



STRATEGIC PLAN

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*Wayne County, a place to visit,
a place to come back to,
a place to work from,
a place to work and to live for...*

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Introduction

In 2013, Wayne County recognized that economic conditions within the County were leading towards unsustainable communities. The County's Comprehensive Plan provided a foundation for change, but needed broad implementation with action based on community and consensus. Prompted by their desire for truly transformational development, the Commissioners and other community stakeholders embarked on a strategic initiative called Wayne Tomorrow!

Approximately 25 individuals representing business, community, education, workforce, government, and service organizations have met monthly during the last few years under the umbrella of Wayne Tomorrow! A thorough self-evaluation was conducted and workgroups assessed our quality of life, sustainability, economic development, youth and educational programs and opportunities, and agricultural community. Each workgroup has identified goals and prioritized short- and long-term projects. The effort has resulted in a single development plan, which is the basis of an economic ecosystem—a supportive, adaptable environment for community and business growth.

Under the Wayne Tomorrow! model, collaboration and integration are paramount, silos are removed, and the responsibility of advancing our county and its economy expands well beyond a single organization.

An example of an early success from this development approach is The Stourbridge Project, a technology-based business incubator with coworking space. Stourbridge has been formally accepted into the Ben Franklin Technology Partners Incubator Network.

Wayne Tomorrow! Mission Statement

Wayne Tomorrow! is a broad and forward-looking County Commissioner led planning initiative aimed at identifying and then implementing those key projects that are critically important to ensuring the overall financial and cultural success of the County in the future.

Wayne Tomorrow- Guiding Principles

Executive Vision

Wayne County, through Wayne Tomorrow, seeks to build a robust multi-dimensional economic and cultural ecosystem¹ that will effectively address and reverse certain severely negative trends and ensure improved conditions are maintained into the future in spite new challenges and a constantly changing landscape.

To accomplish this, Wayne Tomorrow intends to follow a formal change management approach utilizing a set of guiding principles that maintain a healthy/sustained balance between the following somewhat diverse environmental ecosystem factors:

- A healthy economy that affords its citizens significantly improved employment opportunities such that it is consistently ranked within the top 25% of per capita wages as measured against the PA and national economies.
- A culturally and environmentally rich environment and physical infrastructure that serves to attract population and business growth/formation by offering a diverse and supportive array of cultural, educational, recreational, technological and quality of life outlets and opportunities (while simultaneously protecting Wayne County's unique natural environment).
- Wayne County understands that it needs to embrace a new reality regarding its technological and physical infrastructure which, in some cases, is either obsolete and or inadequate to support the 21st Century needs of its people or business.
- Wayne County understands that in addition to open and candid internal communications, there will be an ongoing need to aggressively market itself to people and organizations beyond its borders. This interdependency with northeast population centers is needed to facilitate business attraction, economic advancement and population growth.
- A public and private commitment to ensure that the necessary financial and human investment capital is available on a timely basis to ensure ongoing success for the county and its citizens.
- A reinvigorated entrepreneurial culture where motivation and achievement are driven by a “growth mindset”; where effort is rewarded, challenges are viewed as a source for learning, and risk is acknowledged as an element of growth and development.

This integrated and balanced approach will be routinely benchmarked and measured using a set of competitive KPI's (Key Performance Indicators) such that individual initiatives can be continually adjusted to meet aggressive goals despite constantly changing conditions.

¹ Ecosystem- defined as an multidimensional environment having all the building blocks needed for sustaining life

Wayne Tomorrow!

Common Planning Elements

The dimensions for the Wayne Tomorrow! initiative include highly interconnected community based and sourced workgroups that are focused on Agriculture, Business & Economic Development, Education & Workforce Development, Quality of Life, and Sustainability. (A Marketing Workgroup is also being formed).

While the projects within the broad framework of Wayne Tomorrow! are the responsibility of various community groups and committees, the Commissioner's also play a critically important role in sanctioning the initiatives and facilitating their implementation. This necessarily includes coordinating inter-group communications and collaboration to enable critical project identification and implementation processes, including facilitating resource identification, aggregation and allocation whether public or private in nature.

The overarching goal is to achieve financial and cultural stability for the county and reverse a long-term downward trend owing to socio-economic trends that have been exacerbated by a historic lack of integrated community-based planning and a process for coordinated and integrated resource allocation.

Following a year of internal assessment, including numerous presentations from agencies and organizations, and a SWOT analyses of all workgroups, the Wayne Tomorrow! Action Committee identified eight areas that were considered essential to planning. Our strategic goals and actions were ultimately developed to either address areas of need or leverage existing strengths. (See next page).

WAYNE TOMORROW
High priority common elements.

	Agriculture	Business & Economic Development	Education & Workforce Development	Quality of Life	Sustainable Community
Common Elements:					
Broadband & Communication	Increase communication between farm organizations and farmers, develop integrated plan.	Critical infrastructure for business retention and expansion.	Critical connection to training providers, educational resources.	Communication - increasingly important to individuals, businesses, households. Critical for next gen health services. Foster stronger relationships. Explore community campus concepts.	Explore concepts of digital community.
Career & Technical Education	Supports agri-production skills.	Fundamental to transforming current economy.	Critical for training for 21st Century jobs.	Lost opportunities for youth and adults students.	Education/training key to building local resources - understanding and installing systems.
Economic Development	Identify Infrastructure for local production.	Create economic ecosystem, remove silos.	Integrate career training with economic development objectives.	Adequate financial resources is fundamental to health & happiness of community.	Collaborate on economic development and sustainable community objective and strategies.
Education	Train next gen farmers to take advantage of current opportunities. Shortage of labor.	Fundamental to transforming current economy.	Critical for training for 21st Century jobs.	Substantial data links education level to earnings and quality of life.	Education/training key to building local resources - understanding and installing systems.
Health	Local production, farm fresh concepts - less reliance of processed foods shipped from other locales.	Healthcare resources important element of business attraction. Outdoor recreation and healthy lifestyle is a differentiator.	Healthcare is number one industry - need for training programs.	Meet basic needs: improve general health, reduce addictions, avenues for spiritual health. Leverage WMH resources.	Fundamental to sustainable community concepts.
Marketing / Branding	Promote purchase of local products and agricultural base.	Promote local assets, economic ecosystem, business-friendly county.	Develop, promote Tech-Savvy county.	Promote stronger connections - community campus concepts.	Adopt Wayne County-brand as environmentally-friendly county.
Natural Assets	Provides strong base for agriculture industry.	Explore means of using natural assets as drivers of economic development; key asset for business attraction; leverage tourism and visitor/part-time communities.	Work with SEEDs and other organizations to understand business and training required in alternative and renewable energy fields.	Outdoor living and recreation one of our differentiators.	Protect and maintain our resources, explore methods of maintaining local control.
Transportation	Bringing products to market.	Key infrastructure for moving good & services. Required to attract business.	Connecting individuals to training providers.	Access to goods & services. Adequate bike paths and trails for healthy living, healthy environment.	Strategies for reduced emission - mass transit, biking, hiking.

