



Action Strategy Categories:

- 1. Organization and Management**
- 2. Implementation**
- 3. Marketing and Promotion**

This chapter summarizes all of the action strategies outlined throughout this document. The charts on the following pages flow from Autumn 2005 to Winter 2008, with a time frame identified for each action item. The three major categories are: Organization and Management, Implementation, and Marketing and Promotion. Lead agencies and resources are identified for various action items throughout the chapter.



Action	2005		2006		2007		2008		Lead Agency	Resources to complete Tasks
	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer		
Organization and Management										
Recommend a preferred governance strategy for the greenway										
Establish the new Susquehanna Greenway Partnership										
Establish the Susquehanna Greenway Partnership as a not-for-profit corporation	↔								SEDA-COG Partnership staff	SEDA-COG Legal Counsel
Draft legal charter and bylaws to establish the new Susquehanna Greenway Partnership using SEDA-COG umbrella authority	↔								SEDA-COG	SEDA-COG Legal Counsel
Contract SEDA-COG for administrative support services, marketing, funding, and technical support	↔									
Sub-contract four lead regional entities	↔									
Develop an Organizational Framework										
Establish Board of Directors	↔								Partnership staff SEDA-COG Member Counties	SEDA-COG staff
Establish Regional Committees for each of the four sub-regions to formalize organizational framework	↔								SEDA-COG PA Heritage Regions	Commonwealth staff, SEDA-COG staff, Planning Team
Establish Ad Hoc Committees	↔								Partnership staff	Commonwealth Inter-Agency Task Force
Form the Coordinating Committee	↔								PA DCNR	
Staff the Susquehanna Greenway Partnership										
Advertise for employment of Executive Director	↔								Board of Directors Partnership staff	SEDA-COG staff
Advertise for employment of Development Officer and Marketing Director, fill positions by July 2006	↔								Partnership staff	Board of Directors
Advertise for employment of Communications and Outreach Officer, fill positions by July 2006	↔								Partnership staff	Board of Directors
Secure funding from local governments and the Commonwealth										
Complete a "county outreach period" to discuss the Strategic Action Plan with all partner counties (7/05 - 10/05)	↔								Planning Team	SEDA-COG staff
Submit funding request to 22 counties, Commonwealth Agencies and other funding partners to raise 3-year operating budget	↔								SEDA-COG Planning Team Commonwealth Agencies	SEDA-COG staff, County staff, Congressional staff, Commonwealth agencies
Secure financial participation from 22 counties and Commonwealth	↔								Partnership staff	SEDA-COG staff, Planning Team
Begin operation of the new Susquehanna Greenway Partnership										
Hold Partnership Board meetings	↔								Partnership staff SEDA-COG Member Counties	SEDA-COG staff, County staff, Planning Team, Legal Counsel
Facilitate four regional meetings, one for each greenway region	↔								Partnership staff Heritage Region staff	SEDA-COG staff, Planning Team, Heritage Region staff
Facilitate Executive Committee of Partnership Board to discuss long-term operating framework of Partnership organization	↔								Partnership staff	SEDA-COG Legal Counsel
Measure success of the Susquehanna Greenway										
Define Measurable Outcomes	↔									
Prepare an annual operating report with all member counties and Commonwealth agencies	↔								Partnership staff	SEDA-COG staff



