "SAY NO TO THE QUARRY!" and provides the URL "SIGN THE PETITION AT NOQUARRY.BLOGSPOT.COM". At the bottom, there are multiple small links to sign the petition.
- Top Right:** An aerial photograph showing a large group of people standing on a green field, forming the words "NO QUARRY" in their bodies.
- Bottom Center:** Two signs at a roadside location. One sign reads "Stop THE CRUSHER stopthecrusher.com". The other sign is a yellow "Welcome" sign for "LO RUBY RANCH" with the phone number "971-7137".

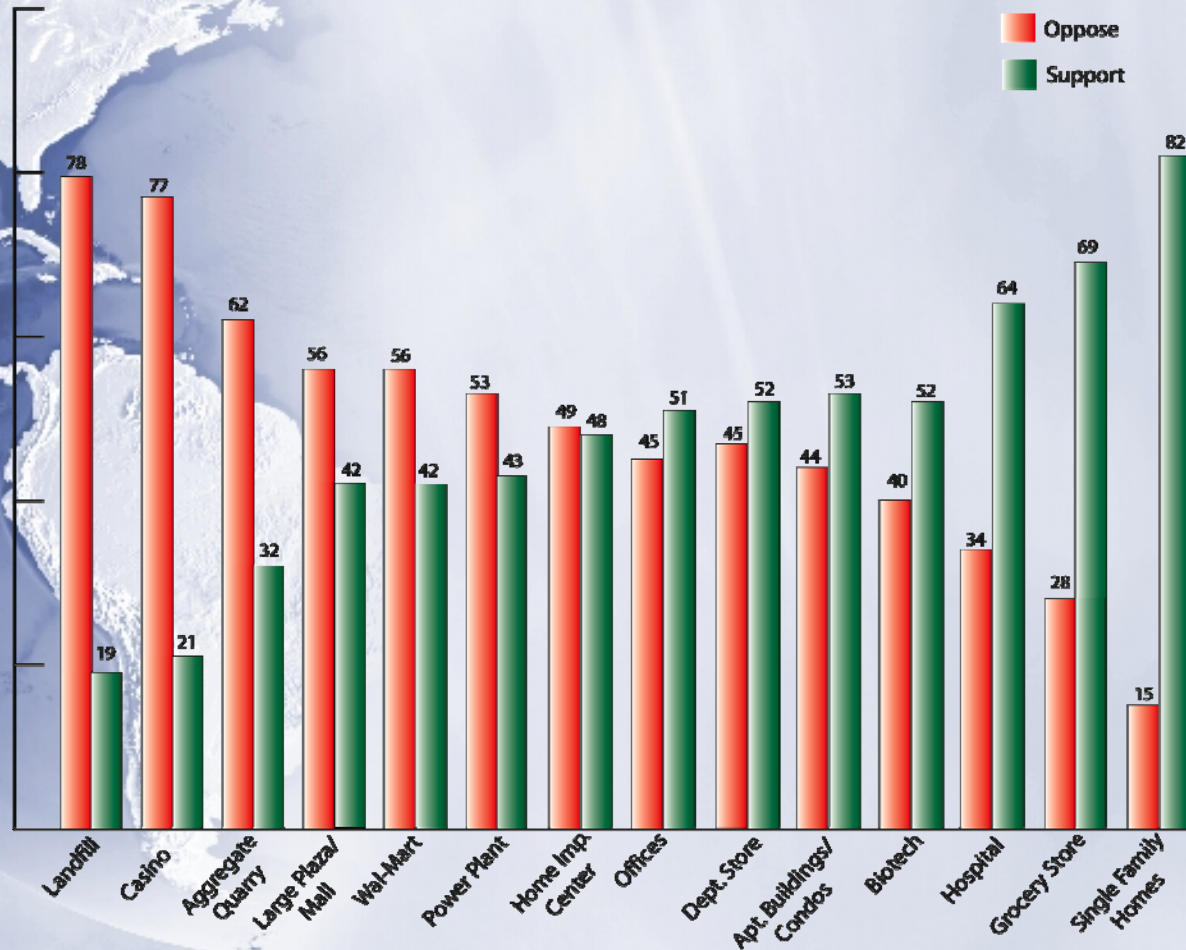
## SAINT Consulting

THE SAINT CONSULTING GROUP



# THE SAINT INDEX

## OPPOSITION TO DEVELOPMENT



2009

**SAINT**Consulting  
THE SAINT CONSULTING GROUP

# *ATTITUDES TOWARDS DEVELOPMENT*

## **2009 U.S. Saint Index**

- 74% oppose new development in their community
- One out of five families have actively opposed a development project
- A nuclear power plant, while the least favored type of power plant, would still be preferable to a landfill, a casino and an aggregate quarry