Qualities

All groups identified qualities or characteristics they would like to see imbedded into the strategic actions of this initiative:

Inclusive	Consider all populations (demographic, geographic, resident, part-time.)
Balance	Seek balance between groups/categories, such as balancing the environment and economic needs.
Collaboration Integration	Remove silos, improve communication.
Health	Incorporate concept of health throughout initiative, such as healthy environment, healthy economy, healthy lifestyle.
Tolerance	Foster relationships, become a welcoming community.

Work Group Assignments

Following the identification of workgroups (Agriculture, Business & Economic Development, Education & Workforce Development, Quality of Life, and Sustainability), each group was given guidance as to their assignment:

Using the Wayne County Comprehensive Plan as a starting point (<http://plan.co.wayne.pa.us/>), our objective is finding meaningful steps that we can take to make sure that Wayne County is a dynamic, resilient place to live and work throughout this decade and on into the next one. This means, in part, that we have to recognize and address the varying interests and desires of our diverse population. Further, we must accept that we live in a constantly changing world, and that many changes beyond our control likely will arrive on our own doorstep, perhaps sooner than we like. We need to acknowledge these changes, adjust those we want or can, and deal with the others. Making sure that Wayne County prospers requires that it foster access to a broad range of necessities for its residents: education, energy, food, health services, housing, and jobs with a living wage.

Identify some realistic projects that will clearly make the point that this committee is intended to have concrete accomplishments that are generally accepted as providing improvements to the County.

Longer term goals and projects should assume a time horizon of 10 years, a period during which many significant changes may occur. Any policy planning horizon much shorter than 10 years would focus too much on things as they are now, rather than facing potential changes head on and preparing for them.

In short, do not think of your assignment in terms of planning for “business as usual.” Any analyses must take into consideration major trends and effects, e.g., the future of energy costs, potential environmental stressors, and economic forces that are beyond our control.

Think out of the box, but be realistic.

Agriculture

The agriculture community has traditionally been a major economic and cultural factor in the Wayne County community. As in other sectors, this community and its environment are changing. These changes are stimulating questions regarding a broad range of present and future issues, e.g., the inability of many farmers to attain a living wage, the impact of increasingly expensive inputs, how agricultural efforts are organized (commodity agriculture vs. alternative marketing schemes, identification of new markets, alternative forms of agriculture, etc.).

- What statistics most appropriately describe agriculture in Wayne County – number of farms, acreage, net sales, employment, geographic locale, production various sectors, e.g., dairy, livestock, poultry, agri-tourism? How do they relate to Pennsylvania as a whole?
- What resources currently exist to support this sector?
- What are the strengths of this economic sector? What are the risks and obstacles being faced by this sector – now? In the future?
- What opportunities are present or emerging?
- What practical steps would you recommend for improving the County’s agricultural sector and how should these steps be implemented?

Business and Economic Development

Any plan for Wayne County's future must include building an economic base that is sustainable over the long term and fostering the development of resilient communities. This base must be developed realistically and it must be consistent with our desires for a good quality of life.

- What is the current state of business and economic conditions in Wayne County?
- What are the current and potential growth areas?
- What are the apparent strengths and weaknesses of these growth areas?
- What comparative advantages/disadvantages does Wayne County have when compared with other counties or communities?
- What are the likely big industries in the region's future? What is the likelihood that each of these industry expectations will be realized?
- What business areas -- not now being addressed -- have potential for improving the County's economic well-being?
- What resources presently are available to improve our economic well-being?
- What obstacles must be overcome to improve our economic well being?
- What practical steps would you recommend for improving the County's economic conditions and how should these steps be implemented?

Education and Workforce Development

Any efforts to improve conditions in Wayne County must consider the availability and conditions of a key resource – people. This requirement has two dimensions. In the absence of an appropriately skilled population, most efforts to move forward will be limited or fail. In the absence of an appropriate infrastructure, it will be increasingly difficult to support the needs of the community and, by inference, encourage people to stay here or move here.

- What could be the big economic engines in Wayne County's future? What is the likelihood that each of these industry expectations will be realized?
- What assets and/or actions are needed to foster both short- and long-term support for the population (for example: skills, development, encouraging young people to stay in the region, etc.)?
- What development resources are or should be available to meet these needs – formal education and training, informal activities and structures?
- What are the strengths of Pennsylvania, the northeast corridor and Wayne County in meeting these needs?
- What are the weaknesses of Pennsylvania, the northeast corridor and Wayne County in meeting these needs?
- What gaps or duplications are present? How do they stand in the way of progress (or don't they?)
- What are the obstacles to improving human resources in Wayne County?
- What practical steps would you recommend for improving human resources and how should these steps be implemented?