Action	2005		2006		2007		2008		Lead Agency	Resources to complete Tasks	
	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer			Autumn
Implementation											
Compile a Master Project List for the Susquehanna Greenway Corridor											
Identify and prioritize regional and corridor project lists											
Identify the main regional focus for each of the four regions											
Determine regional and corridor-wide priorities			↔								
Create one corridor-wide and four regional project lists			↔								
Prioritize project lists			↓								
Nominate significant projects to the appropriate project list			↓								
Identify future projects											
Continue to conduct state recommended plan and studies											
Conduct other studies necessary for the growth and development of the greenway											
Update GIS layers, such as parcel database, and submit to SEDA-COG											
Identify potential projects based on the findings of new, developing studies and plans											
Develop a process to select projects for implementation											
Select projects for implementation											
Select projects for implementation using the process described in 4.3											SEDA-COG staff, Heritage Region staff, Planning team, DCNR, DCED, TPAs
Successfully plan, design, and implement selected projects											
Develop implementation standards											
Develop greenway standards			↔								Partnership staff
Develop regional standards			↔								
Develop local standards			↔								
Identify and select a project manager for each selected greenway project											
Identify and select a long-term management entity for each selected greenway project											Regional Committee
Collect available data											
Facilitate Conceptual Phase and Stakeholder Workshops											
Obtain project funding for implementation											Partnership Staff Regional Committee
Develop a menu of options for land conservation											Partnership staff
Facilitate Design and Construction Phases for selected projects											Board of Directors
Develop a sustainable plan for the operation and maintenance of greenway lands and facilities											Land Trusts and Recreational Departments State level land managers, SRBC, legal advisors, SEDA-COG staff



Action	2005		2006		2007		2008		Lead Agency	Resources to complete Tasks
	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer		
Implementation continued										
Develop a successful and coordinated system of operations and management										
Develop a sustainable plan for the operation and maintenance of greenway lands and facilities										
Establish an operations and management committee			↕						Partnership Staff Board of Directors	
Identify operations and management goals and strategies			↕							
Develop an operations and management plan that addresses routine and remedial maintenance, user safety and security, emergency response, risk management, programming and events, resource stewardship and enhancement, and oversight and coordination			↕							
Define long-term management strategies for greenway facilities										
Secure an annual operations and management funding source			↕						Partnership Staff Regional Committee	
Secure contributions from local governments										
Organize multi-objective partnerships										
Establish a greenway trust fund										
Coordinate in-kind services										
Develop an operation and management system for the GIS database										
Define the organization and management of the GIS database										
Compile MetaData for all existing GIS layers			↕							
Compile a list of all GIS contacts			↕							
Create a dedicated FTP site for the Susquehanna Greenway			↕							
Work with PASDA to provide greenway information online			↕							
Increase public understanding and awareness of the Susquehanna River and its enduring story										
Define the greenway "Experience"										
Categorize greenway activities and resources into "Experiences"										
Collaborate with public and private partners to support and promote the Susquehanna Greenway										
Partner with Institutions and Schools										
Identify Educational Resources										
Partner with leading manufactures, retailers, and brands to promote the Susquehanna Greenway										
Establish relationships with authors, publishers, historians, illustrators, editors, and artists										



Action	2005				2006				2007				2008				Lead Agency	Resources to complete Tasks
	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter				
Implementation continued																		
Develop the Susquehanna Greenway brand																		
Develop a logo and core elements, working towards a comprehensive identity system	↕																	
Register logo and name as trademarks	↕																	
Adopt a slogan that catches the spirit of the Susquehanna Greenway	↕																	
Design a press kit	↕																	
Establish and maintain an adaptable communications framework that integrates activities, audiences, and areas																		
Prepare, publish, and distribute Susquehanna Greenway print materials																		
Expand and improve the Susquehanna Greenway website	↕																	
Develop and implement a Susquehanna Greenway signage system																		
Technical Assistance																		
Create a technical assistance program that demonstrates how to plan for the greenway, acquire land, and manage resources			↕														Partnership staff, local planners, regional partners	
Develop a library of How-To guides for project design and facility development. Place list on website			↕														Partnership staff, DCNR, DCED	
Create a grants database for local partners to search for funding options by project type. Database should be available on-line			↕														Partnership staff, SEDA-COG staff, Private and Public partner agencies	
Develop public maps/brochures from GIS and develop GIS interactive website			↕														SEDA-COG staff	
Marketing and Promotion																		
Adopt a logo and core identity elements as part of the comprehensive identity system (including slogans)	↕																SEDA-COG staff, Planning Team	
Update the newsletter to be consistent with identity system	↕																SEDA-COG staff, Planning Team	
Register logo components of Susquehanna Greenway and other slogans with US Patent & Trademark Office	↕																SEDA-COG staff, Planning Team, Legal Counsel, US Patent Office, Trademark Lawyer	
Secure URLs for the website	↕																SEDA-COG staff	
Develop Susquehanna Greenway stationary system	↕																SEDA-COG staff, Planning Team	
Identify gateways, landmarks, access points, etc., that are eligible for greenway signage	↕																SEDA-COG staff, Planning Team	
Target funding sources for website	↕																SEDA-COG staff, Planning Team	
Re-design the website to reflect comprehensive identity system	↕																SEDA-COG staff, Web Design Firm	
Partner with DCNR and Visit PA for cross-marketing and shared information	↕																SEDA-COG staff, DCNR, DCED	
Record website usage to adjust features accordingly based on feedback	↕																SEDA-COG staff, Web Design Firm	



