

Report

Focus Group Sessions 2003

Winnebago County, Wisconsin

- The Future of Development
- The Future of Farming / Agriculture
- The Future of Open Space
- Property Rights
- Intergovernmental Cooperation

January 20

Town of Menasha Community Center

January 23

Winneconne Village Hall

January 27

Oshkosh YMCA - West

Conducted by Bert Stitt, Stitt Facilitations - Madison

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NOTES.....

Participants

Approximately 50 people participated in this series of Focus Groups over the course of three days. Some people attended on more than one day and many participated in several of the focus groups.

Focus Group Format

These focus groups were designed so as to provide participants with the greatest amount of flexibility possible while maintaining a sufficient agenda to produce written results.

Disclaimer

These Focus Groups were not intended to produce any scientifically measurable data.

Purpose

The purpose of these focus groups was to provide Winnebago County citizens with the opportunity to speak to their concerns regarding various aspects of the County's Comprehensive Plan and the Planning Process.

Concerns and Issues

Those things that concerned participants about each of the five focus group areas.

The numbers in parentheses indicate the number of sticky dots that items received – giving an indication of the relative importance that participants gave to each item.

What Works

As participants described their experiences where they participated in successful activities we listed those techniques that seemed to work well.

Definitions

A short list of possible definitions for "open space"

Concerns and Issues

Those things that concerned participants about each of the five focus group areas

The numbers in parentheses indicate the number of sticky dots that items received – giving an indication of the relative importance that participants gave to each item.

The Future of Open Space

January 20, 2003

Concerns and Issues

(In this session we had the time to "categorize" the items generated by the participants. We identified the most important categories of issues as well as the most important items within the categories)

(6) Zoning/Government

- (3) Get laws that protect open space.
- (2) Lack of planning where businesses will be
(Use poor land-save beauty).
- (1) Should all open space as assured through a land use plan be available for public use?
- (1) Should some areas be permanently designated as "open" by statute, zoning, easement, etc. in the County land use plan?
- (1) Do not allow clutter and junk and billboards, advertising boards, cars for sale on it.
- (1) Should zoning or other land use plan designate privately owned land as "open"?
- (0) A lack of good zoning results in a loss of open space.
- (0) Lack of use of abandoned buildings
- (0) Smart Growth Initiative

(4) Parks/Trails

- (4) Set open space aside for play, parks, walking paths, picnic areas.
- (3) Open space. Keep it natural. It's the outdoors, play up its beauty and natural aspects.
- (3) Planning and supporting trails and pathways along major roads.
- (2) Plan for sidewalks with trail connections in developments.
- (2) Open space. What is to be the use allowed within it, and how are the rights to use it in traditional ways protected?
- (1) Open space - If protected, maintained for what future purpose?
- (0) Set aside and support PARKS.

(3) Urban Sprawl

- (2) Housing growth, using prairie crossing model.
- (1) Urban sprawl
- (1) Should open space be provided for only unincorporated areas?
- (0) Encourage cluster development to preserve green space

(3) Public Awareness

- (2) Inform the public that they can promote and appreciate open space that is natural and beautiful or well kept etc.
- (1) Involve schools and educators in maintaining open space.
- (0) Lack of growth of recycling efforts
- (0) Promote an aesthetic for natural space – allow for publicity of “ugly” areas to shame people into cleaning it up etc.

(2) Waterways

- (4) Protection of waterways from development
- (3) Lack of preservation of scenic land and water
- (0) Lack of public land for public water access

(1) Farmland

- (4) Protect farmland from development.

(1) Cost

- (3) If it is protected, who pays the holding cost. No buildings allowed.
- (0) Open space

(0) Wetlands

- (3) Set aside and support wetlands.
- (2) Lack of wetland preservation.

(0) Vistas

- (4) Preservation of scenic vistas...
- (3) Designation and preservation of natural areas – woods, prairies...
- (1) Are forests open spaces?
- (1) Promotion of quality open space with landscapers, gardeners etc. to compete for an award on their project involving open space...
- (0) Vision of open space
- (0) Loss of open space
- (0) Define open space: Is it any open area, of land so designated? (By zoning, easement, purchase, etc.)

Intergovernmental Cooperation

January 20, 2003

Concerns and Issues

- (5) There is no Shared vision.
- (5) There is a lack of cooperation and direction between governmental bodies.
- (4) When government employees aren't doing their job supervisors can be fearful that they or their family will be attacked.
- (3) The struggle between "growth" and rural character...
- (3) The business community gets vicious in defense of their interests.
- (3) Key individuals influence power and relationships.
- (3) We don't seem to know how to bridge the gap between the governments of the city and the towns.
- (3) The County has nothing to say about annexations.
- (2) Personal attacks or the feeling of being personally attacked makes it difficult to speak out.
- (2) The fear of personal attack diminishes the quality of available human resources available for government positions.
- (2) It gets to be kind of tough representing people on both ends (Town/City).
- (2) Dollars – intergovernmental aids – everyone wants someone else to pay for it.

- (2) A lot that happens in Winnebago County runs through the Chamber of Commerce which carries a lot of weight and tends to focus in on business issues and not the vision of the County.
- (1) There is a tendency to dismiss the interests of others.
- (1) The infighting among groups is not discussed. It's easy to stop on toes (offend others).
- (1) County Board Supervisors that come from the cities don't seem to march to city councils or Chamber of Commerce orders.
- (1) One jurisdiction's negative action can project the perception that the whole county falls into that category.
- (1) The number of people in the county is greatly weighted by city residents.
- (1) City residents don't have a vision for the county outside of the city.
- (1) People in the County don't appreciate the city.
- (1) People in the cities don't appreciate the County.
- (1) Suspicion of city government and its influence in the county.
- (1) The attitude of "keep out of our business."
- (1) Cities interest in what goes on outside their boundaries – (meddling).
- (1) City use of their statutory power.
- (1) The cities seem to think that the whole county will be urbanized and it will happen on their terms.
- (1) Cities raise heck about developments in the rural areas and the suspicion is that they want developments to be closer to town rather than be well planned.

- (0) Towns approve just about everything that anybody wants (except for the Town of Black Wolf).
- (0) The city seems to “take” over town territory and then screw it up.
- (0) A city executive laughed when asked about the city’s vision for the County and said “What vision?”