Quality of Life

Everyone seeks a good quality of life. While there may be areas of commonality among people in Wayne County, it is equally clear that there are also major areas of divergence. These differences are linked to many overlaying factors, e.g. one's age, expectations, background, socio-economic situation, whether full-time or part-time resident, where one calls home, among other. These differences are likely to continue and they must be considered explicitly if overall quality of life is to be improved.

As you proceed, it is recommended that you address these questions:

- What constitutes a good quality of life in Wayne County?
- What are meaningful ways to characterize the quality of life of people living in Wayne County?
- What is the quality of life likely to be here 5-10 years from now, if (a) we do nothing to plan for our county's future, and (b) if we do take steps to plan for our future?
- What practical long- and short-term steps can be taken to improve our quality of life?
- What obstacles to improvement must be addressed?
- What resources can be tapped to improve the Wayne County quality of life?
- What practical steps would you recommend for improving Wayne County's quality of life and how could these steps be implemented?

Sustainability

Sustainability has many dimensions, including but not limited to a vibrant local economy, good social conditions, and consideration for our natural environment. Where there are competing interests, trade-offs inevitably will be required. Moreover, some of these trade-offs may be acceptable to some groups, but not to others. In the end, however, a balance must be found.

- What are the components of sustainability that should enter into our discussions?
- Where is Wayne County today on each of these components?
- What are our apparent strengths and weaknesses in addressing sustainability issues in general, and these above-mentioned components specifically?
- What would it take for Wayne County to become a leader in the field of 'sustainability'?
- What goals should be discussed/addressed for improving the County's sustainability?
- What resources and strengths can be drawn upon to improve the sustainability of Wayne County?
- What obstacles and weaknesses must be overcome?
- What practical steps would you recommend for improving the County's sustainability and how should these steps be implemented?

To be answered by all workgroups:

- What alternative scenarios present themselves for consideration?
- Any answers to the above naturally will be based upon assumptions. Please state these assumptions explicitly. How sensitive are your recommendations to these assumptions.
- Provide (objective) support for all of the above statements.
- Suggest some concrete short and long-term projects that will further your recommendations. Be specific! Be realistic! (Putting together a grant application is not an end in itself).
- What reports or studies should be obtained to support this work?

WORKGROUP GOALS & STRATEGIES

AGRICULTURE

Workgroup Mission: To expand agriculture as a vibrant industry in Wayne County with quality products produced and sold locally and regionally, allowing farmers to attain family-sustaining incomes and driving economic prosperity throughout the business community.

GOAL 1: WRITE AN ECONOMIC DEVELOPMENT PLAN FOR AGRICULTURE

The purpose of the plan is to demonstrate the impact existing agriculture has on Wayne County, to describe the creation of mechanisms that (a) support existing producers and agribusinesses, and (b) expand Wayne County's agriculture sector and farming capacity by increasing agricultural productivity and (c) attract new agri-businesses to locate in Wayne County and (d) attract young farmers and support them to be successful.

Strategy 1.1 Conduct and complete an inventory of resources

Action items:

- Identify all farms in Wayne County by compiling data from available resources: the county's Clean and Green program and Farmland Preservation, as well as data from organizations such as the Wayne County Farm Bureau, Pennsylvania Association for Sustainable Agriculture, Delaware Highlands Conservancy, etc.
- Create GIS maps of gathered data.
- Work with municipal government officials identify any missing farms.

Strategy 1.2 Create an agricultural resource directory

Action items:

- Using the inventory created in the above Strategy 1.1, compile all data into a print and digital document, which can be used by agricultural producers and agriculture-related businesses for enhanced communication in the agricultural community.
- Enhance/facilitate marketing of Wayne County agricultural products to consumers, food entrepreneurs and potential businesses interested in locating to Wayne County.

Strategy 1.3 Help farmers address obstacles that keep them from growing their businesses: lack of business knowledge, labor challenges, understanding government regulations, grant opportunities, etc.

Action items:

- Ask farmers what they want to learn to facilitate growing their businesses and offer workshops based on their responses.
- Rely on partners from institutions and organizations like Penn State Cooperative Extension, Pennsylvania Association for Sustainable Agriculture, and Wayne Pike Workforce Alliance to coordinate and put on these workshops.

GOAL 2: STRENGTHEN SUPPORT FOR AND COMMUNICATION TO THE AGRICULTURE COMMUNITY

Strategy 2.1 Establish a county one-stop for agricultural development office

Action items:

- Establish a one-stop agriculture development office with a fulltime agriculture advocate/point person, who will act as a clearinghouse for all agricultural information coming into and going out of Wayne County.

- Communicate needed information to all levels of the agricultural community from individual producers and local agricultural organizations to local and regional business (not limited to agribusinesses, but also including food business enterprises).
- Communicate needed information to government officials, agencies and regulators.
- Write grants to help achieve the goals of identified in the agriculture economic development plan of expanding and enhancing agricultural production capabilities in Wayne County.
- Hold farmer education workshops, conduct farm visits to address farmer needs and problems.
- Write grants to further the economic development of agriculture in Wayne County, based on described goals.
- Increase Ag educational opportunities among youth (high school, college, 4-H, etc.) to fuel interest in agriculture as a career.

Strategy 2.2 Hold an annual agriculture forum for all agricultural communities

Action items:

- Hold an annual agricultural forum with panel presentation(s), inspirational speakers, breakout sessions for specific sectors of the agricultural community to facilitate dialog and seek solutions for shared challenges and, in general, to create networking opportunities that build and strengthen Wayne County’s agricultural community.
- Establish a program-planning committee spearheaded by Penn State Cooperative Extension and Wayne Tomorrow’s Agriculture Tomorrow committee members to plan said forum, working with agricultural organizations and leaders in the local agricultural community to identify relevant/essential programming elements to address farmer needs.