# *PUBLIC APPROVALS ARE POLITICAL DECISIONS*

- Voters matter
- Fear sells, change is costly
- Most every politician wants to be liked and therefore re-elected
- Politicians are hard pressed to go against public pressure
- Belief systems & irrational behavior

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# *WHY DO RESIDENTS OPPOSE A QUARRY?*

- The general public does not understand quarries.
- People do not understand the role aggregates play in everyday life.
- They do not understand that it is a science.
- They need to be educated about the new sciences in place to mitigate impacts.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP





# *WINNING LAND USE FIGHTS*

- Political Scope.
- Research, Polls.
- Door To Door Canvassing.
- Reduce Opposition.
- Build Support Group.
- Demonstrate Support.

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP

# HOW DO YOU OVERCOME OPPOSITION?



“All politics is local, all  
land use is political.”



# ***POLITICAL DUE DILLIGENCE***

## ***What are the politics of the community?***

- Complete this upon identifying a site.
- Determine if the project is politically viable.
- Complete it prior to committing significant financial resources.
- Know where you stand prior to announcing the site to the public.
- Leave your political philosophy at home

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# *REACH OUT TO THE COMMUNITY*

- Meet with the neighbors before the opposition does.
- It is easier form an opinion than change one.
- Conduct quarry tours and hold open houses.
- Reach out to neighbors of your other quarries who will speak positively.
- Meet one-on-one or in very small groups.
- NEVER HAVE A LARGE GROUP MEETING!

***SAINTConsulting***  
THE SAINT CONSULTING GROUP





# *RESIDENTS CONCERNS ABOUT ROCK QUARRIES.*

- Truck traffic.
- Blasting.
- Property values.
- Visual impact.
- Dust.
- Property values.

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP



# *LIKE IT OR NOT, WE LIVE IN THE INTERNET AGE*

- A negative story about your quarry in Florida will have repercussions on your application in Colorado.
- Opposition groups develop blogs and exchange information.
- YouTube: Type in quarry explosion and see what you get.
- Opponents do not need to be factual.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP





# *FROM THIS MORNING*

***“Homes Near Old Quarry  
Sinking Inch By Inch.”***

*Miami Herald March 10, 2009*

**SAINTConsulting**  
THE SAINT CONSULTING GROUP



# *WHERE WILL YOUR SUPPORT COME FROM?*

- Local private cement companies.
- Competition means lower prices.
- Residents who benefit from increased tax revenue.
- Municipal employees.
- Local business community.
- Residents seeking jobs.
- Local schools.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP

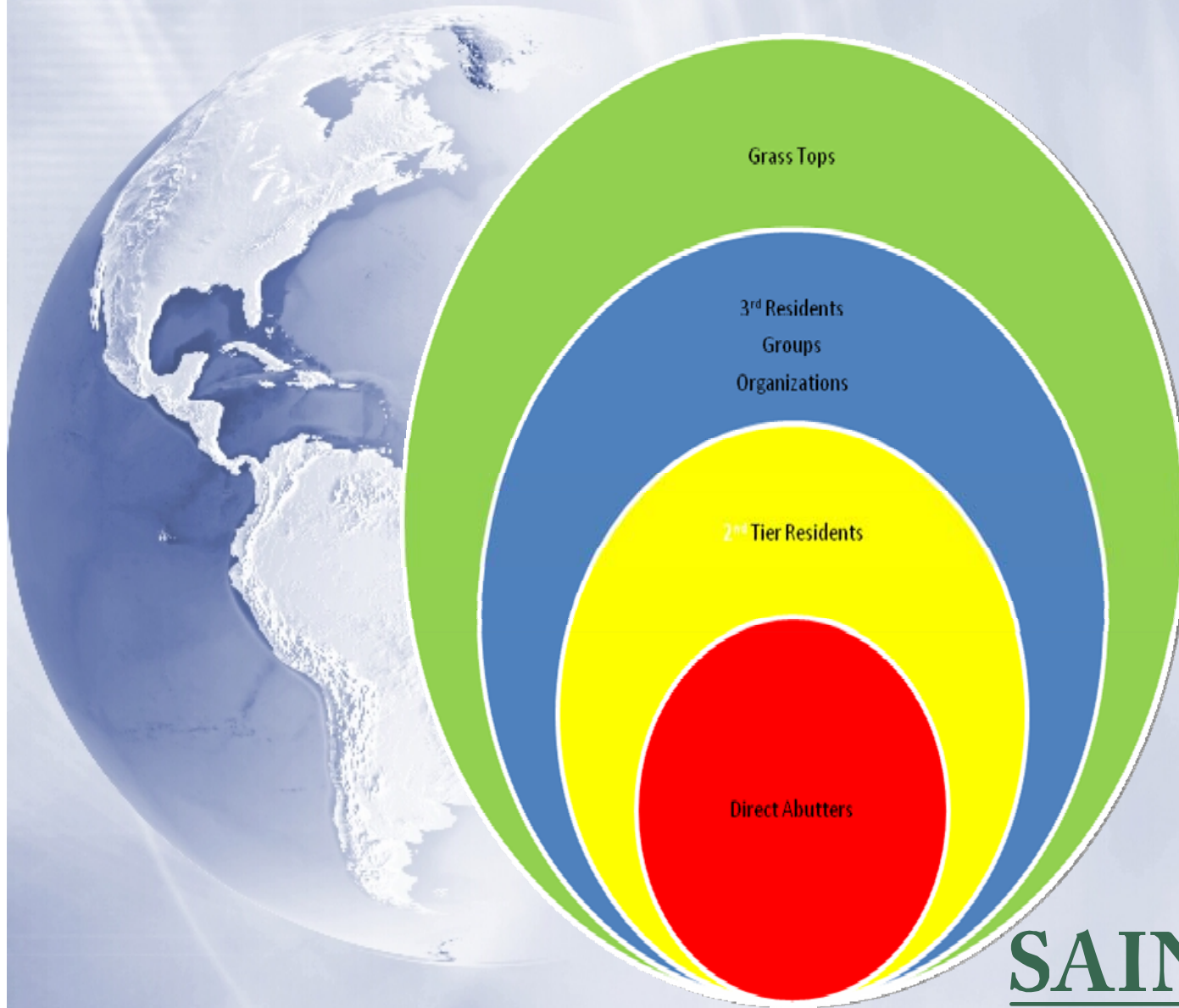


# *WHO IS MRS. RILEY?*

- She has lived in the community her entire life.
- She is retired with free time.
- She votes in every election.
- She attends candidate forums.
- She volunteers for her local state senator or alderman.
- She has a political sign on her lawn.
- She is listened to.
- She is our friend.


***SAINTConsulting***  
THE SAINT CONSULTING GROUP

# CONCENTRIC CIRCLE THEORY



**SAINTConsulting**  
THE SAINT CONSULTING GROUP





# *PROVIDE RESIDENTS WITH REASONS TO SUPPORT YOU*

- Increased tax revenue.
- Bringing jobs into the community.
- You are a good corporate neighbor.
- Competition could lead to lower costs for roads, schools and other taxpayer-funded capital projects.
- Mitigation opportunities.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# *HIGHLIGHT YOUR COMMUNITY RECORD*

- Local Sponsorships.
- Charitable Giving.
- Tax Revenue to the Community.
- Jobs Provided to the Community.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# *TAKING ACTION*

*A quiet supporter is no help.*

- Conduct petition drives.
- Video petitions.
- Letter-writing campaigns.
- Supporter rallies.
- Phone calls to elected officials.
- Ensuring supporter turnout at public hearings.
- Letters to the editor.
- Emails to elected officials.