The Future of Farming/Agriculture January 20, 2003

Concerns and Issues

- (2) We are losing the local connection between the farmer and the community.
- (2) We are losing our ethic of rural agriculture.
- (2) The offers of price for farmland often outweigh the farmer's ability not to sell.
- (2) We don't have sufficient coaching on how to use land that has lost its former use.
- (1) We haven't delved into what other states are doing and learned from those successes and failures.
- (1) We don't have adequate education for non-farmers on the how-to of purchasing farmland for agricultural and conservation purposes.
- (1) Big farmers don't want the bother of wild-life protection.
- (1) The academic community is promoting large farming over small farming as the only way you can survive.
- (1) Bitterness that the direction of the state does not support small medium farms...
- (1) 70% of farming families don't have adequate health insurance.
- (1) There is a lot that is not going on in the state that, if they were, would help agriculture.
- (1) Dairy farms are being replaced with row crops – row crops erode.

- (1) We are losing large tracts of land that are necessary for large-scale crop farmland.
- (1) We haven't cataloged the farming possibilities.
- (1) The lack of ability of the farming community to engage in difficult and productive dialogue...
- (1) We are not clear that we want farming ... as a community.
- (1) Agricultural pricing is at a disaster level.
- (1) Government programs contribute to the problem.
- (1) The splinter dairy farmer doesn't have a position of strength.
- (1) We are dealing with huge companies that sacrifice small farms to profits.
- (1) The loss of farmland to various government programs shrinks the market for agriculture services.
- (1) This economic continuum spirals down to loss of many other community services.
- (0) We haven't "defined" farming.
- (0) We don't know if we have the resources to accomplish it.
- (0) We don't know what resources we will require.
- (0) We lack the coordinated efforts of county, state etc.
- (0) There's a lack of training in skillful dialogue for farming interests.
- (0) Most farmers will exit agriculture because of lack of profitability.
- (0) We haven't been able to know and apply the "Success" of farming in other areas to Winnebago County.

- (0) Row farms are large acreage.
 - (0) We haven't adequately identified the problem.
 - (0) The farmers haven't been able to put the strength together from a marketing position to do anything.
 - (0) We haven't convinced the major influencers in the state to focus on the major leverage points of improving farming. We are so often lonely pinecones in the forest.
 - (0) We haven't engaged the wisdom of the grass roots in solving farming issues. We haven't reached out to the community in solving farming issues.
 - (0) We don't have land preservation programs that might put a hold on land that we are losing so much of.
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Property Rights

January 20, 2003

Concerns and Issues

- What is there here that protects me from being forced to change.
- Loss of the status quo...
- "Taking" w/o compensation...
- Being nibbled to death by "ducks. (Slow incremental change 'til new generations see something that has changed dramatically as always having been the way it is.)
- We are losing control of our geographic area because government is incrementally killing us.
- We don't have anything to say about wetlands and flood plains.
- Nobody is against the loss of geographic elements to large-scale government but nobody is for it.
- The preservation of recreational/wetlands: Selfishly it doesn't bother many people because it seems to be for the public. However, spiritually it does bother because there is a loss of local autonomy/identity.
- The landowner that sells into the public sphere does not seem to be resented by neighbors.
- There is an abstract sense that this is happening too much – and little resentment of the person who does it.
- Personal identity is being lost to the larger game of group identity.
- Property rights are not lost without compensation because of the "will" of society.

- There seems to be no solution to stopping this.
- Specific allowances/restrictions on such things as set-backs etc. (rock bottom personal space)...
- WINTALC / Winnebago Townships Acting for Local Control.
- It brings the will of society home to your personal property w/o compensation.
- Individual self-expression through private property is being lost.
- The "Board of appeals" should not be lead to needing to make a decision by the stupidity of planning.
- We are not adequately prepared to negotiate the intersection between individual good and public good.
- If they're not going to allow you to do something you've done in the past, they ought to compensate you for it.
- Allowing the "trading" of developing rights across jurisdictional boundaries erodes the sense of local identity.
- The disallowing of the trading of development rights across jurisdictional boundaries enhances local control.
- Insisting or compelling the trading of development rights across jurisdictional boundaries erodes/impinges on local control.
- Citizen voice lacks presence in negotiation at jurisdictional levels.
- Lack of definition of when property rights trump or are trumped by public abuse.
- Property Rights assumes "Room Enough" for everyone's eccentricities.
- Property rights advocates are not spelling out the resolution of clashes between opposing neighbors.
- Bigger crowds moving in all around – is when the rubber meets the road.

- Property rights advocates assume that (all) disputes are handled neighbor to neighbor – not neighbor – to local government – to neighbor.
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The Future of Development

January 20, 2003

Concerns and Issues

- (2) There's going to be a lot of people living in our neighborhood. It will be a different mix.
- (2) Our lack of ability to sustain current industrial/commercial facilities...
- (2) We will put development in areas that will require bringing in resources that exist elsewhere.
- (1) As "urbanites" populate rural areas demands for public investment will increase.
- (1) The clustering of dwellings is a bad solution in terms of the tradition reasons for moving to the country.
- (1) Giant houses on small lots seem not like rural living.
- (1) We don't adequately understand/appreciate the motives of people who are choosing to live in urban environments in rural areas.
- (1) Not sure that the population knows what we're doing with the comprehensive plan.
- (1) Our traditions are being lost because of population expansion.
- (1) The economic changes are forcing social changes, land-use changes etc.
- (1) The opportunities for separation from neighbors are vanishing.
- (1) We don't seem to have processes in place to accommodate the sense of loss of our traditions that arise from expanding urbanism.
- (1) Non-stock farming becomes less profitable for the smaller farmer. The economic balance is challenged. By the same token more farmers will be forced to sell.

- (0) There is no stopping population expansion in the world.
 - (0) It will happen so slowly that we won't feel the shock of it.
 - (0) We don't yet have the foundation laid for this population expansion here.
 - (0) We can't get around doing a land-use plan.
 - (0) The land-use plan may not adequately protect tradition.
 - (0) The "new urbanism" is too close to "communal" living.
 - (0) Increased rural traffic will drive up the public expense.
 - (0) Short term issues vs. long-term impacts.
 - (0) We are inclined to make small exceptions to our plans that gum up the works.
 - (0) Inability to adapt to emerging commercial industrial needs.
 - (0) We struggle with matching particular development to particular areas.
 - (0) Matching development types with available resources.
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The Future of Farming/Agriculture

January 23, 2003

Concerns and Issues

- (13) Planning cannot over-rule the economics of farming.
- (12) We haven't understood the economic root of the farming situation.
- (9) We don't seem to have alternatives to the "sprawl" development.
- (9) The difficulty of finding a balance between the right to farm and the right to sell off bits at a time...
- (9) The future of farming is ConAgra and Archer Daniel Midland financed by metropolitan banks buying or renting your land.
- (7) We don't have farm-zoning ordinance that allows the selling off of "farmettes."
- (5) Urban sprawl will kill us. You have to get bigger while farmland prices are escalating.
- (5) The struggle between farming interests and city folks in the county.
- (5) The "Subdivision Spread of individual homes" is an issue.
- (4) The lack of homogeneity in the county requires more skill in writing the plan.
- (4) "The farmer's shadow on the land as the most valuable asset of the farm" is no longer true.
- (4) The "frequency" of "Scattered" housing...
- (4) We are losing our farms, their open space, and the defining features of Wisconsin.
- (4) Development is encroaching on agricultural land.