Action	2005			2006			2007			2008			Lead Agency	Resources to complete Tasks	
	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring	Summer			Autumn
Marketing and Promotion continued															
Cross Market with TPAs to market the Greenway in their publications														Partnership staff TPAs Heritage Region Directors	SEDA-COG staff, PA Tourism Office, DCNR, DCED
Design Susquehanna Greenway Poster														Partnership staff TPAs Heritage Region Directors	SEDA-COG staff
Design Printed Trip Itineraries														Partnership staff TPAs Heritage Region Directors	SEDA-COG staff
Prepare design guidelines for Greenway wayfinding, greenway signage and resource signage														Partnership staff	SEDA-COG staff, Graphic Design Firm
Create mailing and email lists for strategic marketing communications														Partnership staff	SEDA-COG staff
Develop additional interpretive sites														Partnership staff	TPAs, Heritage Region Directors, DCNR, DCEd
Manage apparel and merchandise inventory and set up revenue structure														Partnership staff	SEDA-COG staff
Research and evaluate national media outlets														Partnership staff	SEDA-COG staff
Establish a relationship with an advertising agency														Partnership staff	SEDA-COG staff
Solicit a formal statement of support for the Susquehanna Greenway from the Governor's Office														SEDA-COG	SEDA-COG staff; Planning team
Create a standard presentation that demonstrates the links between greenway development and improved quality of life														Partnership Staff	Partnership staff. Local interest groups in hiking, biking, boating, etc
Task each region to deliver greenway presentation to all local elected officials in their area														Board of Directors Regional Committees	Regional partner agencies, Planning Team, volunteers
Steady, persistent education about the many benefits of greenways														Partnership Staff	BOD, volunteers, local teachers and professors
Attribute additions to GIS road and stream table (Road - functional class for North Branch and Main Stem; Stream - stream name)														SEDA-COG	SEDA-COG staff
Establish GIS data distribution process with updated licensing agreements														SEDA-COG	SEDA-COG staff
Collect, develop, and update GIS data throughout life of project; fill spatial and attribute gaps in GIS														SEDA-COG	SEDA-COG staff
Complete up-to-date, detailed GIS metadata and metadata table (Process continues throughout life of project as data is added and updated) including contacts of data sources														SEDA-COG	SEDA-COG staff
Distribute GIS data and accompanying metadata to counties, municipalities, and/or communities for local projects/planning work														SEDA-COG	SEDA-COG staff
Create strategy for GIS data editing for situations where, upon receiving GIS data, municipalities and communities find smaller scale spatial and/or attribute errors														SEDA-COG and Municipalities/ Communities	SEDA-COG staff and Municipalities/Communities
Use GIS to determine physical gaps, opportunities, and constraints for Greenway system (throughout life of project)														SEDA-COG	SEDA-COG staff