# *PREPARING FOR A PUBLIC HEARING*

- Get to the hearing early to occupy the front of the room.
- Have the group submit petitions.
- Display video petitions.
- Designate speakers from the community.
- Script your speakers.
- Stagger your speakers.
- Have simple bright lapel stickers and signs.
- Make sure your supporters remain respectful.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# ***What Do You Do Now?***



**SAINTConsulting**  
THE SAINT CONSULTING GROUP

*Remember*

*“Keep your friends close, and keep  
your enemies closer.”*



*Sun Tzu 400 B.C.*

**SAINTConsulting**  
THE SAINT CONSULTING GROUP





## *Keep in Mind*

- It was only business.
- It was never personal.
- Your most ardent opponent can become your most significant ally.
- Embracing your opponents is only business as well.

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP

# *It Is Time To Fess Up.*



What are some of the worst things that you have been called by an opponent?.

**SAINTConsulting**  
THE SAINT CONSULTING GROUP



# *POST PERMITTING OPTIONS*

## *To the Victor Go the Spoils?*

- You can ignore your opposition and savor your victory.
- You can keep them at bay and counter them at every turn.

What will it get you?

**SAINTConsulting**  
THE SAINT CONSULTING GROUP

# *A MASSIVE HEADACHE*



- Your opponents will continue to complain.
- You will not keep a pulse of the community.
- No credibility to disarm rumors.
- No goodwill if you ever seek an expansion.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP



# *ENGAGE THE COMMUNITY*



**SAINT***Consulting*  
THE SAINT CONSULTING GROUP

# COMMUNICATION IS KEY

- Have a contact person.
- Respond to questions or complaints.
- Even if you cannot correct the complaint, acknowledge the person's perception of the problem.
- Embrace your harshest critic.
- You do not want to hear about a complaint from the council or mayor.





# *WATCH YOUR DAILY OPERATIONS*

- Be as consistent as possible with blasting.
- Develop a blasting notification system.
- Mitigate your dust.
- Do absolutely everything you said you would do during the permitting process.
- Always have drivers obey local guidelines.

***SAINTConsulting***  
THE SAINT CONSULTING GROUP

# QUARRY TOURS



**SAINT***Consulting*  
THE SAINT CONSULTING GROUP



# *EDUCATE THE COMMUNITY*



- Local schools.
- Adopt a grade.
- Scout troops.
- Mentor programs.
- Internship programs.

**SAINTConsulting**  
THE SAINT CONSULTING GROUP

# *MAKE AGGREGATE PERSONAL*





# *VOLUNTEER TIME NOT JUST MONEY*

- Don't just sponsor a team, coach it or have an employee coach.
- Team cookouts.
- Become involved in community organizations.



**SAINT***Consulting*  
THE SAINT CONSULTING GROUP



# COMMUNITY VOLUNTEER DAYS

- Volunteer on one local project together as a team.
- A community sandbox in a local park.
- Reclamation of an old field or park.
- Dedicate it to a prominent teacher or local official who has worked with children.
- Have a public dedication ceremony.
- Issue a press release.

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP



# *JULY 4<sup>TH</sup> CELEBRATION*



Is there a safer place to shoot off fireworks  
than at the bottom of a pit?

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP

# NSSGA AND OTHER AWARDS



- Publicize these in the community.
- Explain what they are for, especially safety and environmental awards.





*WHAT HAVE YOU DONE  
AND HAS IT WORKED?*

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP




# *THE DATA BASE*

*You are doing this for a reason.*

- Always have a sign-in sheet.
- Send thank you notes.
- Creates goodwill.
- Creates supporter list for next project.
- It is harder to oppose you if they came to an event.

**SAINT***Consulting*  
THE SAINT CONSULTING GROUP





*“WE DO ALL THAT BUT  
WE DON'T LIKE TO  
MAKE A BIG DEAL OUT  
OF IT.”*

**SAINTConsulting**  
THE SAINT CONSULTING GROUP



**SAINT***Consulting*  
THE SAINT CONSULTING GROUP



# ***MAKE A BIG DEAL OUT OF IT!***

- People will recognize you as being part of the community.
- Highlights you being a good corporate citizen.
- Mayors and councilors love check presentations and ribbon cuttings.
- Builds good will.



***SAINTConsulting***  
THE SAINT CONSULTING GROUP



*QUESTIONS?*

***SAINTConsulting***  
THE SAINT CONSULTING GROUP