

**PA WILDS CENTER**  
FOR ENTREPRENEURSHIP

# STRATEGIC PLAN

2018 - 2020



Integrating Conservation and Economic  
Development in a Way that Strengthens and  
Inspires Communities in the Pennsylvania Wilds

Revised March 2018

# Introduction

The Pennsylvania Wilds effort is celebrating its 15-year anniversary in 2018 with many successes under its belt thanks to the work of dozens of partners from the public and private sectors. The nonprofit now housing the work, the PA Wilds Center for Entrepreneurship (PA Wilds Center), is much younger –in its fourth year of operation. This juxtaposition – of programs and partnerships maturing, housed in a young nonprofit – is reflected in this 3-year Strategic Plan.

In 2016-17, all of the PA Wilds programs and stakeholder structures were integrated into the PA Wilds Center for long-term sustainability. The PA Wilds Center was proud to have partners ask it to play this role in this groundbreaking regional effort. As noted in the pages ahead, this reorganization aligned programs better than ever before and helped breathe new life and investment into them.

**This strategic plan is broken down into four sections, each outlining a main function of our nonprofit. The four functions combine to create our ‘BUDS’:**

**B**ring: visitors to the region to boost local economies, attract investment and improve quality of life.

**U**nify: partners around the PA Wilds effort

**D**eliver: PA Wilds programs and services to our businesses and communities

**S**teward: our region’s public lands and natural assets, rural lifestyle, and unique community character; sustain our organization and vision for future generations



# Introduction

In 2017, the board and staff of the PA Wilds Center identified a Big Hairy Audacious Goal (BHAG) for each of these four function areas and established Key Performance Indicators (KPIs) to help track progress toward them. PA Wilds Center's KPIs are not set in stone; they will be reviewed annually to make ensure that they are still relevant.

The definition of a BHAG, according to Jim Collins, the author who coined the term in his books "Built to Last" and "Good to Great," is that it is long-term (10-30 years), trackable, and has a 50-70 percent chance of succeeding (organizations must stretch to achieve them!).

**"THE POWER OF THE BHAG IS THAT IT GETS YOU OUT OF THINKING TOO SMALL," COLLINS TOLD THE MAGAZINE INC. RECENTLY. "A GREAT BHAG CHANGES THE TIME FRAME AND SIMULTANEOUSLY CREATES A SENSE OF URGENCY. ... ALSO, ONE OF THE ROLES OF THE BHAG IS THAT IF IT'S REALLY GOOD AND BIG ENOUGH YOU CAN'T ACHIEVE IT IF, IN THE PROCESS, YOU DON'T BUILD A GREAT COMPANY, A GREAT ORGANIZATION."**

There is risk associated with telling the world what you hope to achieve – but also the chance that by doing so it will inspire others to help you actually get there. We put our faith in the latter, knowing that it is the mettle of so many local individuals and organizations getting involved in this work that has gotten it to where it is today. If, together, we can accomplish even half of what we've set out to do over the next two decades, it will have helped hundreds of individuals, businesses and organizations in rural Pennsylvania to thrive.



# Introduction

Our BUDS and BHAGs guide our 3-Year Strategic Plan. As outlined in the pages ahead, over the next three years PA Wilds Center is making major investments to build out a commerce platform tied to the PA Wilds brand and public lands to help put local businesses and makers to work and accomplish many other parts of our mission. At the same time, we are growing the stewardship components of the work. If there is a lesson we have learned from living and doing business in the big, working forest that is the Pennsylvania Wilds, it's the importance of balance.

Alongside this, PA Wilds Center is investing heavily in organizational processes, systems, policies and plans so our organization can operate effectively and efficiently on the large landscape we serve for a long time to come and beyond current leadership. This includes establishing public-facing organizational documents, such as this Strategic Plan and an Annual Report, in order to better communicate our work and its benefits to stakeholders.

Lastly, we are working to expand the regional networks that have grown up around the Pennsylvania Wilds effort. To get more young people involved, more foundations involved, and more of the region's major employers involved.

*We appreciate your support!*



Tataboline Enos, Founder & Executive Director  
PA Wilds Center for Entrepreneurship



The PA Wilds Center for Entrepreneurship (PA Wilds Center) is a 501(c)3 nonprofit organization. The official registration and financial information of PA Wilds Center may be obtained from the Pennsylvania Department of State by calling toll-free, within Pennsylvania, 1-800-732-0999. Registration does not imply endorsement.