GOAL 3: INCREASE THE SUPPLY OF LOCAL FARM PRODUCTS

Strategy 3.1 Work with local farmers to expand marketing of their products

Action items:

- Help individual farmers or groups of farmers, such as farmers’ markets, etc. create a marketing plan.
- Increase the value of their products by achieving certifications to make their products more desirable to consumers (examples include: achieving organic certification or passing GAP audits or Group GAP audits, short for Good Agricultural Practices).
- Understand and address new rules and regulatory requirements (example: new produce rules under the new federal Food Safety Modernization Act; failure to comply will harm product value).
- Participate in marketing campaigns (examples include PA Preferred, Buy Fresh/Buy Local, or a marketing campaign designed around local Wayne County farmers, etc.), use local and regional educational resources (Penn State’s Food Safety Educator, PASA Eastern Region workshops and trainings, Carbondale Technology Transfer Center)
- Apply for agricultural marketing grants.

Strategy 3.2 Establish a food hub

Action Items:

- Establish a food hub, farm-product aggregation and distribution center to facilitate the sale of local farm food from multiple farmers to multiple wholesale and retail purchasers, at the same time removing some of these responsibilities from

farmer/producers to concentrate on farming operations. (Note: food hub should include the ability to compost food waste.)

- Work with local entrepreneurs (examples: Lackawaxen Farm Company, the Hawley Silk Mill food hub project) and individual farmers who will supply the food hub and others who are informally aggregating product to provide a more consistent and cohesive business model from producer to consumer.

Strategy 3.3 Establish a certified kitchen incubator

Action items:

- Work with Pennsylvania Department of Agriculture to achieve full certification for Wayne County Park Street Complex Kitchen for the purpose of preserving farmers' excess product making it suitable for sales to retail, wholesale and/or institutional buyers, such as schools, prisons, senior citizen meals.
- Provide new food business startups with the facility and equipment needed to process product for resale.
- Work with Carbondale Technology Transfer Center, which is also providing similar facilities.
- Work with county, state and private agencies to expand local food procurement.

GOAL 4: BUILD A STRONG LIVESTOCK SECTOR

Strategy 4.1 Develop a red meat processing plant

Action items:

- Conduct a livestock-producers' survey to learn their needs for a local processing plant and write a needs assessment.
- Explore diverse options for how to bring a red meat processing plant to Wayne County by establishing a committee of advisors from the livestock community and experienced slaughterhouse designers/builders, who will hold regular work meetings.
- Research grant funding and private funding possibilities.

GOAL 5: PRESERVE FARMLAND [to be worked on]

Performance Measures

- Wayne County has an Economic Plan for Agriculture that support a local food system, such as establishment of a Food Policy Council.
- Increase in revenue within the Agriculture Industry.
- Increase in local food consumption.
- Increase in number of farms.
- Increase in number of jobs.
- Increased use of sustainable practice.

BUSINESS & ECONOMIC DEVELOPMENT

Workgroup Mission: Build an economic base that is sustainable over the long term and fosters the development of resilient communities. This base must be developed realistically and it must be consistent with our desires for a good quality of life.

GOAL 1: WAYNE COUNTY HAS A VIBRANT, PROGRESSIVE BUSINESS CLIMATE AND SUSTAINABLE ECONOMY THAT ATTAINS PARITY WITH STATE AVERAGES OF LEADING ECONOMIC INDICATORS

Strategy 1.1 Develop an entrepreneurial ecosystem that provides a structure for business development that is adaptive, integrated, and forward-thinking.

Action Items:

- Clearly define ecosystem elements, partners, performance measures and desired outcomes.

Strategy 1.2 Attract higher-wage industries, including technology-led business development.

Action Items:

- Define clear target markets for growth.
- Improve Wayne County's competitiveness through new incentives, local investment, developed sites and revitalized buildings.
- Expand telecommunication capacity throughout the County.
- Collaborate with local organizations to define/implement joint marketing plan.

Strategy 1.3 Assist existing businesses in attaining their growth potential.

Action Items:

- Identify and build strategic infrastructure, including business sites, utilities, transportation, and education networks.
- Improve awareness and access of regional business development resources (example: PREP, State financing programs).
- Support business-education partnerships and higher education offerings.
- Identify activity contrary to development goals and develop mitigation strategies.

Strategy 1.4 Encourage and support an entrepreneurial culture within the County.

Action Items:

- Actively develop an entrepreneurial ecosystem, which includes comprehensive business support.
- Increase local availability to capital by linking into existing funds such as Ben Franklin Technology Partners and developing Lake Region Angel Network.
- Ensure sufficient facility options are in place, including incubator and shared work space, to meet needs of emerging technology companies.
- Collaborate with educational institutions on entrepreneurial curriculum and career development.

Strategy 1.5 Ensure that enabling infrastructure is developed to meet business opportunities, including ready-to-go sites, telecommunication networks, utilities and transportation resources.

Action Items:

- Invest in core downtowns and support strong planning efforts.
- Continue development of Sterling Business & Technology Park.
- Identify infrastructure needs, such as expanded gas distribution lines and work collaboratively to garner funding and other resources for development.
- Develop Technology Plan for Wayne County.

Strategy 1.6 Attract increased investment to Wayne County in order to retain and generate jobs.

Action Items:

- Inventory and market business development resources, such as PREP, State and Federal financing programs, etc.
- Promote ready-to-go sites.
- Garner funds and continue build-out of Sterling Business & Technology Park.
- Collaborate with local organizations to define/implement joint marketing plan.

Strategy 1.7 Collaborate with the Wayne Pike Workforce Alliance (WPWA) to ensure the availability of a skilled workforce to strengthen our existing businesses and attract new investment.

Action Items:

- Communicate targeted industries to WPWA.
- Collectively work to understand the skill sets most in demand by our existing businesses.
- Collaborate on building a Career & Technical Center.

GOAL 2:

WAYNE COUNTY HAS A FORWARD-THINKING BROADBAND TECHNOLOGY PLATFORM THAT IS AFFORDABLE, SUSTAINABLE, SCALABLE, AND SUFFICIENT TO ATTRACT TARGETED, TRANSFORMATIVE INDUSTRIES.

Strategy 2.1 Develop a technology platform that includes forward-thinking, wireless service and fiber backhaul.

Action Items:

- Educate communities, businesses and elected officials on broadband connectivity.
- Develop strategies/tactics based on input from business, community, government, and educational entities.
- Engage Internet Service Providers, telephone and cable companies as economic development partners in addressing broadband issues.
- Evaluate and implement strategies for competitive rates, including cooperative venture.
- Aggregate demand for broadband needs in support and future development of rural businesses.
- Identifying prospective partnerships and technological opportunities appropriate to the site opportunities of high-end broadband users

Strategy 2.2 Garner funding for broadband infrastructure, management, and maintenance of publicly-owned portion of network.

Action Items:

- Evaluate funding needs and integrate strategic planning with investment vehicles.

Strategy 2.3 Broadband technology is integrated with and supportive of Wayne Tomorrow's vision for digital and sustainable communities.

Action Items:

- Define destinations, focus on customer, develop vision for guiding development in core downtowns, business districts and outlying regions, and integrate with Wayne Tomorrow strategic planning and role in economic ecosystem.

Strategy 2.4 Determine educational needs for adequate technical support of systems/solutions.

Action Items:

- Partner with Wayne Pike Workforce Alliance and educational institutions to identify relevant technology occupations and develop appropriate training programs /curriculums.

GOAL 3:

WAYNE COUNTY’S DEVELOPMENT IN ALL SECTORS IS SUPPORTED BY STRONG INFRASTRUCTURE, READY-TO-GO SITES, TELECOMMUNICATION NETWORKS, UTILITIES, AND TRANSPORTATION RESOURCES.

Strategy 3.1 Support improvement of aging bridge, roads, and water and sewer systems.

Action Items:

- Evaluate I-84 relative to Focus 81 and Safe 80 initiatives (safety and corridor improvements).
- Explore public-private partnerships to expedite local infrastructure needs.
- Evaluate water/sewer needs relative to key business districts.
- Increase awareness of environmental regulations; proactively work to balance growth with protection.

Strategy 3.2 Re-establish railroad for tourism and industry.

Action Items:

- Strengthen relationship between all railroad related entities, such as Greater Honesdale Partnership, Chamber of the Northern Poconos, WEDCO, L-H Shippers Association, and the Stourbridge Rail Line operating company.

Strategy 3.3 Build on Energy opportunities, including natural gas, renewable and alternative energy.

Action Items:

- Schedule a meeting with UGI to discuss their development plans for Wayne County.
- Identify the gas supplier to USP Canaan and have a dialogue as to whether they could serve the Southern Wayne Area.
- Initiate work on aggregating demand for NG.
- Energy demand, distribution and the ability of Wayne County to produce an ample supply of raw material needs further discussion.

Strategy 3.4 Continue to develop pad ready industrial sites.

Action Items:

- Develop flex space within Sterling Business & Technology Park.
- Assist private developers with marketing available properties and linking to State and regional resources.

Strategy 3.5 Develop broadband technology platform that is affordable, sustainable, scalable, and sufficient to attract targeted, transformative industries. (See Goal 2)

GOAL 4:**MATCH WAYNE COUNTY'S WORKFORCE WITH CURRENT AND FUTURE JOB OPPORTUNITIES****Strategy 4.1 Align targeted industries to job skills and training/education opportunities.***Action Items:*

- Support Wayne Pike Workforce Alliance Business-Education Partnership.
- Work with NAI is current skills gap between the existing workforce and employer needs.

Performance Measures

- Per Capita Income levels
- Growth in targeted industry sectors
- Number of successful business start-ups
- Number of jobs retained over five-year period.
- Amount of earning increase over five-year period.
- Number of new jobs created.
- Broadband technology is available Countywide to Business, Residents, and Community Organizations.
- Broadband technology is available at competitive rates.
- Wayne County has a forward-thinking technology platform that includes redundancy, is scalable, and affordable to the end user.
- Wayne County's technology platform is sufficient to attract targeted, transformative industries, such as back office, disaster recovery, media-related, and internet-based.
- Broadband technology is integrated with and supportive of Wayne Tomorrow's vision for digital and sustainable communities.

EDUCATION & WORKFORCE DEVELOPMENT

Workgroup Mission: Identify, create, and provide educational opportunities that build our workforce and support lifelong learning.

GOAL 1: STRENGTHEN BUSINESS/EDUCATION PARTNERSHIPS

Strategy 1.1 Develop relationships with Businesses to create educational opportunities.

Action Items:

- Refine membership.
- Develop comprehensive database connecting schools with employers
- Set mission, projects and leadership.
- Pursue Funding for In-school "Jobs" person.

Strategy 1.2 Determine Businesses training needs.

Action items:

- Create or utilize various outreach tools to assess business needs, such as online surveys, onsite meetings, and networking events.
- Analyze data gathered through needs/skills assessment surveys.

GOAL 2: SUPPORT ENTREPRENEURIAL GROWTH

Strategy 2.1 The Stourbridge Project: Develop program framework and create training resource catalog.

Action Items:

- Develop training programs based on participants needs.
- Create framework for program delivery.

Strategy 2.2 Develop training programs to support small business development.

Action items:

- Initiate training needs assessment.

GOAL 3: COALITION BUILDING

Strategy 3.1 Identify areas where community groups can partner and form effective and strengthen existing partnerships.

Action items:

- Needs identification.
- Identify post-secondary partners.
- Identify Resource alternatives.
- Enhance existing programs, Mentoring, Job Shadowing, Internships, job-placement.

GOAL 4: ASSURE AVAILABILITY OF LIFE-LONG LEARNING

Strategy 4.1 Asset Inventory.

Action Items:

- Identify pathways K-12 (basic skills, learning skills, attitudes, vocational skills, career/vocational pre), business-related, f-t/p-t residents, Prepare and distribute information regarding available resources; arrange utilization of resources.

Strategy 4.2 Gap Identification.

Action Items:

- Identify gaps priorities and ways to address them.

GOAL 5: DEVELOP SUPPORT FOR EXISTING AND NEW PROGRAMS

Strategy 5.1 Needs Identification.

Action Items:

- With school reps, identify needs and resource alternatives.

Strategy 5.2 Enhance existing programs.

Action Items:

- Mentoring, Job Shadowing, Internships, job-placement.
- Assure on-going involvement of students and community.

Performance Measures

- Evidence of active partnerships
- Number of educational opportunities available
- Number of students and adults participating in programs
- Number of jobs retained over five-year period.
- Amount of earning increase over five-year period.

QUALITY OF LIFE

The Workgroup Mission: Recognize that the general well-being of people and cultures depends on a wide range of highly interrelated factors including:

- *Physical and natural environment*
- *Employment & economic wellbeing*
- *Physical and mental health*
- *Education*
- *Spirituality*
- *Recreation/leisure activities*
- *General sense of social support and belonging*

While the members of the workgroup discussed all of these factors, we viewed our role as being catalysts to create coordinated action within the community, not necessarily as the ones to implement the initiative. This approach recognizes heightened awareness to existing silo organizations and structures that sometimes fail to fully collaborate on interrelated matters.

GOAL 1: DEVELOP COMMUNITY HUBS, PLACES THAT WILL FOSTER A SENSE OF BELONGING AND CONNECTION THROUGH SHARED ACTIVITIES.

Strategy 1.1 Survey local residents regarding interest in community hubs, the who, what, where, when, and why.

Action Items:

- Post survey online and make paper copies available.
- Analyze survey results.

Strategy 1.2 Conduct community focus groups to distill input from and needs in individual communities.

Action Items:

- From survey results, prioritize list of communities for focus groups.
- Set dates for focus groups, 1 per quarter.
- Contact local residents and invite to focus group.
- Hold focus group and determine commitment of core group within the community to continue moving the initiative forward.

Strategy 1.3 Inventory existing spaces.

Action Items:

- Members of core group list all potential hub spaces, both interior and exterior, with owner contact information.
- Members of core group contact and meet with owners of existing spaces in community to determine willingness to host hub activities, policies for use of space, and limitations to use.

Strategy 1.4 Launch individual hub activities.

Action Items:

- As determined by core group, introduce hub activities over time to build an audience and interest.

Strategy 1.5 Establish countywide advisory group to support each other and the development of hubs and related indoor/outdoor activities.

Action Items:

- Write charter and job outline for countywide advisory group in consultation with county commissioners.
- Provide list of potential members to county commissioners.
- County commissioners appoint members to advisory group.
- Advisory group to hold meetings at least quarterly.

GOAL 2: ENSURE THAT CHILDREN ENTERING KINDERGARTEN HAVE THE BASIC PHYSICAL, MENTAL, AND SOCIAL SKILLS TO SUCCESS.

Strategy 2.1 Create a coalition of agencies, organizations and professionals that regularly interact with children ages 0-5 and their families. Coalition's charter will be to raise awareness of issues causing lack of readiness and identify potential solutions.

Action Items:

- Hold an initial meeting to determine interest in and commitment to coalition.
- Schedule ongoing coalition meetings (quarterly).

Strategy 2.2 Break negative cycle plaguing socio-economic sub-section of families in Wayne County.

Action Items:

- Develop ways to reach at-risk parents/children with information on healthy child development.
- Expand reach of existing parenting programs.

Strategy 2.3 Use the tools that are easy and free for parents to use with their children.

Action Items:

- Utilize mobile apps that provide parenting tips, reading tips, and other ideas to support healthy development.

GOAL 3: ENSURE THAT ALL RESIDENTS, BUSINESSES, AND INSTITUTIONS HAVE ACCESS TO DIGITAL TECHNOLOGIES AND CONTENT THAT ENABLE THEM TO SUPPORT HEALTHY, PROSPEROUS, AND COHESIVE COMMUNITIES ACROSS THE COUNTRY.

Strategy 3.1 Form a committee that will focus on web information gathering, design and filtering including the economic feasibility of ongoing data/information maintenance.

Action Items:

- Hold an initial meeting to elicit commitment and ideas.
- Through Wayne-Pike Workforce Alliance, partner with Lackawanna College and Northampton Community College to involve student interns in communication design.
- Appoint steering committee to ensure design meets needs identified within the community
- Apply for grants to support web development.

Strategy 3.2 Create a digital hub.

Action Items:

- Map all sources of information within county to be connected or shared.

GOAL 4:

PROMOTE PROPERTY MAINTENCE STANDARDS IN ORDER TO PROTECT BOROUGHS AND TOWNSHIPD FROM DETERIORATION WHICH CAN NEGATIVELY IMPACT PROPERTY VALUES, SAFETY, AND PUBLIC WELFARE.

Strategy 4.1 Identify prototype ordinances to be shared.

Action Items:

- Research local property maintenance standards and provide best examples to the Planning Office and commissioners. (Completed)

Strategy 4.2 Make model ordinances available to all township supervisors and borough councils.

(Completed)

Strategy 4.3 Garner support from multiple constituents such as community association boards, and local citizens and administer approach through the Pike/Wayne Realtors Association.**Performance measures**

- Number of focus groups held and core groups formed.
- Number of countywide advisory group meetings held.
- Number of hubs/activities offered.
- From 2016 to 2021, gather and monitor school district statistics on readiness of children entering kindergarten.
- Website up and running or discovery layer developed to connect and search existing sites.
- Evaluation of ease of finding information sought.
- Number of townships and boroughs adopting some form of property maintenance standards where none existed before.
- Decrease in the number of dangerous and dilapidated properties within the various townships.

SUSTAINABILITY

Workgroup Mission: *To create, maintain, and balance the conditions in Wayne County under which humans and nature can exist in productive harmony meeting the needs of present and future generations.*

GOAL 1: TO DEVELOP INCENTIVES FOR INCORPORATING RENEWABLE ENERGY AND PRACTICES IN BUSINESS.

Strategy 1.1 Identify organizations that support localization and community self-reliance.

Action Items:

- Conduct outreach through various communication means to determine interest, activity and commitment relative to sustainability within Wayne County.

Strategy 1.2 Identify specific geographic areas in which localization is needed within Wayne County and match with support organizations

Strategy 1.3 Begin development of branding Wayne County as an environmentally friendly and sustainable county.

Action Items: (see Marketing Workgroup)

Strategy 1.4 Support the development of practical programs that promote healthy eating and stress management identified through Together for Health.

Action Items:

- Strengthen relationship between agriculture and local food group and healthcare facilities.
- Integrate healthily community principles within all aspects of Wayne Tomorrow activities.

Strategy 1.5 Create a media campaign to educate residents of Wayne County regarding the different types of packaging and which to avoid (i.e.: Styrofoam).

Action Items: (see Marketing Workgroup)

GOAL 2: TO MAKE WAYNE COUNTY A LEADER IN RENEWABLE ENERGY IMPLEMENTATION ACROSS THE STATE.

Strategy 2.1 Complete a County-wide survey of existing renewable energy with assistance of PPL & Penelec.

Strategy 2.2 Wayne County #1 in PA per capita in residential solar PV installations with 5 community or municipal renewable energy installations totaling 10 MW.

Action Items:

- Support work and build collaboration with SEEDS.

Strategy 2.3 Assure that Wayne County has 30% of its energy needs, residential and commercial, from renewable sources.

Action Items:

- Develop County-wide sustainability plan.

GOAL 3:

TO EVALUATE NATURAL ASSETS AND RESOURCES TO PROTECT COMMUNITIES AND ATTRACT RESIDENTS AND BUSINESSES.

Strategy 3.1 Identify and create an inventory of natural assets in Wayne County.

Action Items:

- Recreational Guide development by GIS, Planning and Conservation Departments.
- Wayne County Farm Plan development by Wayne Conservation District and DCNR.

Strategy 3.2 Educate the public about the natural assets in Wayne County

Action Items:

- Complete the baseline groundwater quality study. (Completed)
- Hold a public meeting to provide education about the groundwater quality in Wayne.

Performance Measures

- Final report for Groundwater study – will come at the end of 2015.
- Recreational Guide Creation.
- Increased interaction with the SEEDS group of Honesdale.

Wayne Tomorrow! Priority Projects

Wayne Tomorrow!

Initial Projects to Improve and Grow our Communities

- **Stourbridge Project/Co-Working Space – WEDCO/County**
 - Park Street Complex – Support start-up business and entrepreneurs in shared office areas, technology, collaboration, education and support.
Update: Phase 1 - Coworking Space complete; Building renovations ongoing.
- **Marketing and Communications – Wayne Tomorrow**
 - Develop an information network using traditional media outlets, social media and non-traditional outlets to inform residents and visitors about services, resources and events.
 - Link large number of visitors to economic development opportunities.
 - Create Ambassadors; inform and educate youth and adults, creating pride in their communities, self-worth as a person and good will to others.
Update: Digital Community website - under development.
- **Food Delivery Systems and Agriculture Development – Agriculture Committee**
 - Re-Energize agriculture as a viable economic tool and business venture.
 - Educate and enforce good eating habits/good health.
 - Develop infrastructure to further enhance agriculture opportunities.
Update: Studying Food Policy Council Models; pursuing Economic Development Plan for Agriculture; Agriculture in school curriculums.
- **Youth Projects – Wayne Tomorrow**
 - Continue to bring the school population into the Wayne Tomorrow Projects.
 - Build mentor programs/work experience and youth representation on initiatives.
Update: Chamber Youth Leadership program; high school tours of Stourbridge planned.
- **Technology – County/WEDCO**
 - Increase cost-effective availability of broadband/internet services for business and residents.
Update: Consultant drafting RFP to expand fiber network within Wayne/Pike.
- **Community Hubs – Wayne Tomorrow**
 - Develop Hubs within the geographic areas of the County where residents and visitors can meet, share, have social and educational activities.
 - Must include all age groups, safe places for young and old.
 - Use these centers to create a sense of community and opportunity.
Update: Southern Wayne Food Pantry initiative is jointly being pursued by Wayne and Pike Counties.
- **Education/Workforce Development – Wayne Pike Workforce Alliance**
 - Continue to re-energize Education/Business Partnership.
 - Continue to develop CTC planning or non-traditional learning/training opportunities.
Update: Building Career technical Education opportunities; teacher tours of Stourbridge; youth-based computer programming classes; Park Street Teaching Kitchen.
- **Recreation – Wayne Tomorrow**
 - Coordinated group to inform all about incredible recreation resources in Wayne County.
 - Create maps or interactive ways to access information about recreation.
 - Enforce the Natural beauty in tourism and economic development promotion.
Update: Conducted Wayne County...Naturally! billboard campaign; completed Recreation Map for Wayne County.
- **Energy – Wayne Tomorrow**
 - Opportunities available for development of alternative energy solutions.
 - Opportunities for business development within the Energy industry.
 - Create a sustainable energy solution for future generations.

Wayne Tomorrow Priority Project - Master List

Committee	
Agriculture	
	Economic Development Plan for Agriculture
	Conduct and complete an Inventory of Resources
	Conduct and Complete Resource Directory
	GIS Mapping of Agricultural Resources
	Municipal Review of Data
	County One-stop Agricultural Development Office
	Work with Regional Penn State Cooperative Extension to create and fund position
	Annual Agricultural Forum
	Conduct preliminary planning for 201_ forum
	Food Hub, distribution center (include ability to compost food waste)
	Work with farmers to expand marketability of their products
	GAP training (Good Agricultural Practices)
	Work with County agencies to expand local food procurement
	Assist, where possible, with fulfillment of Mill Market USDA grants
	Certified Kitchen Incubator
	Work with the County to develop kitchen incubator for value-added products
	Build Livestock Sector
	Red-meat processing plant (multi-year project)
	Hold regular meetings with advisors
	Research grant and private funding possibilities
	Write quarterly progress reports
	Reconvene livestock committee
	Business / Economic Development
	The Stourbridge Project: Shared Work Space / Incubator / Accelerator
	Complete Phase 1 facility development (co-working space)
	Design, conduct community contribution campaign
	Develop framework for program delivery
	Complete initial policies and procedures for incubator/accelerator participation
	Develop professional network
	Conduct marketing campaign
	Pursue additional resources for Phase 2
	Multi-tenant Flex Building
	25,000 SF shell building completed on Lot 4 in Sterling Business & Technology Park
	Site development on Lot 4 complete
	Business-class Broadband Network/Technology Platform
	Phase 1 - Complete Southern Broadband Extension Project with SCTC
	Phase 2 - Aggregate broadband usage in the Honesdale Business District
	Phase 3 - Release RFP to determine costs for wireless business-class network
	Identify funding sources to support development of business-class broadband network
	Lake Region Angel Network
	Reconvene Angel Network working committee
	Facilitate Kick-Off Meeting for potential investors, community supporters
	Vibrant Downtowns - Assist municipalities with strategic planning/incentive programs/funding resources.
	Identify resources for strategic planning in downtowns;
	Identify municipal programs for revitalization, redevelopment, and incentives.
	Energy / Natural Gas - Aggregate demand for NG in strategic areas.
	Coordinate Focus Group with County and Sustainability Committee; aggregate demand for NG in strategic areas.
	Begin initial work on drafting County Energy Stratgy along with Sustainability Committee
	WMH - planning effort/exansion

Education & Workforce Development	
	Build Business-Education Partnership locally and regionally
	Develop comprehensive database connecting schools with employers
	Pursue Funding for In-school "Jobs" person
	Analyze data gathered through needs/skills assesment surveys
	Support Entrepreneurial Growth the The Stourbridge Project
	Create framework for program delivery (dependent on funding)
	Develop training programs based on participants needs
	Strategic Dialog
	Working with Higher Ed Partners
	Community Service Credits
Youth	
	Integrate Youth population in WT projects
Quality of Life	
	Community Hub Development
	Analyze survey reults
	Conduct focus groups within communities
	Inventory spaces & Uses, Limitations
	Early Childhood Intervention Coalition
	Form Coalition
	ID Key Issues, Map Support Structure, Develop accessment tools
	Seek Public Comment/Input
	Property Maintenance Standards Coalition (Dangerous Properties)
	ID key issues/Conduct initial assesment
	Create prototype municipal ordinance
	Map process for implementation
	Garner support from multiple constituents, e.g. Realtors Association
Sustainability	
	County-wide survey of existing renewable energy
	Inventory of natural assets
	Educational media campaigns - business, health, localization, branding
	Groundwater Study
	Raise awareness of findings, develop plan for response
	Wayne County Soil Analysis
	Study quality of soil in terms of quality of life, agricultural needs, sustainable communities, and competitive advantages.
Marketing	
	Strategic Plan / Implementation- Work collaboratively to develop a common brand and joint marketing plan
	Internal Communication Network
	External Branding
	Develop Media strategy
	Suggestion - Wayne Tomorrow Social Media
	Sportsman Guide
	Work with GIS Dept. to develop comprehensive guide that highlights outdoor recreation opportunities
	Hospitality Employment Trends / Needs - Kalahari, Camelback, Mohegan Sun, Woodloch
Other	
	Digital Community Website
	Expand Career & Technology offerings - Schools, WPWA, additional partners
	Homeless Shelter, Adult Daycare, Aftercare - Q of L recommends Ministerium and County address issue
	Create prototype awareness network
	Recreation, Environment & Community Support Facilities/Services - County Recreation Board
	Trails and Park Map - County GIS

***Wayne Tomorrow!* Action Committee Members**

Wayne Tomorrow! Action Committee Members

Joe Adams..... Wayne County Commissioner
Chris Barrett. Wayne County Department of Planning
Jane Bollinger PA Sustainable Agriculture (PASA)
Vicky Botjer Chief Clerk, Wayne County
Troy Bystrom Sterling Business & Technology Park
Jocelyn Cramer SEEDS
Carol Dunn..... Wayne County Historical Society
Debbie Gillette..... Chamber of the Northern Poconos
Ginny Hack..... Downtown Hawley Partnership
Randy Heller Wayne County Solid Waste Department.
Chelsea Hill Penn State Cooperative Extension
David Hoff..... Wayne Memorial Health System
Joann Hudak Wallenpaupack Area School District
Ryenne Jennings The Cooperage Project
Wendell Kay..... Wayne County Commissioner
Morgan Keller WEDCO/The Stourbridge Project
Jamie Knecht..... Wayne Conservation District
Donna LaBar Citizen Representative
Steve Lawrence SCORE / Citizen Representative
Susan LaCroix..... Delaware Highlands Conservancy
Marie McDonnell Wayne County Employment & Training
Cindy Matthews Behavioral & Development Programs/Early Intervention
Bob Muller Wayne Conservation District
Kellyn Nolan..... Lackawanna College
Jean Pettinato Southern Wayne Community Council
Craig Rickard Wayne County Department of Planning
Molly Rodgers Wayne County Library System
Brian Smith Wayne County Commissioner
Mike Uretsky..... New York University (Retired)
Mikki Uzupes Wayne County Digital Media Manager
Lucyann Vierling..... Wayne Pike Workforce Alliance
Derek Williams Wayne County Dept. of Planning / GIS
Keith Williams..... Pocono Mountains Visitors Bureau
Jess Wolk Wayne Pike Workforce Alliance
Mary Beth Wood..... Wayne Economic Development Corporation
Jim Zumpone Supreme Zippers