- (3) Government intervention causes pricing problems.
- (3) We don't have a vision of what will happen to the farms.
- (3) We are not confident that the planning process will adequately protect the farmer's ability to work traditionally (odors etc) in an evolving urban environment.
- (2) The academic community must also be involved in the shared vision.
- (2) The "Milwaukee/Cedarburg" prices are moving this way.
- (2) The changes we've made are threatened by development.
- (1) The city dwellers don't appreciate what they are losing.
- (1) The "shared" vision will have to include the corporate farms too.
- (1) Farming changes so rapidly – all is obsolete so soon.
- (1) The take-over of small operations by big operations...
- (1) Large corporate farms are creating problems with odors etc.
- (1) Corporate farming "corrections" will burden smaller farms.
- (1) I will be crowded out by housing and not be able to stay in farming.
- (1) Will my children be able to raise my grandchildren in a farming lifestyle?
- (1) Farms will get bigger and more debt ridden. We will have to let it go as it is hoping economy will force people to stay closer to cities.
- (1) Farmers are constantly challenged to be flexible.
- (1) The future of farming in Winnebago County will not allow us to avoid or fight change.
- (1) You can't stay small and you can't get big.

- (1) The grandfather clause on odor etc is at risk.
- (0) Farmers are more and more living beyond their means.
- (0) We are adding and adding and barely making it – we lost \$78,000 last year.
- (0) When I started farming there were 150,000 farms. Today there are 18,000.
- (0) When we reach for our billfold our paradise becomes hell.
- (0) The benefits of farming probably aren't there for the future generations.
- (0) The increase of population requires that we make accommodations for development.
- (0) City people seem to have lost track of the food chain.
- (0) We have lost the "make-it-up, wear-it-out, make-it-do-or-do-without" value.
- (0) We can't afford too many mistakes as farmers.
- (0) We lack population expectations are for pushing people into the farm land...
- (0) The drive to get bigger overloads the farmers with debt and the interest is eating them up.
- (0) The urban refugees' view of your empty acres is his/her vision of a rural/urban paradise. S/he just recognizes that that view has a cost that s/he must bear as well as you.
- (0) Concerns about the future of farming.
- (0) We are at risk of having to sell off our land to make a living.
- (0) Big banks will no longer even look at a small farmer.

The Future of Open Space

January 23, 2003

Concerns & Issues

- (4) If "everybody" wants open space "everybody" should pay for it.
- (3) We're going overboard with the government taking over land and mismanage it because they don't have enough money.
- (3) Keeping open ownership at the local level seems to be jeopardy.
- (3) The competition with government agencies for the purchase of land for open space hurts the farmer.
- (2) We don't have a definition of open space vs farmland.
- (2) Your "open space" is my private property.
- (2) Long-term easements (over 50 years) prevent future owners from having possibly important flexibility for how they might want to use it.
- (1) The public seems to have a notion that they can park the car, get out and go anywhere they want to go just because it is "open space."
- (1) How I use my private property is not your concern.
- (1) So many of our concerns overlap from subject to subject.
- (1) The federal government gobbling up our land.
- (1) City people who want space don't seem to be responsible for it.

- (0) Locking land up in covenants makes it impossible to ever change it.
- (0) Open space is a lot like preservation of farmland.
- (0) Miss the farmers fence lines...
- (0) We don't have enough open space (farm land is excluded from this definition).
- (0) DNR's purchase of good farmland...
- (0) The idea that everybody's farm should be "open space..."
- (0) Who will decide how much open space is needed and where it will be.
- (0) We don't know how to get information to how a private owner can preserve wetlands and share the costs.
- (0) Government purchase of land reduces the tax base.
- (0) Fights with the state go on for years.
- (0) We lack criteria and requirements for maintenance of government owned open space.

Property Rights

January 23, 2003

Concerns & Issues

- (10) Private property rights are being taken without compensation.
- (9) We don't have a definition of property rights.
- (7) What my neighbor does affects the value of my property – kinda through the fence.
- (6) In order to abide by the plans (the way they are tending to go) will financially devastate our farm.
- (6) Infringing on rights granted you are infringing on the constitution and the Bill of Rights.
- (5) The financial burden to the farmer for changing their land use is not acceptable.
- (5) The state's "Smart Growth" initiative does not effect the cities or villages – only towns. This takes away our rights.
- (5) Land use plan is unconstitutional.
- (5) Finding out the hard way we don't have property rights – DOT is destroying my farm for the good of people in Milwaukee and Chicago to get up north faster.
- (4) Towns under County planning do not have the option to opt out without complete revision.
- (4) Various levels of size of agricultural holdings dictates tax differences which tends to divide landholders.
- (3) We have gotten away from the basis of our country as a constitutional republic (rather than a democracy). We have substituted the greatest good for the greatest number – for what originally were individual rights.

- (3) We may own it now. We are stewards of the soil – as owner I know my property.
- (3) It's alarming when a group of people gets into "property rights" discussions and have different definitions.
- (3) The cities/villages are not as invested in this plan as they could be.
- (3) Other counties (Sauk) compensate farmers for keeping their farm agricultural – very well.
- (2) Lack of understanding about what is meant by different levels...
- (2) The County plan does not fit for every town.
- (2) The towns lack equal power in negotiations with the cities.
- (2) The county questionnaire two years ago asked if people wanted to keep things green did not ask "At what cost?"
- (2) We don't have a shared understanding of the definition of property rights.
- (2) As owners and caretakers our desires and wishes are not respected.
- (2) The county does not have a local committee that determines what our rights are.
- (2) I don't understand if we have any property rights.
- (2) Winnebago County is the worst county in the state in relations with the towns.
- (2) Sanitary sewer on my property prevents me from building or otherwise using my land in the way I wish.
- (2) The desire for society to preserve means the society should pay for it.
- (1) We all have to give and take in order to make this community work.