# OUR MISSION

INTEGRATING CONSERVATION AND ECONOMIC DEVELOPMENT IN A WAY THAT STRENGTHENS AND INSPIRES COMMUNITIES IN THE PENNSYLVANIA WILDS

## The Region

The Pennsylvania Wilds is one of the state's 11 official tourism regions.

It is also designated as one of PA's seven Conservation Landscapes because of its unique natural and heritage assets.

The region has more than 2.1 million acres of public land - one of the largest blocks of green between New York City and Chicago.

## About Us

- 501(c)(3) nonprofit
- Our work is sustained through partnerships, program fees, philanthropic giving, grants, and entrepreneurial activities related to the Pennsylvania Wilds brand.



**PA WILDS CENTER**  
FOR ENTREPRENEURSHIP

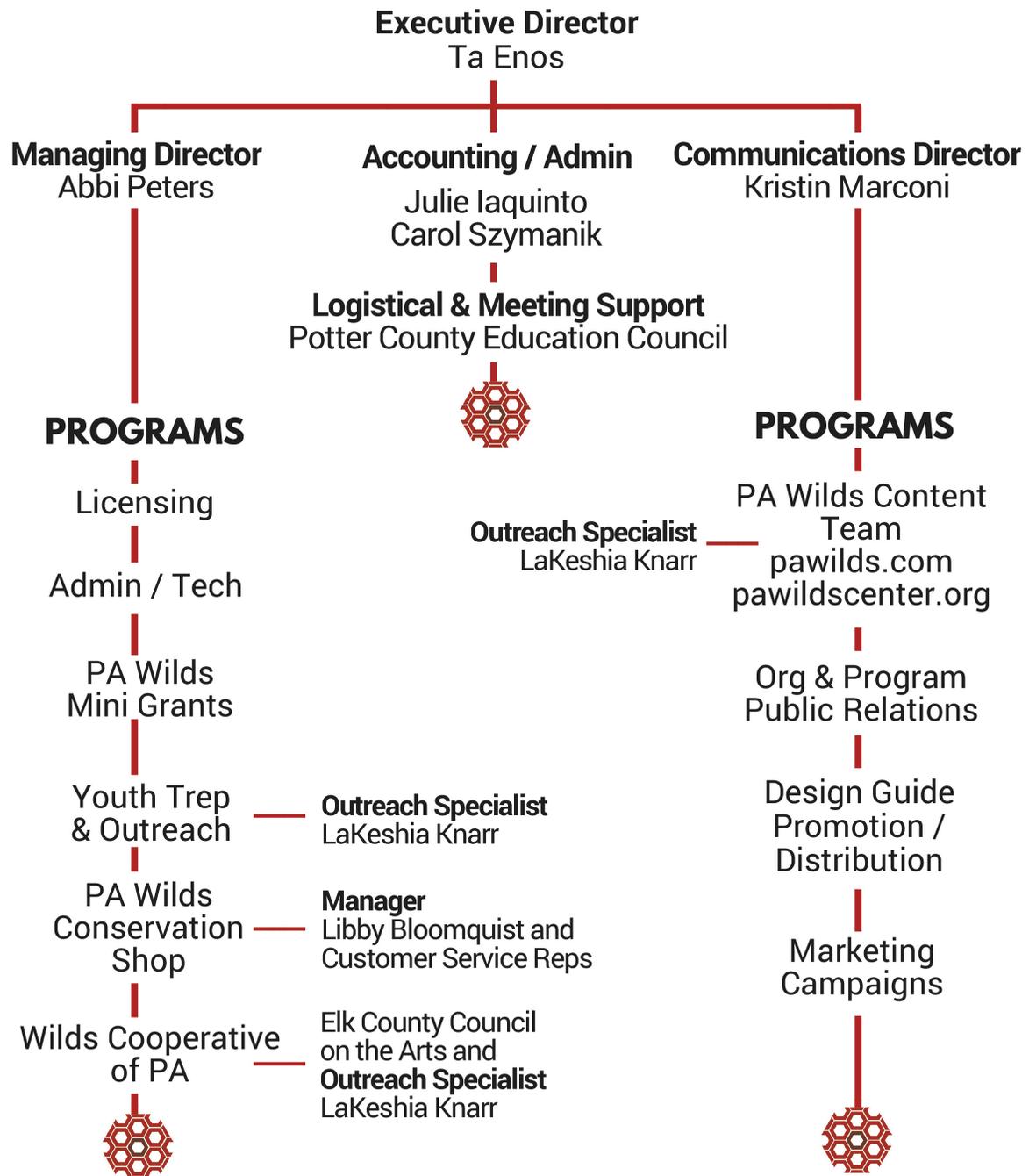


# ORGANIZATIONAL CHART

## BOARD OF DIRECTORS

### PA WILDS PLANNING TEAM

### PA WILDS MARKETING TEAM





## BRANDS & CORE PROGRAMS



**PA WILDS CENTER**  
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The Pennsylvania Wilds Center for Entrepreneurship (PA Wilds Center) is the coordinating entity for the PA Wilds Conservation Landscape and operates all of the PA Wilds programs for businesses and communities.

The Pennsylvania Wilds is our region's destination and lifestyle brand. The PA Wilds logo can be licensed for use on saleable and non-saleable products. PA Wilds Center spearheads development and use of the PA Wilds logo under a public-private partnership with the Department of Community and Economic Development (DCED), which owns the trademark. Under this partnership, all royalties from licensing activities on saleable products are kept in the region to support PA Wilds Center's nonprofit mission.



The Wilds Cooperative of Pennsylvania (WCO) is the core business development program of the PA Wilds Center. One of rural Pennsylvania's largest networks of creative entrepreneurs, more than 275 businesses, artisans and producers currently participate.

The PA Wilds Conservation Shop is our network of brick- and-mortar and online gift shops selling locally-made, value-added or PA Wilds branded products from the WCO.



Like many rural places, the Pennsylvania Wilds is economically challenged. The work of the PA Wilds Center and our partners helps to create jobs, diversify local economies, inspire stewardship, and improve quality of life.

