



Town of Greenville

Land Stewardship Strategy



A Vision for Protecting the Town's Agricultural & Natural Resources

Prepared by:

The Town of Greenville Ad Hoc Land Stewardship Committee
with assistance from the East Central Wisconsin Regional Planning Commission



December, 2011

Abstract

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Executive Summary

The Town of Greenville's Land Stewardship Committee was created in 2011 to further address the Town of Greenville's Comprehensive Plan recommendations pertaining to the conservation and protection of the Town's vast natural and agricultural resources.

This report was prepared by the Committee over a 6-month period with the assistance of the East Central Wisconsin Regional Planning Commission through its Technical Assistance Program. The report details the aspirations of the Committee and sets a direction for further work to implement the vision and goals established in the plan. The report also documents the 'campaign' development process which was used to flesh out the general ideas and concerns with respect to the creation of a town-wide Stewardship Program.



The document provides a framework for the continued advancement and discussion of numerous programs and tools which can be developed and used by the Town to establish a coordinated, effective, and equitable program which touches many facets of the Town's current operations and policies. Through a collaborative approach with other Town Committees, as well as affected stakeholders – including the general public – the Land Stewardship Strategy effectively represents the beginning of a long-term commitment by the Town to proactively address the needs and ideals of its residents.

Five distinct 'focus areas' have been identified in this report for further evaluation, program development and action:

1. **Natural Resource Protection** – Ensuring permanent protection of the town's most valuable natural resources in order to preserve their natural function, protect wildlife, and enhance rural character.
2. **Agricultural Land Protection & Management** - Identify and permanently protect the most valuable agricultural lands within the Town. Also promote or become involved in various land management programs in order to protect natural resources and ensure proper waste management.
3. **Rural Economic Development** - This component answers the basic question of "How can the Town relate small-scale farming to economic development?" The initial focus would be to develop information to show the long term economic benefits of land protection in rural areas.
4. **Preserving Rural Character, Identity and Heritage** - This Focus Area looks at the myriad of 'details' which come into play when trying to preserve the Town's identity, or enhance some of the little-known cultural heritage of the community.
5. **The Land Development Process** - This Focus Area seeks to improve current land use regulations to ensure consistency with the vision established by the Land Stewardship Committee. It is recognized that the Town's Plan Commission is the main entity responsible for this Focus Area, and the Land Stewardship Committee will need to communicate and coordinate adequately with the Plan Commission on matters in this Focus Area.

Background & Overview

The Town of Greenville is a rapidly growing community located in southwestern Outagamie County (west of the City of Appleton) with a population of 10,467 (2010 Census) and growing. Access to the Fox Cities is provided by three main highways running through the Town - Highway 15, Highway 96 and Highway 76. Greenville contains a significant amount of urban/suburban development which is provided with a full array of services, as well as an abundance of rural agricultural lands and natural resource features (i.e. wetlands, woodlands, etc.).



Over the past several decades, the Town has received significant amounts of residential, commercial and industrial growth. While much of the growth had occurred on 'fringe' areas that are provided with sewer and water services, a near equal amount of change in the rural portions of the community have changed the use and character of the Town's rural landscape. Recognizing the need for improving the Town's leadership and involvement with respect to 'land stewardship', this plan was prepared.

The Land Stewardship Strategy was crafted by the Land Stewardship Committee with the assistance of the East Central Wisconsin Regional Planning Commission. The Land Stewardship Strategy was presented to, and approved by, the Town's Plan Commission and Town Board for consideration as an advisory planning document in December, 2011.

Prior Planning Work

The Town of Greenville has been very active in the planning for its future in recent years. In reviewing past town-wide planning projects and policy issues, a number of important efforts are thought to have laid the groundwork for the preparation of the Land Stewardship Strategy. These include, but are not limited to:

- 2001 - Urban Forestry Program initiation;
- 2004 – Development of Town of Greenville GreenPrint Plan
- 2007 – Adoption of Ordinance to Ban Fertilizer Containing Phosphorus
- 2008 - Adoption of Conservation Subdivision Ordinance
- 2009 - Year 2030 Comprehensive Plan
- 2009 – Adoption of "Eco-municipality" Resolution
- 2010 - Sustainability Committee formation
- 2010 - Rain Barrel Program initiation
- 2011 - Community Garden Program initiation
- 2011 (ongoing) - Outagamie County Farmland Preservation Plan Update

Town of Greenville Land Stewardship Committee

The Town of Greenville Land Stewardship Committee was created as an ad hoc committee by the Town Board in April, 2011. The Committee's charge was to investigate and develop the framework for a program and/or individual tools, which would focus on land protection issues as a method to implement the Town's vision for growth and preservation as outlined in its *Year 2030 Comprehensive Plan*. The Land Stewardship Committee consists of the following members:

1. Randy Leiker, Town Chairman
2. Andy Peters, Town Board Supervisor
3. Dave Tebo Town Administrator
4. Jim Ecker, Town Plan Commission
5. Ken Zilisch, Town Plan Commission
6. Greg Kippenhan, Town Plan Commission
7. Dave Johnson, Resident / Outagamie Co. Planning Department
8. Bruce Steinacker, Resident / Agricultural Producer
9. John Julius, Resident / Agricultural Producer
10. Janel Jochman, Resident
11. Tracy Jennerjohn, Realtor - DeWitt Londre
12. Jerry Jentz, Resident / Agricultural Producer
13. Jim Resick, Outagamie Co. UW-Extension / North East Wisconsin Land Trust

The Land Stewardship Strategy's development was facilitated and prepared by Eric Fowle, Executive Director of the East Central Wisconsin Regional Planning Commission with the assistance of Mia Ljung, Intern.

The Committee met a total of five times during 2011 to review and discuss information regarding land stewardship topics and to develop the Land Stewardship Strategy. The following meetings were held during the development of this document:

2011				
MEETING #1 May 16	MEETING #2 June 20	MEETING #3 July 18	MEETING #4 August 29	MEETING #5 November 2
<i>Receive background and introductory information. Participated in Visioning Exercises to establish basis of Land Stewardship Strategy.</i>	<i>Review Visioning Exercise results and draft goal statements. Participate in Stakeholder Mapping Exercise to identify potential areas of public support and concern.</i>	<i>Review of goal and strategy statement. Review of Land Stewardship Strategy Implementation Tool Matrix (Exhibit 1).</i>	<i>Review of preliminary draft Land Stewardship Strategy document. Formulate discussion and recommendations regarding implementation of plan.</i>	<i>Review of final draft Land Stewardship Strategy document. Clarify goals and plan implementation items. Approve for forwarding to Town Plan Commission and Town Board for consideration.</i>

Land Stewardship Campaign Development

The Town of Greenville appointed a special committee, the Town of Greenville Land Stewardship Committee, to explore opportunities for the long-term preservation of important natural and agricultural resources. Following the adoption of the Town's 2030 Comprehensive Plan in 2009, the Town felt that it was time to comprehensively address the use of new tools and techniques that can equitably establish and achieve the conservation and sustainable agriculture vision for the community.

The Stewardship Committee first met on May 16, 2011 to discuss the basic purpose of its existence and begin discussions pertaining to the theories and details of land protection. While previous Town Board and Plan Commission level discussions focused on the potential use and application of Purchase of Development Rights (PDR) and Transfer of Development Rights (TDR), the Committee felt that its work should be broader in scope, partly to illustrate the ultimate role that these two tools will play in the context of a broader, Town-wide strategy for agricultural land protection and conservation.

Committee Vision

The following ideas, terms, and phrases were generated and ranked by the Town of Greenville Land Stewardship Committee during its initial meeting in response to the question: "Why are you interested in being part of this Committee and what do you hope to accomplish in doing so?" The statements generated at the meeting were utilized as a guide in the crafting an overall Vision Statement for the Stewardship Committee and its associated campaign (see sidebar).

# Votes	Statement
5	Preserve/protect 'rural character'
5	Preserve land for future generations
4	Stewardship of agricultural lands
3	Create/Promote an identity for Greenville
3	Preserve scenic open space
2	Mitigate the impacts of growth
2	Support local food concepts (value of farms)
2	Protect water quality & quantity
1	Farms are part of the local economy
1	'Attraction' to the land
1	Preserve wildlife habitat
1	Need to educate the public
1	Becoming difficult to rent agricultural lands
1	Family / generational obligations
1	Recognize tradeoffs & economic impacts of land protection
-	Agricultural heritage
-	Examine creative methods of land protection
-	High rate of agricultural land conversion
-	Develop comprehensive plan implementation tools



Town of Greenville Land Stewardship Committee

VISION STATEMENT

Actively promote the development of a Land Stewardship Program which affirms the identity of the Town by protecting key agricultural and open space resources for our future generations' environmental, economic, and social well-being.

Stakeholder Mapping

As part of any campaign, it is important to have a detailed plan to identify the roles of the most important people on your project - the stakeholders. Stakeholders are defined as anyone (individual or group of individuals) who are affected by the Land Stewardship Strategy. They can be internal or external and they can also be at high or low levels. Stakeholders are crucial to the success of any project and the methods of outreach and/or education may vary amongst them.



The Land Stewardship Committee, at its second meeting, participated in a facilitated exercise to ‘map out’ the various stakeholders and their relationships as they apply to the development and implementation of a comprehensive Land Stewardship Strategy for the Town (see Appendix A for results). “Stakeholder Mapping” is a strategic tool which identifies and assesses the effect of a different individual or group of stakeholders on a project or planning effort. It examines the power (decision-making ability) stakeholders can exert, the relative likelihood of them using that power, and their level of interest regarding the Committee’s activities. The goal of the analysis is to gauge which stakeholder or group of stakeholders has the greatest potential to affect the Land Stewardship Committee’s work, and therefore decide which stakeholders will need particular attention. Projects and other initiatives can only be considered successful when their key stakeholders acknowledge they are a success. This requires the Committee to effectively engage with each of these individuals/groups to understand and respect their ‘expectations’ and then, deliver the outcome to meet or exceed these ‘expectations’.

Collaboration and coordination was a key theme identified during the Stakeholder Mapping process. It was acknowledged by the Committee that the Town cannot achieve its goals without the proper alignment of the Town Board, various Committees, County programs and regulations, existing Town programs, and the general public.

Committee Goals, Objectives & Strategies for Success

An initial exercise was conducted with the Land Stewardship Committee to flesh out goals and related (potential) objectives that should be considered in the preparation of a formal Land Stewardship Program(s). The following statements were generated (and subsequently modified by staff and the Committee) to provide direction, or in some cases, a set of principles, that can periodically be referred to as new programs are developed and implemented. The Land Stewardship Committee should periodically review these goals to ensure that they are consistent with the community’s ideals and intent.



GOAL #1. Develop a program(s) for the community as a whole, not for an individual (or sub-set of individuals), noting that education will be a key component.

OBJECTIVE 1.1: Plan for the good of everyone and everything.

OBJECTIVE 1.2: Get community buy-in.

OBJECTIVE 1.3: Balance protection needs with forecasted demographics, development projections and trends.

OBJECTIVE 1.4: Be persistent with respect to land stewardship and land management activities on all fronts.

OBJECTIVE 1.5: Educate community on short and long-term impacts of proposed program(s).

OBJECTIVE 1.6: Actively engage with state, county, regional, and other localized efforts so as to ensure good horizontal and vertical consistency of policies and programs.

OBJECTIVE 1.7: Program empowerment and enforcement are critical and necessary for success.

Strategies for Success

- *Integrate topics/tours, etc. into meetings, events, etc.*
- *Use local newspapers as "Greenville Looking Forward" Promote the fact that the Town is being proactive (create an atmosphere for this!).*
- *Conduct "Town Hall" meetings, perhaps "Southern Style" in format (stations for each facet).*
- *Use existing examples and bring in outside educational speakers for each strategy.*
- *Become educated (and educate residents) on specialty farming activities/opportunities.*
- *Better understand the value of land as a commodity (from agricultural and a development perspective).*
- *Better understand the science of crop yields and technology with respect to agricultural productivity.*
- *Improve understanding of manure management capacities for lands within the Town.*
- *Maintain communication with neighboring communities regarding the Town's stewardship planning and implementation efforts.*
- *Develop a sensible review, approval, and reporting procedure that empowers the Land Stewardship Committee in a positive manner to successfully implement programs.*
- *Ensure that staff are provided to enforce any new program or policy requirements.*
- *Provide opportunities to get residents out to local farms so they can connect/re-connect with agriculture.*
- *Promote and support good land management efforts on private lands.*

GOAL #2: Promote rural economic development opportunities and ensure that new programs make economic sense for landowners, residents, and businesses.

OBJECTIVE 2.1: Develop alternative options to the active farmers' "my retirement is in the land" argument, thereby creating mutual gains.

OBJECTIVE 2.2: Keep the town's tax burden low while implementing program(s).

OBJECTIVE 2.3: Promote and support voluntary methods for landowners to achieve their own stewardship and financial goals.

Strategies for Success

- *Develop an independent campaign that links economic development with the plan's goals.*
- *Promote Greenville as being friendly toward small farming operations, while supporting larger operations and related commercial and industrial uses.*



GOAL #3: Promote and foster the permanent protection of the Town's natural resource base.

OBJECTIVE 3.1: Maintain Comprehensive Plan vision to protect areas with plentiful natural resources.

OBJECTIVE 3.2: Protect critical masses of land-based natural resources to make natural functions viable using the principles of green infrastructure.

Strategies for Success

- *Keep areas identified in Comprehensive Plan intact for agriculture.*
- *Direct the character and quality of residential subdivisions in natural areas.*
- *Promote and support good land management efforts on private lands.*

GOAL #4: Promote and foster the permanent protection of agricultural lands within the Town.

OBJECTIVE 4.1: Maintain Comprehensive Plan vision to Protect areas with plentiful agricultural resources and opportunities.

OBJECTIVE 4.2: Protect vast, contiguous tracts of agricultural land for compatible rural development and to promote rural economic development opportunities.

OBJECTIVE 4.3: Coordinate with the Town Plan Commission on development issues in order to coordinate stewardship activities in a sensible manner.

OBJECTIVE 4.4: Leverage existing farm family relationships and provide support for family farming efforts.

Strategies for Success

- *Keep areas identified in Comprehensive Plan intact for agriculture.*
- *Ensure consistency of decisions with the current Comprehensive Plan.*
- *Direct the character and quality of residential development in agricultural areas.*
- *Increase development densities in the urban portion of the Town or for new development using incentives.*
- *Discourage rural residential development via the Certified Survey Map (CSM) process that has negative impacts on farmland use or agricultural activities.*

- *Support the development of a 'maximum lot size' or 'setback' changes in the CSM process to ensure appropriate home siting within respect to agricultural uses.*
- *Promote and support good agricultural land management and waste management efforts on private lands.*

GOAL #5: Further define 'identity' and 'rural character' as it pertains to the Town of Greenville.

OBJECTIVE 5.1: Town government and citizens should understand and enjoy the physical environment of the Town.

OBJECTIVE 5.2: Understand and foster a sense of community recognizing established rural family values.

Strategies for Success

- *Seek education and opportunities to define and build awareness of these issues.*
- *Provide opportunities for residents and visitors to explore and experience the natural and agricultural resources of the Town of Greenville.*

Proposed Land Stewardship Campaign and Recommended Focus Areas

The Committee reviewed the various statements, thoughts, and project ideas developed from previous meetings and crafted an overall framework for building a comprehensive and effective 'campaign' for land protections. After reviewing the exercise results from previous meetings, five strategic focus areas were agreed upon for further evaluation, development and action:

1. **Natural Resource Protection & Management** – Ensuring permanent protection and wise management of the Town's most valuable natural resources in order to preserve their natural function, protect wildlife, and enhance rural character.
2. **Agricultural Land Protection & Management** – Identify, permanently protect, and wisely manage, the most valuable agricultural lands within the Town. Also promote or become involved in various land management programs in order to protect natural resources and ensure proper waste management.
3. **Rural Economic Development** - This component answers the basic question of "How can the Town relate small-scale farming to economic development?" The initial focus would be to develop information to show the long term economic benefits of land protection in rural areas.
4. **Preserving Rural Character, Identity and Heritage** - This Focus Area looks at the myriad of 'details' which come into play when trying to preserve the Town's identity, or enhance some of the little-known cultural heritage of the community.
5. **The Land Development Process** - This Focus Area seeks to improve current land use regulations to ensure consistency with the vision established by the Land Stewardship Committee. It is recognized that the Town's Plan Commission is the main entity responsible for this Focus Area, and the Land Stewardship Committee will need to communicate and coordinate adequately with the Plan Commission on matters in this Focus Area.

Throughout the course of Committee discussions, a number of specific ideas, with respect to 'tools' or 'techniques' that could be used to further the five Strategic Focus Areas were mentioned and logged for future use. These ideas seemed to distribute themselves naturally amongst the five Focus Areas, with some being applicable for more than one focus area. Exhibit 1 illustrates the overall Land Stewardship Strategic Focus Areas in a graphic format and clearly summarizes:

- the acknowledgement of other Committee roles;
- the potential range of tools to be considered over time;
- the actions which need to occur for each tool described;
- the likely result of the action (i.e. voluntary vs. regulatory), and;
- the prioritization of the Committee's recommendations.

The Committee, when considering their priorities for conducting activities from these lists, considered the timing of the project with respect to the overall context of building a new 'program' from scratch. For instance, which items will move them toward the identified goals, while at the same time; provide them (or the community) the benefit of generating additional information which can be used to support future efforts. The proposed implementation schedule for the program's development is contained in Exhibit 2.

Exhibit 2: Stewardship Program Proposed Implementation Schedule

Implementation Project	Responsibility For Project	2011	2012					2013			
		4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
Seek Town Board Approval of Strategy & Permanent Committee Status	Land Stewardship Committee										
Plan for Stewardship Strategy "Rollout" to Public / Program Branding	Land Stewardship Committee										
Agricultural Data Collection / Farm Typology / Feasibility of Farming Analysis	Land Stewardship Committee / Intern (Mia Ljung)										
Start a "Farm Days" Event	Land Stewardship Committee										
Community Education Series	Land Stewardship Committee / UW-Extension / ECWRPC										
Discuss/Develop Possible Purchase of Development Rights Ordinance / Program	Land Stewardship Committee / Plan Commission / ECWRPC										
Discuss/Develop Possible Transfer of Development Rights Ordinance / Program	Land Stewardship Committee / Plan Commission / ECWRPC										
Development of Agricultural Market / Local & Regional Food System Opportunities	Land Stewardship Committee										
Working Lands Initiative (Tax Credits/AEA) & Separate PACE Program Development	Land Stewardship Committee / Plan Commission / UW-Extension / ECWRPC										

Community Food System Planning

Throughout the meeting facilitation process, conversations routinely turned to the concept of community food systems planning. One definition of community food system planning is provided by the American Planning Association as follows:

The collaborative planning process of developing and implementing local and regional land-use, economic development, public health, and environmental goals, programs and policies to:

- *Preserve existing and support new opportunities for local and regional urban and rural agriculture;*
- *Promote sustainable agriculture and food production practices;*
- *Support local and regional food value chains and related infrastructure involved in the processing, packaging, and distribution of food;*
- *Facilitate community food security, or equitable physical and economic access to safe, nutritious, culturally appropriate, and sustainably grown food at all times across a community, especially among vulnerable populations;*
- *Support and promote good nutrition and health, and;*
- *Facilitate the reduction of solid food-related waste and develop a reuse, recovery, recycling, and disposal system for food waste and related packaging.*

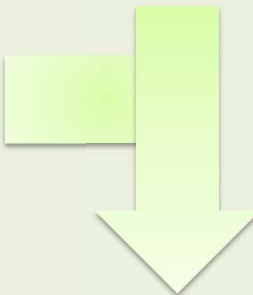


Food system planning can easily be visualized in a number of different ways. Numerous diagrams and flow-charts exist for which to describe this process and its components and, most have elements that are common to one another, although they may vary in complexity. An example of a food system diagram is shown in Exhibit 3.

While the ultimate focus of this report's strategies is to preserve and protect important agricultural and natural areas within the Town of Greenville, it is recognized that the Stewardship Committee needs to tie its efforts to community food systems planning so as to achieve a broader community benefit which, in effect, further enhances the value of the land protection efforts.

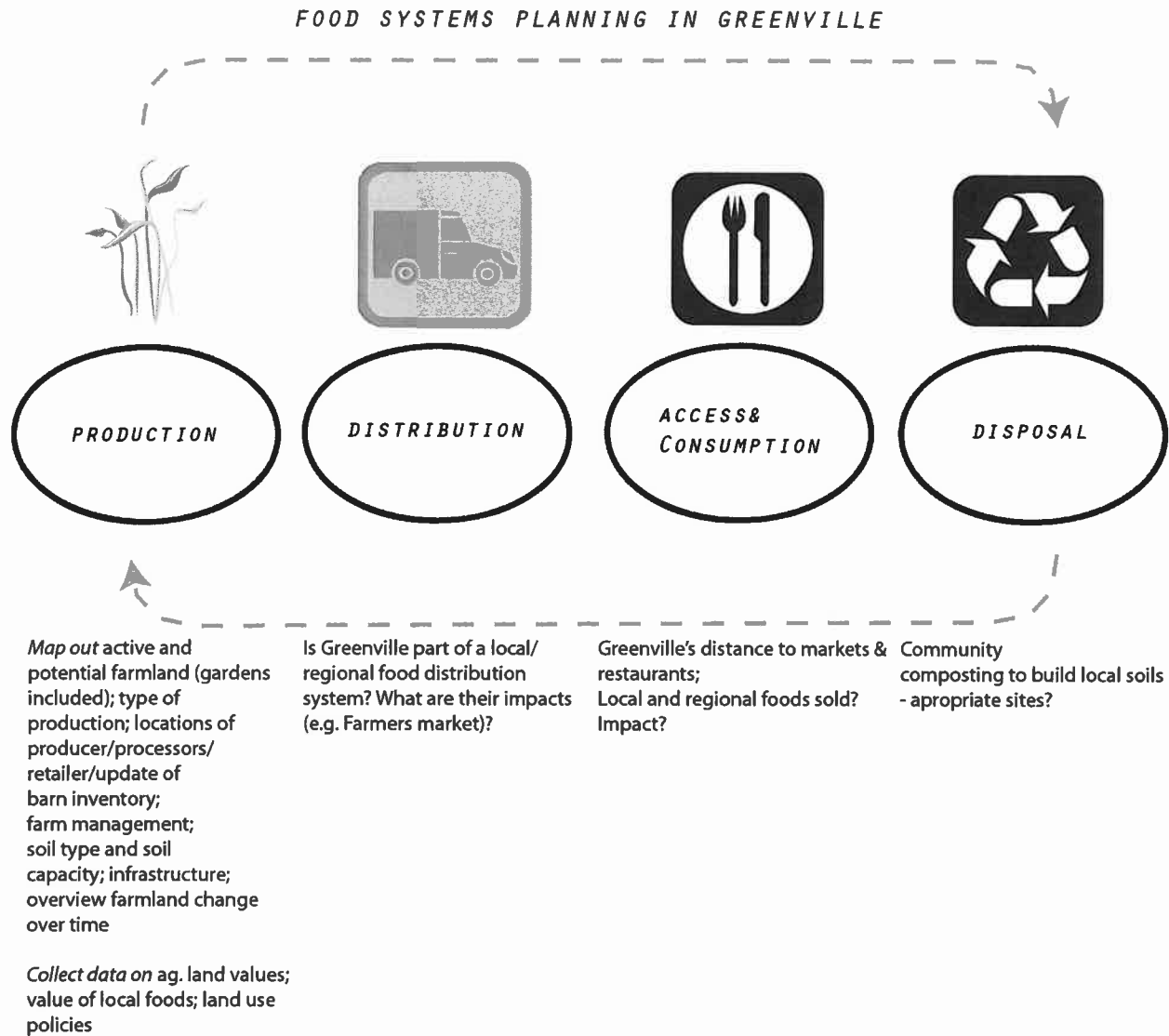
Various recommendations and strategies exist that relate to the collection of data. This data will be used to assess conservation values and economic development potential associated with these areas and; once developed, it will begin to paint a picture of the Town's (region's) community food system (or perhaps lack thereof). The Land Stewardship Committee therefore needs to be prepared to discuss these topics in more detail, perhaps in concert with the Sustainability Committee and other local groups (Sustainable Fox Valley, East Central RPC, UW-Extension, etc.) who are trying to foster this type of planning.

Exhibit 1: Land Stewardship Committee Strategic Focus Areas

	"Growing Greenville" ...Strategic and Integrated Campaigns for.....				
	Natural Resource Protection	"Food Systems Planning"		Preserving Rural Character, Identity and Heritage	The Land Development Process
Agricultural Land Protection		Rural Economic Development			
Spectrum of Tools Available	EDUCATION FOR THE COMMITTEE & THE GENERAL PUBLIC				
	Comprehensive Plan (Reg., Co. & Local)	Comprehensive Plan (Reg., Co. & Local)	Comprehensive Plan (Reg., Co. & Local)	Comprehensive Plan (Reg., Co. & Local)	Comprehensive Plan (Reg., Co. & Local)
	GreenPrint Plan	GreenPrint Plan	GreenPrint Plan	GreenPrint Plan	GreenPrint Plan
	Zoning Ordinance	Zoning Ordinance (A-1 Zoning Concerns & Education)	Zoning Ordinance	Zoning Ordinance	Zoning Ordinance (A-1 Zoning Concerns & Education)
	Subdivision Ordinance	Subdivision Ordinance	Subdivision Ordinance	Subdivision Ordinance	Subdivision Ordinance
	Conservation Subdivision Ordinance	Conservation Subdivision Ordinance	Farm Fresh Atlas	Conservation Subdivision Ordinance	Conservation Subdivision Ordinance
	Conservation Reserve Program (CRP)	Conservation Reserve Program (CRP)	Community Garden Program	Site Plan Review	Outagamie Co. Farmland Preservation Plan
	Urban Forestry Program	Airport Zoning Overlay	Culinary Kitchen of the Fox Valley	Barn Preservation	Airport Zoning Overlay
	Shoreland Zoning	Livestock Siting Regulations	Farmer's Market / Local Foods Opportunities	Yellowstone Trail Development	NR-121 Sewer Service Area Plan
	Wetland Reserve Program (WRP)	Access Control Ordinance	Rural Economic Development Initiative: <i>Data Collection: Ag. Land Values, Economic Impact, Producer's/Retailer Inventory, Value of Local Foods/Land Value Capitalization (to incentivize diversified farming), Waste Spreading/Land Capacity</i>	Visual Preference Survey	ATCP 51 Livestock Siting (& Other Animal Restrictions)
	Rain Gardens / Rain Barrel Programs or Requirements	Family Transfers & Deed Restrictions		Viewshed / Vista Protection	Lot Size & Density
	Agricultural Buffers / Habitat Programs	Outagamie Co. Farmland Preservation Plan	Start a "Farm Days" Event	Use of Placemaking Concepts & Policies	Service Provision
	Use/Promotion of Existing Land Trusts	Purchase of Development Rights (PDR) Program	Development of Target List of Ag. Market Opportunities		Site Plan Review
	Ag. Nutrient Management Plans	Transfer of Development Rights (TDR) Program	Working Lands Initiative (Tax Credits / PACE Program)		Purchase of Development Rights (PDR) Program
	Groundwater Recharge Area Protection	Working Lands: Agricultural Enterprise Areas (AEA)	Explore supportive program for 'beginning farmers' initiative (e.g., land lease matching, etc.)		Transfer of Development Rights (TDR) Program
	Forestry (non-urban) Programs	PACE (Purchase of Agricultural Conservation Easements) Program Development	Greenbelt Plan Development / Marketing		Use of Placemaking Concept / Policies
	Wetland Zoning	Develop and Use Innovative "Farmer/Homeowner Associations"	 <i>Rural Economic Development was recommended by the Committee as the first strategic campaign (see branding example at right), as it can serve to educate residents and employers within the community. This, in turn, will create a broader understanding for the development of other new programs, some of which may be listed here.</i>	Use Full Cost Accounting for Development Impact Reviews (e.g., loss of ag land, traffic, field access, speed limits, etc.)	
	Wellhead Protection Plan	Conduct "Ease of Farming Analysis" Taking into Consideration Traffic Countys, Distance to Rented Fields, Nuisance Probability, etc.		 <i>Recognized as primarily a Town Plan Commission responsibility. Land Stewardship Committee to coordinate with the P.C. with as necessary.</i>	
	Natural Stormwater Management	Waste Management			
	Purchase of Development Rights (PDR) Program	 <i>The protection of lands can start almost immediately through active participation in the County FPP process and the development of two 'voluntary' ordinances which allow the Town to allocate and distribute 'development rights' at the discretion of the</i>			
	Transfer of Development Rights (TDR) Program				
	Low Impact Development (LID)				
	Identify culvert locations for wildlife movement improvements				
	Develop and Employ GreenStreets Policies and Concepts				

"TOOL" LEGEND		ACTION REQUIRED	
CURRENTLY USED BY TOWN	→	ENHANCE	
LIMITED USE BY TOWN	→	FURTHER DEVELOP OR ENHANCE	
POTENTIAL FUTURE TOOL	→	DEVELOP & IMPLEMENT	
Note: Bolded text infers that new town-wide policies and/or regulations would likely be necessary to implement the item. All other items are voluntary in nature.			

Exhibit 3: Food Systems Planning Diagram



Source: Mia Ljung, 2011.

Branding and Marketing a Stewardship Program

Many local or regional stewardship and/or food system planning efforts have used traditional branding and marketing strategies to build support, momentum and capacity for their programs. Catchy names, graphics, promotional materials and the like are typically developed so as to create a positive identity for the community's collective efforts at generating interest and making the program part of the 'social norm'. It is recommended that the Land Stewardship Committee consider the opportunities available to do similar branding and marketing efforts and to integrate them into the various activities conducted by the Committee in the future.

As an example, East Central staff has crafted one possible 'branding' initiative deemed "*Growing Greenville*" (see Exhibit 4 below). Growing Greenville is a play on words referring to both the 'growing' aspect of crops and local food, as well as an acknowledgement of still being able to accommodate 'growth' in terms of new development and business creation in a manner which is responsible and reflects the goals of the Comprehensive Plan. This only serves as an example and the Land Stewardship Committee should spend additional time exploring ideas for the branding, marketing and promotion of the broad land stewardship effort.

Exhibit 4: Example 'Brand' for the Land Stewardship Strategy



APPENDIX A

Stakeholder Mapping Exercise Results

The Land Stewardship Committee was split into two groups and each was asked to write down their ideas on internal and external stakeholders. Using large pieces of paper and colored markers, the groups began to write down their ideas and natural 'categories' of stakeholders were thusly formed. In some cases, interconnections between stakeholder groups were recognized. Exhibit A-1 illustrates the results of the stakeholder mapping exercise from both groups.

Interest/Power Assessment

A further analysis of the Land Stewardship Committee's result was conducted by East Central staff using a hybrid mapping technique that is typically undertaken in a more 'corporate' setting. After all, the Land Stewardship Strategy, once developed, will be a 'product' that needs to be 'marketed' to the identified stakeholders and the community as a whole.

Simply put, the stakeholders which were identified from the previous exercise were categorized on a simple graph/chart which rates their level of interest against the power they possess to exercise those interests. Exhibit A-2 illustrates the basic structure of the graph/chart, while Exhibit A-3 incorporates both the Committee results and the graph structure.

Exhibit A-2



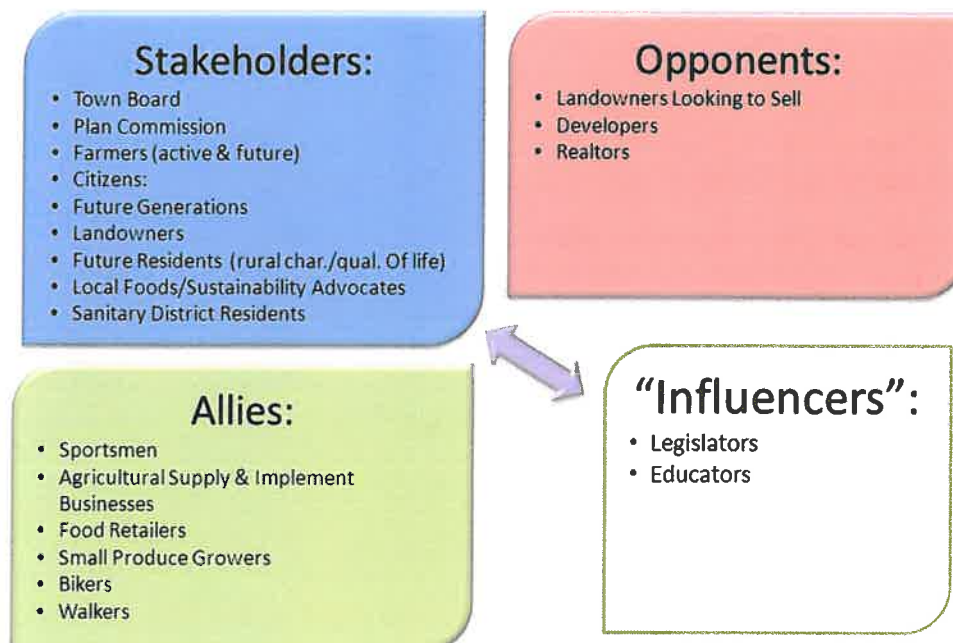
Source: G. Johnson & K. Scholes, *Exploring Corporate Strategy*, Financial Times/Prentice Hall, 2002.

Exhibit A-1

Town of Greenville Land Stewardship Committee
Stakeholder Mapping & Analysis
Group 1



Town of Greenville Land Stewardship Committee
Stakeholder Mapping & Analysis
Group 2



Using this methodology, the stakeholders can be broadly divided into four groups as follows:

- **Group A (low interest/low power)** - The Committee may require little or no effort to be focused on this group. The stakeholders pose no threat due to a lack of both interest and power.
- **Group B (high interest/low power)** - This group, although having a high interest, has little power to exercise control so they can be maintained through the management of information to keep them informed of company events.
- **Group C (low interest/high power)** - This group may or may not realize the degree of effect they have over the Stewardship Strategy and therefore must be kept satisfied. However, because of their low interest in events, they are unlikely to cause significant disruption.
- **Group D (high interest/high power)** - The Committee must try to satisfy this group first and foremost as they have the power to effect the Land Stewardship Strategy and a high degree of likelihood that they will use their power.

For example a stakeholder who is greatly interested, but exercises little power, may only require a newsletter to keep them informed of events. Alternatively, a major stakeholder, wielding both power and interest, may demand direct involvement in any big decisions. The Land Stewardship Committee can use this to prioritize and focus their efforts to maximize the effectiveness of their stakeholders' interest and power on big strategic decisions.

Exhibit A-3
Interest/Power Structure of Land Stewardship Strategy Stakeholders