- (1) We don't understand how the plan is a guideline, ordinance or law.
- (1) We don't have clarity as to whose idea and planning is right.
- (1) It's difficult to mediate the conflicting interests.
- (1) It's not understood how property rights may benefit others in the end.
- (1) South Dakota does not have taxes on farms other than house and land.
- (1) State land use assessment law (recently) did not help the farmer.
- (1) Very upset with the County.
- (1) Winnebago County is unique among counties in the way they govern us. This has to be a battle.
- (1) We are dictated to by hired officials and they are lifetime, no way to get back at them.
- (1) We haven't defined where one person's property rights end and the other person's begin.
- (1) We have had a lack of operating at the grass roots and respecting that.
- (1) The cities' authority over towns is misplaced.
- (0) Town officials are puppets of P&Z, County staff.
- (0) We are still a constitutional republic – one person, one vote, got to have that to some extent, don't know how to balance that..
- (0) Everyone has commented basically what the County doesn't want to hear.

- (0) Regulators are making decisions about how we maintain our property.
- (0) Don't know what direction local government is going in regard to this - township & county.
- (0) Farmers are a real minority.
- (0) We're planning to take care of our property and everybody else has authority.
- (0) Concerns and issues re property rights.
- (0) As the owner of my property, I have how many people in the county telling me what to do with it?
- (0) "Plans" often morph into something more than a "plan."
- (0) Our property rights within my survey stakes are not honored.
- (0) Planning/Developing interests wait to pre-empt my ability to realize potential full value for my land (building on gravel deposits).
- (0) We are not passing on to the next generation the rights that came with the property when it was bought.
- (0) The Town of Winchester planning committee tried "commission - by appointment - for limited term" unlike county planning & zoning...
- (0) One person/one vote...
- (0) Farmers' rights and people-living-on-lake-shores' rights disappear severely.

The Future of Development

January 23, 2003

Concerns & Issues

- (7) We can't afford to buy farmland at farmland prices from the farmers' point of view.
- (5) You can't stop development.
- (5) Small houses – small lots...
- (5) We are not keeping development contained to urban edges.
- (5) Agriculture is not getting full price for product.
- (4) Farmers are forced to sell property in order to pay debts.
- (4) Developers are not adequately held accountable for water treatment plants and schools and other public facilities.
- (4) The Wisconsin right-to-farm law is in jeopardy (legal challenges).
- (4) Our nation is founded on the economy (the dollar). As a developer with willing buyer to a willing seller when are you to say I can't?
- (3) Community health is being threatened by arsenic.
- (3) Development is being done without any consideration for pollution and long term effect.
- (3) Farm woodland is being assessed at market value even now.
- (3) By not having discipline in zoning we create new problems with transportation.
- (3) Water pollution from development...
- (3) Development often threatens existing investments.

- (3) There are no developers in this focus group.
- (2) We don't currently have an overview of what will happen in the future.
- (2) There are not sufficient disciplines in place to manage this.
- (2) We are not sticking to our zoning plans.
- (2) Farmland assessed at cropland value is at risk.
- (2) Development is not being kept in the right perspective in relationship to farmland.
- (1) There is a lack of balance between development pressure and property...
- (1) Development seems come unexpectedly and people have a problem catching up with it.
- (1) Winnebago County is experiencing the effects of affluence.
- (0) It's premature to say anything.
- (0) Don't have any concerns yet...
- (0) The difficulty of working through zoning changes is immense.
- (0) Our psychic heritage as a nation is at risk from growth.
- (0) We're not doing enough about beautification of the river way.
- (0) We're not acting skillfully enough to really address the issues.
- (0) Incompatible building styles...
- (0) The powers-that-be are not sufficiently in touch with the grass roots.
- (0) Our elected officials are not here (at this focus group).

Property Rights

January 27, 2003

Concerns & Issues

- (9) Is the community willing to compensate that person (the property owner) to leave the land the way the community thinks it should be left?
- (9) The owners of most of the land (farmers) are greatly outnumbered in the decision making process as to what be done with their land.
- (8) Current governmental decisions regarding property are driven by the almighty dollar.
- (7) When a property is an asset, it's value changes depending on where you are and what the government tells you that you can do with it.
- (7) The difference between property owners of one acre and those of 100 acres – unequal voice...
- (7) The multiplicity of Jurisdictions that begin to limit property rights...
- (6) As the American constitution's Bill of Rights protects our intellectual interactions so do we need a property bill of rights to protect our ownership interests.
- (6) Is land more than a commodity to be bought and sold? Is its value more than its money's worth?
- (5) Within the rural community there is no consensus – people wanting to have the right to develop and those same people struggling with the new concerns of people moving to the rural areas.
- (5) The completed plan (as law) will dictate the future use of land with the possibility of preventing the owner from realizing full potential value.

- (4) The erosion of rights become a "taking" at a certain point.
- (4) The impediment of property rights by municipalities wanting to impede growth.
- (4) Can I buy a piece of property with any assurance that the environment will remain compatible?
- (4) We are ending up with a divided society where people on one side argue for "anarchy" and those on the other side argue for "communism."
- (3) Town government has been eroded from a time when, under state statute, it was the strongest form of government in the state.
- (3) How do we protect the interest of those who chose to live among us because of the environment that existed when they chose to live among us?
- (3) People who have been good stewards of the land are in danger of being penalized.
- (3) Market forces and willingness to sell are causing things to happen we don't want to happen.
- (3) The balance between when the plan comes out - one side of the road is indicated agricultural and the other side is indicated industrial...
- (2) The property owners rights to develop property that in the long run will cost the community lots of money...
- (2) We don't seem to have clarity on where our property rights come from.
- (2) Equitability according to value...
- (2) The contradiction between what we say and how we act or want to act.
- (2) Work to come up with a good balance between community values and property owners' rights...

- (2) The fear of being personally attacked for one's view point.
- (1) Our fear of loss of rights or generating more initiatives to protect them in the state constitution.
- (1) Department of Transportation decisions that change the value of land in and adjacent to their projects.
- (1) The discussion of property rights being able to accommodate property in transition – so that property adjacent to urban areas has “rules” compatible with its status.
- (1) If you don't pay taxes on it, you don't belong in it and you don't have the right to tell me (the taxpayer) what to do with it.
- (1) Changing use of property and who should have the right to do that.
- (1) The lack of skill some citizens feel in the political discussion causes them to be reluctant to talk.
- (0) Does the government give and then take away?
- (0) The lack of predictability of the environment within which property exists...
- (0) Will our comprehensive planning process be another exercise in futility?

Intergovernmental Relations

January 27, 2003

Concerns & Issues

- (6) The lack of a thoroughgoing education/community engagement program keeps us from developing better intergovernmental relations.
- (6) Overcoming the lack of trust between towns, cities, County.
- (6) Sometimes leaders don't want the public involved – because it makes their job harder.
- (6) The lack of trust inhibits intergovernmental relations
- (5) Lack of commitment to aesthetic quality between all levels of government. (hwy corridors etc.) and the private sector.
- (5) The lack of seeking out innovative ways of handling our community infrastructure...
- (5) We don't have a shared (vision) for bringing our governments together.
- (4) We often hear only the side of the story related to zoning, planning and urban sprawl...
- (3) Annexation – towns wanting to keep their borders...
- (3) Citizen involvement at the municipal level.
- (3) We are not having sufficient discussion about specific aspects of community planning and different ways of doing it.
- (3) Public participation is decreasing not increasing.
- (3) How do we engage the public when there is no "crisis?"

- (3) Any lack of integrity multiplies citizen mistrust many times.
- (3) The lack of acknowledgement for the good things leaders have done.
- (1) One misstep of a leader is remembered and spoken to more than many good acts.
- (1) We have no substantial intention to engage the public.
- (1) We haven't created "exciting" eventfulness that draws citizens in.
- (1) We lack taking advantage of the resources of various levels of government.
- (1) City folk pretty much concern themselves with the city.
- (1) The complexity of "tradeoffs" with things such as water access...
- (1) The history of animosity between the City of Oshkosh's former manager and others...
- (1) How can we manage an expanding population without good intergovernmental relations?
- (1) Speaking behind the backs of others...
- (0) For people in the Town of Utica, this comprehensive planning process is just another exercise in futility.
- (0) The perception of the City of Oshkosh as grabbing everything they can...
- (0) When people who want to do something and have struck out with other governmental units they come to the County and that is seen as to the disadvantage of where they had been
- (0) The strong voice against any discipline in community planning.

The Future of Open Space

January 27, 2003

Concerns & Issues

- (9) There appears to be no cohesive coordinated vision for open space in the county.
- (9) We may lose existing open space and open space opportunities.
- (7) How do we share the costs of the farm open space as a benefit to the larger community?
- (6) The ethic of shared responsibility: How does the mass of people jointly share responsibility for the costs of keeping our open space in tact.
- (6) We have a serious lack of continuity in our open space planning efforts.
- (6) We seem to have no formula for determining the desired high, low, medium levels of total acreage devoted to open space.
- (6) Capturing the value of alternate open space such as water filtration systems etc. (marshland).
- (5) We haven't "Packaged" open space for public recognition and consequent public sympathy for it.
- (5) We don't have a strategic plan with short, medium and long-term goals.
- (5) A grave lack of in-depth research and data on public opinion related to open space.
- (5) Our current open spaces are not connected community to community.
- (3) We have no comprehensive plan for linkage among and between open spaces in the county.

- (3) Various kinds of pollution of open space – invasive species, trash, unnatural concentrations of wild life...
- (3) The current fiscal squeeze...
- (3) There is not identifiable champion/leader in the interest of open space in the county
- (2) The “assumed” status of Winnebago County as a state designated “urban county...”
- (2) The sprawl of houses threatens our birds, larger woods, etc.
- (2) As a farmer, how can I afford to keep my open space?
- (2) The planning work that has been done is not always tracked, maintained, implemented or even known.
- (2) Appreciating the diverse functions of open space...
- (2) The quality of our open space suffers – eg. Invasive species – contamination...
- (2) The batteries of troops are not coordinated.
- (1) Violations of open space in private property...
- (1) Flip-flopping of laws (at all levels) that protect wetland.
- (1) The rapidity with which open space is disappearing...
- (1) There is no crafting of the “market” message regarding open space.
- (1) We don’t understand...
- (1) The coordination (if any) among and between federal, state, county, city, town, etc...
- (1) The relationship/juxtaposition/fragmentation of open space elements...
- (1) The desire to keep the farm open as long as \pm live...

- (1) Laws relative to open space are routinely broken.
- (1) If we build on all the farm open land, where will we get food?
- (0) Sprawl is forever.
- (0) How can we plan for a win/win before the development occurs ?
- (0) We don't take advantage of all options.
- (0) List of possible tools for open space preservation:
 - Conservation easements
 - Purchase of development rights
 - Government purchases
 - Non-government organization purchase
 - Land Trust
 - Protective covenant
 - Smart Growth Plans
 - Subdivision and zoning ordinances
 - Individual intentional action
 - Educate the public in open space issues/practice
 - Advocacy organizations
 - Leasing (Pheasants forever)
- (0) Staffing for open space management is probably inadequate.
- (0) Plans are not followed.

The Future of Development

January 27, 2003

Concerns & Issues

(This session did not have time for "voting" on the most important items)

- Duplication of services.
- Spinning our wheels in too many places.
- We are geographically closer to each other than we realize yet act autonomously.
- Lack of understanding as to what the preservation of green space means.
- The loss of physical isolation that supports the personal eccentricities of individual lives.
- The tension between the public good and the rights of property owners.
- The "conflict" of the public good of the City of Oshkosh vs the Town of Algoma vs the private property owners...
- We don't often see the "good" in each other's point of view.
- The constant tension between what's "good" for one and what is not "good" for another...
- The lag in suburbanization between development and efficiency...
- We don't seem to know how to use our natural resources (water, for example) wisely.
- The lack of evenness of enforcement of rules.
- We don't have answers that work for everyone fairly...
- The lack of "predictability" or being able to count on the rules...

- The power of the majority to take property rights from individuals without compensation.
- We lack a shared understanding of the definition of "taking."
- There is a lack of a vision of development in the County.
- The proliferation of big box development and the "geography of nowhere" syndrome.
- The lack of uniformity in the extension of urbanizing elements.
- The lack of sufficient tools in the State of Wisconsin to balance the urbanizing elements as they grow.
- The market is driving development in the opposite direction of any attempt at keeping things to economy of scale...
- The market is driving against density when density gives you the economy of scale.
- The lack of "developer" presence at this meeting/focus group.
- We have not marketing the benefits of living in the city.
- Winnebago County is not involving enough agencies in developing the plans.
- No one is really spear heading the effort of comprehensive planning – it's a mish-mash in Winnebago County.
- The "Plan" when adopted becomes law and is not advisory.
- The intersection between planning and law has not been adequately addressed...
- Open Space...
- There is a lack of information/understanding as to how the plan will affect "me."

- The lack of flexibility in new "ordinance/law" aspect of the plan is scary.
- There is no champion of the planning process.
- Urban sprawl and handling storm water...
- We are not thinking/acting innovatively.
- Our governments don't seem to be conscious of urban sprawl.
- We don't understand why we are here, what we are trying to do...(at this focus group).
- It seems that "we" are all trying to tell land owners what to do with their land.
- To what degree do the people concerned about public good acknowledge and understand the concerns of people committed to property rights?
- To what degree do the people concerned about property rights acknowledge and understand those concerned about the public good?
- We lack a sufficient discussion on the infrastructure of development.
- Planning is an "umbrella" for development and that's where my frustration is.
- We don't have a listing/glossary of development elements in legislation.

The Future of Farming / Agriculture January 27, 2003 (afternoon session)

Concerns & Issues

- (3) There is no strategic plan for guiding the future of agriculture here.
- (2) Agricultural land being eaten by big box churches taking large tracts off the tax rolls – adding to traffic congestion.
- (2) The economics of farming by middleman make it difficult to make it.
- (2) Agriculture is being asked “do you want to take a bullet or do you want to take poison?”
- (2) Zoning laws we have can be changed and sometimes this results in bad development decisions (buildings are built eg. on wet land and then the owner complains about drainage)
- (2) What are the effects the influx of mega farms?
- (1) The trade-off involved in selling farmland for retirement funds isn't worth the loss of farmland.
- (1) How do we interest our youth in farming as a career?
- (1) Having enough land to actually be farmed...
- (1) “New” neighbors sometimes challenge our ability to mesh diverse preferences (smells, dust etc.)
- (1) Lack of knowledge on how farming subsidies work here and how they effect both the farmer and the consumer...
- (1) Runoff from fertilizers etc...
- (1) Traffic patterns and new road construction...
- (1) The shift in the quality of farm life from increased traffic.

- (1) The large new roads are eating up farm land – eventually there won't be any left.
- (1) Finding new partnerships between agriculture and green space people.
- (1) The lack of a shared vision for farming that cuts across all interests of the community.
- (1) There isn't enough new housing development in the central city to curtail new sprawl.
- (1) The "big boxes" seem to take no responsibility for the empty buildings they leave behind when they cut up more land for a new big box.
- (0) Farmers' safety in heavily traveled rural roads...
- (0) Housing keep being built out.
- (0) We don't know enough about genetic engineering.
- (0) In my life time I've seen a lot of farm land be gone.
- (0) Agriculture is a land use plan. Why are other plans so much more important?
- (0) The lack of discipline in planning decisions and siting of commercial enterprises adds cost to transportation.
- (0) There might be a lack of diversity in agriculture in the County.
- (0) Farmland value is "high" at 2,000/acre and that is too pricey to make farming work.
- (0) We might use the money we're using to build roads and highways and reimburse farmers for their retirement.
- (0) Farm issues are not just Winnebago County.
- (0) It's sad that the Amish culture and other traditional farming cultures are being displaced.

- (0) We are caught up in all of the barriers to creative approaches for enhancing the farm land experience.
- (0) Is Winnebago County meant to remain agricultural?
- (0) The eventual loss of farm land will cause the population to starve.
- (0) We seem to live in a futilistic age where we throw up our hands and accept the "inevitable" – at the local level.
- (0) We're going to hell in a hand basket.

The Future of Farming / Agriculture January 27, 2003 (evening session)

Concerns & Issues

- (14) All corridors (highways, water, rail, recreation) with adjacent agricultural land need to be looked at separately.
- (13) Finding the money to keep farmland open: are urban dwellers willing to pay farmers to not develop or subdivide their property?
- (12) The dilemma of retiring farmers needing cash versus the active farmer needing land at reasonable prices.
- (10) Farmers sell wholesale and by retail.
- (10) Development - something we can't change or stop. How do we accommodate all of this?
- (9) Farming in Winnebago County is tied to world markets...
- (7) We can't predict the future of farming.
- (7) Governmental controls as to what agriculture can do - water quality etc...
- (7) The lack of protection of our lands in the context of growth...
- (6) The price of land is getting forced so high that people cannot afford to acquire land.
- (6) The urban folk need to realize that the rural area is agriculture's industrial park.
- (6) People who want to be stewards could lock their land up through protective covenants now - but they still want the ability to get top dollar if they should decide to sell their property in the future - they talk out of both sides of their mouth.
- (6) We don't know if the powers-that-be want agriculture to be strong and viable within the County.

- (5) Major highway corridors have to be looked at differently from the rest of the county.
- (5) There needs to be understanding, respect and appreciation for the people involved in agriculture. Without knowing that how can we address the future of agriculture.
- (5) I understand the need for cash-strapped to sell off small pieces – but I worry about the effects of that on farming.
- (4) How do we deal with the conflicts of people who don't understand farming?
- (4) Farmers – as stewards of soil (farm forever) vs farmers as investors.
- (4) So many “farmers” have to have off-farm jobs to keep farming.
- (4) The comprehensive plan will restrict agricultural land to agricultural buyers – who will in the end be large corporate entities such as ConAra, ADM, etc.
- (3) The high assessment of farmland (being corrected) has for years been a problem.
- (3) Farming is something of the past in Algoma Township.
- (2) If there is no future for farming, then what?
- (1) The U.S. government is involved in ag development in eastern European countries.
- (1) Finding balance between urban/rural.
- (1) Generational changeover of the ownership... we continue to have to deal with land for perpetuity/land for money.
- (1) The future of farming is very bleak in some areas of the county.

- (1) Agricultural land at urban edges also requires special consideration.
 - (1) Farmers are among our best business people/long lasting – cash flow is becoming almost impossible to do.
 - (1) We aren't sure what the future of agriculture is.
 - (0) The agricultural equipment gets bigger on more crowded roads.
 - (0) The struggles of farmers are not because they are not farming well – the outside forces overwhelm them.
 - (0) As a younger farmer, I still see a future. There are a lot of acres – more than we can use for parks or subdivisions.
 - (0) Transfer of developmental rights appears to be the "third rail" of agricultural real estate.
 - (0) We will want to get more skillful at recognizing allies.
 - (0) Property value potential.
 - (0) I used to think that everybody should be able to see their land.
 - (0) We don't understand the pressures of agriculture today big business, low prices – large amounts of money.
 - (0) People worry about rain because they want to play golf and they don't know what's going on out in the field.
-

What Works

As participants described their experiences where they participated in successful activities we listed those techniques that seemed to work well.

OPEN SPACE FOCUS GROUP - **January 20, 2003**

What works?

- **Noticing / Paying Attention**
(I noticed that someone was filling in lakeshore land - apparently to build a bait shop)
- **Personal Accountability**
(I called the Town and asked some questions)
- **Town / Official Action**
(The town checked into it and by the next spring the fill was removed)
- **Personal Investment**
(I contributed my own money to the project)
- **Long Term Commitment**
(We were active in this project for over 50 years)
- **Eventfulness**
(25th Anniversary attracted lots of people and a \$10,000 private grant)
- **Collaboration**
(We sought out other organizations in common cause)
- **Education**
(We involved the School in our project)

DEVELOPMENT FOCUS GROUP - January 20, 2003

What works?

- **Stay open (to others and their ideas)**
 - **Allow others the opportunity to speak their minds**
 - **Pay attention to what we are hearing**
 - **Manage power interplay**
 - **Persistence**
 - **Learn to accept guidance without resentment**
 - **Say "it" with a smile.**
 - **Help constituents to understand why.**
 - **Practice building Consensus / Compromise**
 - **Listen to understand**
 - **Hold respect for the views of other people...**
 - **Take future considerations into account...**
 - **Use education skills...**
 - **Find and provide more and better information...**
-

OPEN SPACE FOCUS GROUP - January 23, 2003

What works?

- **We invited people and they came**
- **People spoke their own mind**
- **We developed a plan and didn't back down / We did edit & change it / It worked at the local level**
- **It took over three years (time)**
- **Meetings, Meetings, Meetings**
- **Meeting with groups and individuals**
- **Mailing out questionnaires and surveys – summarizing the results**
- **Did a "Plus and Minus" paper**
- **Started by "discovering" the interests of our constituency**
- **Everybody worked together**
- **Provided opportunities outside of the meetings for people to add to Plus and Minus sheet**
- **Operated out of self interest that also benefited others**
- **Knew the psychology of the person challenging my interests**
- **Spoke to people of influence regarding the unpredictability of the rule**
- **Distributed petitions**
- **Contacted the media**

INTERGOVERNMENTAL COOPERATION FOCUS GROUP - January 23, 2003

(This list of successful techniques and approaches was generated **instead of** listing "Concerns & Issues" for this particular focus group.)

What works?

- **Reliable / Respectable / Understandable data**
- **Information provided openly**
- **Willingness to communicate**
- **Leadership from the grass roots**
- **Trust**
- **Empathy**
- **Respect**
- **Homework**
- **Focused Aim**
- **The leadership of best interest**
- **An outside critical issue**
- **Costs/benefits of cooperating not cooperating**
- **"Dumbing down" information**
- **The issues/answers are well laid out/organized**
- **A believable small group**
- **Integrity**
- **Eventfulness**
- **Passion, Commitment**

- **Persistence**
- **Leadership**
- **Diversity of interests**
- **Creating one mind**
- **External requirement mandate**

INTERGOVERNMENTAL COOPERATION FOCUS GROUP - January 27, 2003

What works?

- **Follow-through**
- **Cooperation**
- **The Commissioner understands the needs**
- **We have a list of what needs to be done**
- **Mutual decision**
- **Making process**
- **Identity sign (focused project)**
- **Things fell into place**
- **A "landmark" happened**
- **A cross-interest council was in place**
- **Getting involved in an important issue**
- **Got over my skeptical attitude and approached the warden for help – he responded**
- **Ask"**
- **Windshield survey**
- **Observed system practice**
- **Asked for change**
- **Everyone looks good**
- **It's us/me take responsibility**
- **Cooperation**

- **Honest discussion and debate**
- **Get the precise information (measure it)**
- **Backed up request with solid information**
- **Take Personal Responsibility**
- **Articulate a clear vision for the project**
- **Research**
- **Observe**
- **Solicit Cooperation (ask)**
- **Create lists of what needs to be done**
- **Look for people who understand the need**
- **Assemble a cross/interest group**

SUCCESS

(In one session we had enough time for the participants to envision what "success" in the planning process might look like.)

Imagine what will happen by applying these "best practices" that we know work ...

- **We will be ready when a/the crisis happens.**
 - **Our communications will be clear, simple, understandable and on their (the citizens') turf.**
 - **We will be ready with well-researched information that anticipates new questions.**
 - **Leadership will operate with integrity.**
 - **Leadership will put aside past personal baggage and do the right thing.**
 - **Leadership integrity = being able to speak credibly with people who differ.**
 - **There could be more boundary agreements that hold.**
 - **There will be a belief that outcomes benefit all parties.**
 - **We could get an answer to urban sprawl that is satisfactory to cities and rural people.**
 - **City planning departments will talk to towns.**
 - **Suspicion that prevents us from cooperating could be reduced or eliminated.**
 - **Small improvements/step could happen that lead to big positive differences.**
-

OPEN SPACE DEFINITIONS – Jan. 27

(This group took the time to draft some possible definitions for “Open Space”)

Open Space =

- Non-developed land
- Farms
- Golf Courses,
- Some Roadsides
- Closed Landfill
- Lakes
- Streams
- Marsh
- Abandoned Railroads
- In-use Railroad Corridors
- Parking Lots (?)
- Common Areas in Developments

Categories of Open Spaces

- Wild (forests, marshes, etc.)
- Corridor (streams, hwy’s, etc.)
- View-scapes...
- Farms
- Fallow field
- Recreational Properties
- Waters
- Parks

Executive Summary

Winnebago County
Focus Group Sessions
January 2003

Submitted by Bert Stitt, Stitt Facilitations - Madison

NOTES.....about the Executive Summary

Participants

Approximately 50 people participated in this series of Focus Groups. Many participated in several of the focus groups.

Focus Group Format

The focus groups were designed to provide participants with the greatest amount of flexibility still produce written results.

Disclaimer

These Focus Groups were not intended to produce any scientifically measurable data.

Purpose

The purpose of these focus groups was to provide Winnebago County citizens with the opportunity to speak to their concerns regarding the County's Comprehensive Plan and the Planning Process. In addition the purpose was to distill essential direction from these concerns.

The Basics – page 3

What are the basic issue areas? What are the basic issue themes? What are the Techniques and principles that work to address these challenges? And what might success look like?

Concerns and Issues by Subject – page 4

A synopsis of those things that concerned participants about each of the five focus group areas

Concerns and Issues cutting across all subjects – Page 5

Challenges that will require skillful management for a more successful future in Winnebago County

What Works – pages 6 - 8

Those techniques and principles as described by participants that seem to work well for successful outcomes.

Success – Page 9

What might a successful planning process produce?

What is Next?

Those who read this report and want to see a successful planning process might consider looking for ways to apply it's learnings: Become personally accountable for its success, Look for opportunities to collaborate and cooperate, Make sure information is correct, Get more information When ever necessary, Show authentic respect for the opinions of others, Remain flexible, Improve leadership skills, and stay focused on the vision.

The Basics

Concerns and Issues by Subject

Open Space
Property Rights
Intergovernmental Cooperation
Development
Farming / Agriculture

Concerns and Issues cutting across all subjects

Finance
Strife
Planning
Jurisdictional Prerogatives
Leadership & Cooperation

What Works ... to address these challenges?

Collaboration
Skillful Deliberation / Communication
Reliable Research
Diligence
Paying Attention
Personal Accountability
Skillful Leadership
Education
Full Involvement
Vision
Flexibility
Organization
Best Practices
Publicity
External Forces
Respect
Eventfulness

Success – what might it look like?

More skilful leadership
More cooperation
Win/Win conclusions
Readiness for the future

Concerns and Issues by Subject

What areas related to County Planning particularly concern us?

Open Space

Finances
Usage
Threats
Water
Planning
Leadership
Public Opinion
Connectivity

Property Rights

Compensation
Inequity
Jurisdiction
Predictability
Divisiveness
The Constitution
Market Drivers
Land Value

Intergovernmental Cooperation

Public Engagement
Trust
Cooperation
Innovation
Leadership/Vision
Jurisdictional Prerogative
Power

Development

The Market
Planning
Environmental Effects

Farming / Agriculture

Paradox
Development
Vision
Planning/Government
The Price of Land
The Economy
Conflict
Loss

Concerns and Issues cutting across all subjects

What Challenges must we successfully address for the future of Winnebago County?

Finance

Compensation
Market Drivers
Land Values
The Market
The Price of Land
The Economy

Strife

Paradox (want our cake and eat it too)
Conflict
Loss ... of tradition, landscape, farms
Divisiveness
Inequity

Planning

Water
Predictability
Development
Environmental Effects
Connectivity

Jurisdictional Prerogatives

The Constitution ... & its interpretation
Government Planning ... & the citizen

Leadership & Cooperation

Innovation
Power
Vision
Trust
Public Opinion
Public Engagement
Cooperation
Leadership

What Works

What do we know that works based on our successful experiences in other areas of our lives?

Collaboration

- Practice building Consensus / Compromise.
- Everybody worked together.
- Operated out of self-interest that also benefited others.
- Costs/benefits of cooperating not cooperating...
- A believable small group...
- Creating one mind...
- Mutual decision-making...
- Make everyone look good...
- Solicit Cooperation (ask).
- Look for people who understand the need

Skilful Deliberation

- Allow others the opportunity to speak their minds
- Willingness to communicate
- Stay open (to others and their ideas)
- Say "it" with a smile.
- Learn to accept guidance without resentment.
- People speak their own mind (safely)...
- Honest discussion and debate...

Reliable Research

- Find and provide more and better information...
- Mailing out questionnaires and surveys – summarizing the results.
- Started by "discovering" the interests of our constituency.
- Knew the psychology of the person challenging my interests.
- Reliable / Respectable / Understandable data...
- Get the precise information (measure it).
- Backed up request with solid information.

Diligence

- Long Term Commitment -
- Persistence -
- It took over three years (time).
- Meetings, Meetings, Meetings -
- Homework -
- Passion, Commitment -
- Follow-through -

Paying Attention

- Noticing / Paying Attention...
- Pay attention to what we are hearing.
- Listen to understand.
- Windshield survey...
- Observed system practice.
- Observe...

Personal Accountability

- Personal Investment...
- It's us/me who must take responsibility.
- Take Personal Responsibility.
- Get...involved in ... important issues.

Skillful Leadership

- Town / Official Action...
- Manage power interplay.
- Spoke to people of influence regarding the unpredictability of the rule.
- The leadership of best interest...

Education

- Help constituents to understand why.
- Use education skills...
- Information provided openly...

Full Involvement

- We invited people and they came.
- Meeting with groups and individuals...
- Leadership from the grass roots...
- Diversity of interests...
- Assemble a cross/interest group

Vision

- Take future considerations into account...
- Focused Aim...
- Being ready for things to fall into place.
- Articulate a clear vision for the project.

Flexibility

- We developed a plan and didn't back down / We did edit & change it / It worked at the local level.
- Got over my skeptical attitude and approached the warden for help – he responded.
- Asked for change.

Organization

- The issues/answers are well laid out/organized.
- Make a list of what needs to be done.
- Identity sign (focused project) ...
- Create lists of what needs to be done.

Best Practices

- Did a "Plus and Minus" paper.
- Provided opportunities outside of the meetings for people to add to Plus and Minus sheet.
- "Dumbing down" information

Publicity

- Distributed petitions
- Contacted the media

External Forces

- An outside critical issue
- External requirement mandate

Respect

- Hold respect for the views of other people...
- Trust, Empathy, Respect, and Integrity...

Eventfulness

- (Celebrating) making progress...
- A "landmark" happened.

Success

What will happen by applying these “best practices” that we know work?

We will have more skilful leadership

- Leadership will operate with integrity.
- Leadership will put aside past personal baggage and do the right thing.
- Leadership integrity = being able to speak credibly with people who differ.
- Our communications will be clear, simple, understandable and on their (the citizens’) turf.

We will have more cooperation

- City planning departments will talk to towns.
- Suspicion that prevents us from cooperating could be reduced or eliminated.
- Small improvements/steps could happen that lead to big positive differences.

We will have Win/Win conclusions

- There will be a belief that outcomes benefit all parties.
- We could get an answer to urban sprawl that is satisfactory to cities and rural people.
- There could be more boundary agreements that hold.

We will be ready for the future

- We will be ready when a/the crisis happens.
- We will be ready with well-researched information that anticipates new questions.