The Pennsylvania Wilds is a large rural area that covers about a quarter of the Commonwealth and is home to about 4 percent of the state's population.

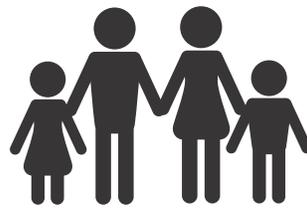
Like much of the Commonwealth, the Pennsylvania Wilds has had to make "a long, challenging and in some cases painful transition over the past few decades from a manufacturing-heavy economy to a more modernized, knowledge-based economy," according to the 2010 Econsult Report.

## THE STATISTICS: CHALLENGES IN OUR REGION



**5.92%**

Higher-than-average unemployment rate



**15.33%**

Higher-than-average percent of persons living in poverty



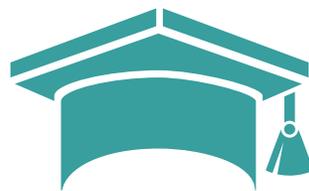
**52.6%**

More than half of all children in the region are eligible for free or reduced school lunches



**\$44,107**

Lower than average median household income



**<17%**

Less than 17% of the region's 506,472 residents have a bachelor's degree or higher educational attainment



**10.1%**

Projected additional population decline by 2030



# GUIDING STRATEGY

## BUDS

### **B** **Bring**

visitors to the region to boost local economies, attract investment and improve quality of life.

### **U** **Unify**

partners around  
the PA Wilds work

### **D** **Deliver**

programs and services to our  
businesses and communities

### **S** **Steward**

our region's public lands and natural assets, rural lifestyle, and unique community character; sustain our organization and vision for future generations

# GUIDING STRATEGY

## BHAGS

### Bring

Strengthen the Pennsylvania Wilds as a premier outdoor recreation destination and lifestyle brand by helping to double PA's current annual consumer spending on outdoor recreation. Grow our region's economy and attract investment to improve quality of life for residents.

### Unify

Build and steward a resilient, high-performing partnership around the PA Wilds effort that engages the private, foundation, nonprofit and government sectors.

### Collective

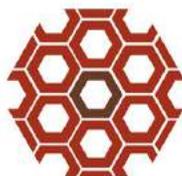
To make 'Pennsylvania Wilds' a household name, inspire a new generation of stewards and grow and retain our region's working-age population.

### Deliver

Build an entrepreneurial ecosystem tied to the region's lifestyle brand and public lands that moves \$4 million annually in local products and services and helps rural businesses and communities to thrive.

### Steward

Steward and reinvest in our region's public lands and natural assets, unique community character and rural lifestyle; sustain our organization and vision so these can be handed off to the next generation.



**PA WILDS CENTER**  
FOR ENTREPRENEURSHIP

# KEY PERFORMANCE INDICATORS

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- Help grow the outdoor recreation economy in the Pennsylvania Wilds to help the state of Pennsylvania double current annual consumer spending on outdoor recreation as reported by the Outdoor Recreation Association (ORA) [20 years]
- Help retain Pennsylvania's 2017 ORA ranking as a top 5 state for consumer spending on outdoor recreation [annual goal tracked over 20 years]
- See PA Wilds featured as a successful case study in the ORA Annual Report or National Travel Association Report [10 years]
- Grow 1 million readers/ followers/users total across platforms (web + social + newsletters + e-commerce) [10 years]
- Build the region's outfitters through professional development, increased contracting opportunities, and marketing. [10 years]
- Help to attract and retain working-age population in the Pennsylvania Wilds

## Bring

Strengthen the Pennsylvania Wilds as a premier outdoor recreation destination and lifestyle brand by helping to double PA's current annual consumer spending on outdoor recreation. Grow our region's economy and attract investment to improve quality of life for residents.



# STRATEGY 1: BRING

## ACTION ITEMS 2018-2020

### 1. Regional marketing program

Regional marketing under the Pennsylvania Wilds brand was largely dormant for a decade due to budget cuts. This activity and its related platforms were integrated into the PA Wilds Center in 2016-17 and rebooting it became a top priority. Activities over the next three years will include: finishing the overhaul to pawilds.com; auditing and updating related social media channels; establishing target audiences and methods for reaching them; developing an initial campaign (Always More to Explore); establishing a system for referring potential visitors to appropriate partners; establishing feedback loops with PA Wilds Marketing Team; and, making paid media placements.

#### Timeline

2018-20

#### Key Partners

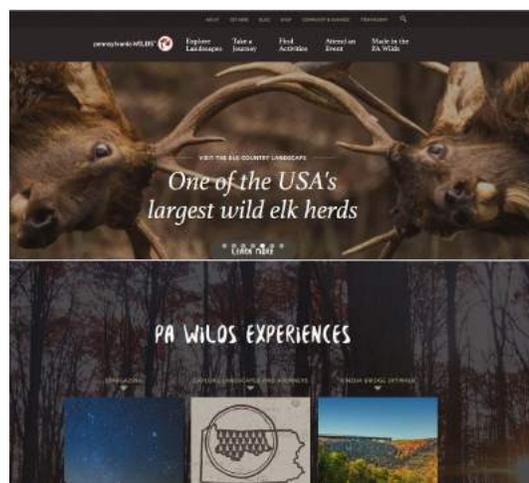
Contractors, Marketing Team, visitor bureaus, Department of Conservation and Natural Resources (DCNR), Allegheny National Forest (ANF)

#### Critical Success Factors

Strong back-end systems and communications with partners are needed to ensure good customer service. Turn on paid advertising slowly to provide time to smooth out any kinks in systems.

#### Resource Considerations

Seed-funding secured to assist with marketing; in future, profits from the Center's PA Wilds Conservation Shops will help fund this activity.



# STRATEGY 1: BRING

## 2. Establish pawilds.com as a publishing platform

Establish pawilds.com as a publishing platform and organize a team of volunteer contributors and stakeholders to help shape and guide content so that it is authentic, useful, and inspiring. This will include establishing an incentivized program for contributors; putting back-end systems in place to allow for submissions, editing and publishing; and engaging stakeholders through the newly-established PA Wilds Marketing Team.

### Timeline

2018-20

### Key Partners

Volunteers, Marketing Team

### Critical Success Factors

Put the right incentives in place; establish clear guidelines so contributors understand the parameters they have to work in. Find people who are passionate about their place or activity and want to share that with others. Marketing Team: provide logistics and administrative support for their work; collaborate on regional marketing efforts.

### Resource Considerations

Volunteers/stakeholder time, staff time.



MARCH 1, 2018

### *A man, his dog, and their quest — to visit every state park in Pennsylvania*

Dale Yohe and his dog, S'mores, love the PA Wilds — and this Instagram-famous adventure duo has set out to visit every Pennsylvania State Park. PA Wilds Contributor Katie Weidenboerner recently caught up with Dale and learned more about their experiences.



# STRATEGY 1: BRING

## 3. Overhaul, print and distribute the PA Wilds Outdoor Discovery Map

The Pennsylvania Wilds has the greatest concentration of public lands in the Commonwealth, and it is one of the largest blocks of green between New York City and Chicago. This free map is the premier resource for navigating the region's vast outdoor recreation and heritage assets. The map is due for a major overhaul as several new visitor centers and access points have come online in the region. The map is out of print and there are many requests for it at locations across the region.

### Timeline

2018-19 (RFP issued Spring 2018)

### Key Partners

Contractors, DCNR, ANF, visitor bureaus

### Critical Success Factors

RFP to attract professional cartographers to apply and fulfill contract. Good stakeholder engagement. Tying the map to existing PA Wilds branding on pawilds.com, including Landscapes & Journeys approach.

### Resource Considerations

Funding for contractor secured; looking for match partner to help print.

## 4. Regional wayfinding / orientation

Look at the feasibility of a regional iPad-style kiosk system for pawilds.com at public lands visitor centers and other key visitor locations to better serve travelers and, where retail services are not available, to provide visitors access to the PA Wilds Conservation Shop online store. Also, create and pilot orientation signage at key locations.

### Timeline

2019-2020

### Key Partners

DCNR, private-sector sponsor(s)

### Critical Success Factors

Partnerships. Ability of locations to access Verizon wireless network. Competitive pitch package to secure private sector support.

### Resource Considerations

Staff are reviewing sites in the normal course of travel around the region. Additional funding will be needed to establish the system.

# STRATEGY 1: BRING

## 5. Create a PA Wilds media kit

Create a 'brag book' about the Pennsylvania Wilds and media kit for easy download on pawildscenter.org and pawilds.com to encourage travel coverage of the region.

### Timeline

2018-19

### Key Partners

Marketing Team, visitor bureaus

### Critical Success Factors

Good content from across the region. Nice layout and design.

### Resource Considerations

Volunteer time, staff time.

## 6. Build the region's outfitters through professional development, increased contracting opportunities, and marketing

Establish guidelines, processes and systems for how outfitters can participate in commerce platforms (online store, catalog, school fundraisers, etc.) and Educational Improvement Tax Credit (EITC) programming.

### Timeline

2018-20

### Key Partners

Outfitter volunteers, public lands/waterway partners

### Critical Success Factors

Work with public lands and waterway managers to understand baseline requirements for insurance, permits, etc. Establish a small, beta test group of established outfitters to provide feedback and to work kinks out of new systems. Build relationships with companies that donate through EITC.

### Resource Considerations

EITC programming is tied to EITC giving; also, parts of the Center's commerce platform are still coming online so involving outfitters in them will have to wait until they are ready.

# KEY PERFORMANCE INDICATORS

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- 50 major private-sector employers investing in the PA Wilds Center's mission [10 years]
- 2,000 small businesses participating in The Wilds Cooperative of PA annually [10 years]
- 35 foundations investing in our work [10 years]
- Half of the region's school districts collaborating annually [15 years]
- Partner with the healthcare industry on healthy living, wellness, and outdoor recreation in the PA Wilds [10 years]
- Establish at least one strong academic/research relationship with Penn State
- 4 universities co-branding recruitment and orientation materials to include PA Wilds [10 years]
- The region's county governments and visitor bureaus collaborating annually
- Track 1000+ hours of volunteer service to the PA Wilds Center annually

## Unify

Build and steward a resilient, high-performing partnership around the Pennsylvania Wilds effort that engages the private, foundation, nonprofit and government sectors.



# STRATEGY 2: UNIFY

## ACTION ITEMS 2018-2020

### 1. Encourage broad involvement in the Pennsylvania Wilds work

Encourage broad involvement in the Pennsylvania Wilds work by facilitating two key stakeholder groups, the PA Wilds Planning Team (PWPT) and the PA Wilds Marketing Team (PWMT). Provide administrative and logistical support, fund accounting, feedback on projects, and participate in each group's regular meetings (PWPT meets six times annually; PWMT meets quarterly).

#### Timeline

2018-20

#### