

South Mountain Collaborative Draft Work Plan

This draft work plan represents the Collaborative’s efforts over the past three months to create a shared vision, develop joint goals, and identify strategies to implement each goal. The Collaborative also spent time prioritizing the goals and strategies to further define resources, roles, partners and next steps for some. This work plan will continue to be a “work-in-progress” as the members gather information about the region’s needs, strengthen their relationships, and bring more partners into the Collaborative.

I. Members of Collaborative:

Rob Thaeler	Adams County Planning
Amy Weidensaul	Audubon Pennsylvania
Susan Richards	Capital Resource & Conservation Development
Claire Jantz	Center for Land Use & Sustainability, Shippensburg University
Shireen Farr	Cumberland Area Visitors Bureau/Cumberland Area Economic Dev. Corp.
Stephanie Williams	Cumberland County Planning
Mike Eshenmann	DCNR Internal SMP Lead
Elizabeth Grant	Franklin County Planning
Janet Pollard	Franklin County Visitors Bureau
Gail Witwer	Partnership for Better Health
Anne Walko	York County Planning
<u>Katie Hess</u>	<u>Staff, SMP</u>

II. Vision:

The South Mountain region will offer residents a healthy, sustainable economy and a clean environment for them to enjoy ample career and recreational opportunities. Building on local assets and in harmony with the local environment, the region will engender pride of place among locals and visitors alike.

III. Goals & Strategies:

The Collaborative developed four goals to describe what they will do to help advance the Vision:

- A. Provide strategic direction to the South Mountain Partnership.
- B. Further economic health of the South Mountain Region.
- C. Further public health to ensure wellbeing of individuals and the South Mountain landscape.
- D. Further environmental health in the South Mountain region with a focus on water quality.

This section of the workplan outlines for each goal:

1. What are the key problems we are trying to solve.
2. Barriers to achieving the goals and strategies to address them
3. What we need to implement each strategy
4. Collaborative’s Strengths, Weaknesses, Opportunities and Threats in achieving the goals

Goal A: Provide strategic direction to the South Mountain Partnership.

1. What are the key problems we are trying to solve?

Determining what is next for South Mountain Partnership

- For SMP-activity wise and programmatically
- In terms of organizational structure and funding

2. Barriers and Strategies

Barriers to Solving Problems	Strategies to Address Barriers
Interaction will be needed between SMP CBI and the Leadership Committee.	Strategy A1: Leadership Committee reviews CBI goals and strategies and provides input on SMP’s vision and goals.
	Strategy A2: Identify formal relationship between CBI group and Leadership Committee, communications structure, reporting, etc.
	Strategy A3: Identify a space for CBI group to interact with Partnership as a whole. Communicate via newsletter and other existing forums, and get input via polling and other avenues.
Not much precedent for public-private partnerships and large landscape initiatives within the conservation world. So established pathways for maturity aren’t clear.	Strategy A4: Hire a consultant to explore and recommend a business plan, organizational structure, etc.
	Strategy A5: Speak with similar organizations.

3. What will it take to implement Strategies?

	Resources Needed: Time of Leadership Committee (LC)
	Lead SMP Organization:
	Partners:

<p>Strategy A1: Leadership Committee reviews CBI goals and strategies and provide input on SMP’s vision and goals.</p>	<p>Timeline and Milestones:</p>		
<table border="1"> <tr> <td data-bbox="207 741 423 779">Goal A.</td> <td data-bbox="423 741 602 779"></td> </tr> </table>	Goal A.		
Goal A.			
<p>Strategy A2: Identify formal relationship between CBI group and Leadership Committee, communications structure, reporting, etc.</p>	<p>Resources Needed: Katie’s time, LC Mtg time</p> <p>Lead SMP Organization:</p> <p>Partners: SMP Leadership Committee</p> <p>Timeline & Milestones:</p>		
<p>Strategy A3: Identify a space for CBI group to interact with Partnership as a whole. Communicate via newsletter and other existing forums, and get input via polling and other avenues.</p>	<p>Resources Needed: CBI group create questions for survey; Katie’s time to create survey and collect data</p> <p>Lead SMP Organization: LC and CBI</p> <p>Partners: All partners, Partner’s listservs</p> <p>Timeline & Milestones:</p>		
<p>Strategy A4: Hire a consultant to explore and recommend a business plan, organizational structure, etc.</p>	<p>Resources Needed: Money and the right type of consultant</p> <p>Lead SMP Organization: SMP</p> <p>Partners: CBI group, LC, Partners, community</p> <p>Timeline & Milestones:</p>		

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Strategy A5: Speak with similar organizations	Resources Needed:
	Lead SMP Organization:
	Partners:
	Timeline & Milestones:

4. Collaborative's SWOT Analysis for Goal A

<p><u>Strengths</u></p> <ul style="list-style-type: none">-overlap w/ LC-diversity of organizations-diversity of perspectives-play well together-level of trust	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">-distractions of day to day-concern about changes in dynamics-too comfortable w/ BAU-lack of clarity around Collaborative/LC/SMP
<p><u>Opportunities</u></p> <ul style="list-style-type: none">-capacity bld and technical services-chance to clarify identity and new direction-vacancies on LC to re-energize and provide value-explore size and composition of LC	<p><u>Threats</u></p> <ul style="list-style-type: none">-loss of momentum with change of participants-moving forward after PH 1-loss of momentum of SMP – are we stuck?-geographic [organizational] scope and pushing out [value] from core

Goal B: Further economic health in the South Mountain region.

1. What are the key problems we are trying to solve?

- Lack of understanding from economic development community of what more holistic “economic health of communities” means.
- Lack of understanding on community level of what economic development priorities and intricacies are.
- Lack of regional promotion of the South Mountain region.

2. Barriers and Strategies

Barriers to Solving Problems	Strategies to Address Barriers
<ul style="list-style-type: none"> - Mutual lack of understanding between economic development professionals and South Mountain Partnership. - Tourism dollars are tied to local (town / county) jurisdictions. 	<p>Strategy B1: Convene economic development and tourism promotion partners to discuss holistic economic health of communities and how to increase broad awareness of the South Mountain Partnership.</p> <ul style="list-style-type: none"> - explore how to grow our regional economy with the least amount of physical growth. - connect with local planners to explore / educate the relationship between zoning and economic growth - use speakers series - outreach - conservation action
<ul style="list-style-type: none"> - Towns are operating in individual silos and aren’t relating to the regional identity. 	<p>Strategy B2: Develop regional economic development strategy through themes overlay that is aligned with South Mountain Partnership themes (4 landscape resources).</p> <ul style="list-style-type: none"> - Tied into landscape assets, agriculture, cultural heritage, community health - informed by county comprehensive plans - SMP overlays reflected in county comprehensive plans - Focus on agriculture and forestry as an economic driver and benefit to the community. - Create a sense of place out of the economic strengths of the region

	<p>Strategy B3: Develop a regional tourism promotion strategy that incorporate SMP themes and fund the deployment of regional tourism strategy based on B1 and B2. (Aligned with SMP Mission & Goals)</p>
	<p>Strategy B4: Develop South Mountain Community Program</p> <ul style="list-style-type: none"> - affiliate towns with the region’s identity - gateway towns connecting experiences from one town to another

3. What will it take to implement the Strategies?

<p>Strategy B1: Convene economic development and tourism promotion partners to discuss holistic economic health of communities and how to increase broad awareness of the South Mountain Partnership.</p>	<p>Resources Needed: ID targeted one-on-one communicators; Group summit; Janet and Shireen tag-team to get York & Adams engaged</p>
	<p>Lead South Mountain Partnership Organization: by county, a co-lead for each planning dept.; CVVB & FCVB</p>
	<p>Partners: EDCs, Plng Depts, Co. Commission liaison to EDC, chambers; CUBs, DCED tourism Director</p>
	<p>Timeline & Milestones: 3-5 years</p>
<p>Strategy B2: Develop regional economic development strategy through themes overlay that is aligned with South Mountain Partnership themes (4 landscape resources).</p>	<p>Resources Needed: Facilitator, national level expert on best practice, consultant for strategy document, funding</p>
	<p>Lead South Mountain Partnership Organization: SMP – Katie with Organizational committee</p>
	<p>Partners: EDC, Plng Dept, County Commissioner liaison, chamber</p>
	<p>Timeline & Milestones: 3-5 years</p>

<p>Strategy B3: Develop a regional tourism promotion strategy that incorporate SMP themes and fund the deployment of regional tourism strategy based on B1 and B2.</p>	Resources Needed: Funding to define product/tie SMP; \$\$ to deploy
	Lead South Mountain Partnership Organization:
	Partners:
<p>Strategy B4: Develop South Mountain Community Program</p>	Timeline & Milestones: 3-5 years
	Resources Needed: Main Street, Chambers, CVBs, Planning , Munis
	Lead South Mountain Partnership Organization: ATC/ other gateway community expertise; organizations and stakeholders
	Partners:
	Timeline & Milestones:

4. Collaborative’s SWOT Analysis of Goal B.

Goal B.	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> -Econ Development member (CDC) -Growing economy/region -Good transportation crossroads -Diversity of orgs (univ., CDC, tourist bureau, planners) -Reveal/understand connections w/ econ opps and potential 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> -Lack of regional economic strategy -Need more business/entrepreneurial interests -Lack a value message for business partners -Need stronger municipal partners
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> -Connecting w/ land-based econ interest (Ag + Art) – [lines connect to Strengths, ‘Growing Economy’ and ‘Good Transportation’ above] 	<p><u>Threats</u></p> <ul style="list-style-type: none"> -Vying for local interests to focus on region -Perception as environmental org -Inappropriate econ development

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<p>-Attract/keep businesses through quality of life message and value</p>	
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Goal C: Further public health to ensure wellbeing of individuals and the South Mountain landscape.

Aligns broadly with SMP Foundational Goals 3,5, 7 and 6 and connects to the SMP 2017 workplan - Wellness Integrative Initiative

1. What are the key problems we are trying to solve?

- Lack of engagement in physical activity.
- Lack of access to fresh, healthy foods.
- Lack of connection to the environment.

2. Barriers and Strategies

Barriers to Solving Problems	Strategies to Address Barriers
<ul style="list-style-type: none"> - Affordability & Accessibility - Lack of prioritization or selection of healthy foods. - Food deserts. - Lack of awareness about environment’s role in health. 	Strategy C1: Increase incentives and awareness for low-income families to purchase healthy foods. (Aligns with Partnerships for Better Health initiatives)
	Strategy C2: Increase access to local gleaning system to regional level. (Aligns with Ag Focal Area Initiative)
	Strategy C3: Identify and educate about the existing food deserts.
	Strategy C4: Increase the appeal of eating healthy foods through public awareness and training.
	Strategy C5: Provide healthcare providers with resources to engage their patients. Aligns with Go Local for Health Summit
	Strategy C6: Public awareness campaign to increase activity levels. (aligns with Outdoor Recreation Focal Area Initiative)
	Strategy C7: Create regional, integrated healthy moving, healthy eating events. Aligns with Go Local for Health Summit
	Strategy C8: Create regional trail network. (aligns with Outdoor Recreation Focal Area Initiative)
	Strategy C9: Advocate for healthy community design strategies that promote wellness (Aligns with Go Local for Health)

3. What will take to implement these strategies?

<p>Strategy C1: Increase incentives and awareness for low-income families to purchase healthy foods.</p>	Resources Needed: Provide outreach material, fund to offset
	Lead South Mountain Partnership Organization: Capitol RD&D; PBH
	Partners: SCAAP, Public assistance offices/Dept. of Public Welfare, Health Adams Co; Healthy Franklin County; Homeless Shelters; Farmers Markets, Summit Health, Tapestry of Health
	Timeline & Milestones: 2017 - Food Trust Grant comes through
<p>Strategy C2: Increase access to local gleaning system to regional level.</p>	Resources Needed:
	Lead South Mountain Partnership Organization: Capitol RD&D, SCCAP
	Partners: SCAAP, Central PA Food Bank, University Sustainability Centers, Co-op Extension; Farm Bureau, Capitol RC&D, Food Pantries
	Timeline & Milestones:
<p>Strategy C3: Identify and educate about the existing food deserts.</p>	Resources Needed: Access to studies, assessments, demographic data; educational materials
	Lead South Mountain Partnership Organization:
	Partners: Capitol RC&D, Health Adams & Franklin Co agencies, Tri-County Planning Commission; local food pantries, grocer and convenience stores, road-side markets, CSAs

	Timeline & Milestones: 2017 if Food Trust
Strategy C4: Increase the appeal of eating healthy foods through public awareness and training.	Resources Needed: Outreach materials
	Lead South Mountain Partnership Organization: PBH
	Partners: SCAAP, Public assistance offices/Dept. of Public Welfare, Health Adams Co; Healthy Franklin County; Homeless Shelters; Farmers Markets, Summit Health, Tapestry of Health, radio stations, libraries
	Timeline & Milestones:
Strategy C5: Provide healthcare providers with resources to engage their patients.	Resources Needed: Material development and replication; funding for materials
	Lead South Mountain Partnership Organization:
	Next steps: gather and create materials on regional opportunities; tap into existing public health providers meetings to raise awareness & build relationships Partners: Sadler & Summit Health Centers; Walk-in clinics, PA DOH, primary care providers through Hospital systems; insurance providers, YMCAs, Wellness providers Resources: Material development and replication; funding for materials Lead Organization – PBH Supporting Organizations – SMP as part of Community Health Summit, Visitors Bureaus, Shippensburg
Strategy C6: Public awareness campaign to increase activity levels.	Resources Needed: funding; outreach education materials
	Lead South Mountain Partnership Organization:
	Partners: Visitors Bureaus, radio stations and social media, libraries, Healthy Adams & Franklin Co. Agencies
	Timeline & Milestones:

<p>Strategy C7: Create regional, integrated healthy moving, healthy eating events.</p>	<p>Resources Needed:</p>
	<p>Lead South Mountain Partnership Organization:</p>
	<p>Partners: Visitor’s Bureau, farmers Markets; biking and hiking groups; “friends of” state parks; Healthy Adams & Franklin Co agencies</p>
	<p>Timeline & Milestones:</p>
<p>Strategy C8: Connect to trail movement. Explore other healthy eating events.</p>	<p>Resources Needed: Staff capacity to compile the information, intern</p>
	<p>Lead SMP Org – ATC/ Katie</p>
	<p>Supporting Org – Visitor Bureaus Partners – ATC, farmers Markets; biking and hiking groups; “friends of” state parks; Healthy Adams & Franklin Co agencies Next Steps - develop strategy for compile list of existing resources and organizations; promote opportunities through VBs; Link to activities such as C7.</p>
	<p>Timeline & Milestones:</p>
<p>Strategy C9: Integrate the broader built environment and healthy community design</p>	<p>Resources Needed: county planning offices staff time</p>
	<p>Lead Organization – Cumberland County, Franklin Co., York Co, Adams Co. Planning</p>
	<p>Partners: Municipalities, design and construction professionals/ developers, Penn DOT on bike/pedestrian planning, county planning offices, health care providers, APA PA Chapter Next Steps – convene the partners for education, awareness and strategizing, Supporting organization: CLUS, Shippensburg U</p>

	Timeline & Milestones:
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4. Collaborative’s SWOT Analysis of Goal C.

Goal C.	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> -Diversity/composition of collaborative -Awareness of connections w/ other goals-synergies -Public health specialist-PBH in Collaborative -Go local for health summits (3-4) 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> -Balancing commerce and nature for public health -Unclear SMPs niche in public health beyond regional convening -How to measure our impact? -Difficult to engage health care providers
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> -Health is “in” – and SM has high health rating -Use technology (crowd-sourcing/mapping assets) -Local employers’ support 	<p><u>Threats</u></p> <ul style="list-style-type: none"> -Rural poverty -Under-served in urban areas+ -Lack of affordable housing

Goal D: Further environmental health in the South Mountain region. → Improve water quality

1. What are the key problems we are trying to solve?

- Lack of awareness and engagement about water quality.

(Aligns with SMP Workplan Conservation Actions, Agricultural Actions, Communication and Public Outreach, Partner Engagement, Place-based Public Education)

2. Barriers and Strategies

Barriers to Solving Problems	Strategies to Address Barriers
<ul style="list-style-type: none"> - The size of the region is large and trying to engage people across the region. - Lack of regulatory infrastructure. - Destruction of riparian buffers and other habitats. - Impact of agriculture and other development on water quality. 	<p>Strategy D1. Identify water quality and watershed protection organizations and agencies in the region and better understand activities underway, identify where SMP can collaborate.</p>
	<p>Strategy D2: Outreach to Government, landowners, agricultural sector to educate on storm water and runoff pollution prevention</p> <ul style="list-style-type: none"> - Outreach to advise about opportunities and resources around BMPs. - SMP helps municipalities, landowners, farmers become leaders around water quality. Help them understand the importance of protecting water resources and the role that they can play. Encourage them to take more substantial action. Leverage MS4 regulations. - Expand on the SMP speaker series with more hands-on events to communicate the value of water quality. - Train the trainer / work with groups that can provide trainings for water quality monitoring. - Target homeowners to create backyard habitat. - Connect people with funding opportunities around storm water management. - Promote and highlight green infrastructure in the region
	<p>Strategy D3: Promote formation of environmental advisory councils (EACs) at the local government level.</p>

3. What will it take to implement these strategies?

<p>Strategy D1: Identify water quality and watershed protection organizations and agencies in the region and better understand activities underway, identify where SMP can collaborate.</p>	<p>Resources Needed: Educational materials, targeted organizations such as scouts and other</p>
	<p>Lead South Mountain Partnership Organization:</p>
	<p>Partners: Ag extension office, Conservation district, watershed groups, ALLARM/Dickinson, Stroudwater, Alliance for Chesapeake Bay</p>
	<p>Timeline & Milestones:</p>
<p>Strategy D2: Outreach to government, landowners, agricultural sector to educate on storm water and runoff pollution prevention</p>	<p>Resources Needed: speakers, ID topics of interest, promotion / communication, good venue</p>
	<p>Lead SMP Organization: Universities</p>
	<p>Partners: Universities, SM Fair for hands-on activities/promotion, Stroud, Water Words that Work, Penn State Extension program Lead Organization: SMP- Katie, speaker series committee Supporting Organizations: Committee members' organizations Next steps: Establish a formal speakers series committee composed of representatives with water quality expertise or constituencies, ID Topics of interest, Identify partners who are willing to co-organize on events</p>
	<p>Timeline & Milestones:</p>
	<p>Resources Needed:</p>

Strategy D3: Promote environmental advisory councils (EACs)	Lead South Mountain Partnership Organization:
	Partners: PEC
	Timeline & Milestones:

4. Collaborative’s SWOT Analysis of Goal D.

Goal D	
<u>Strengths</u> -See Goal #1 – Trust, Diversity -High-quality streams -SMP seen as having impact on WQ in Past through land acquisitions -Have local government relationships -Funding as leverage	<u>Weaknesses</u> -Balance commerce and envir. -Ability to scale initiatives to regional level -Lack influence w/ local government
<u>Opportunities</u> -Value we place on clean water -Economic benefits of clean water (fishing) -M5-4 regs (stormwater management)	<u>Threats</u> -lack of awareness of impact on WQ -Lack of understanding of sources, water cycle and infrastructure -MS-4 regs seen as government over-reg.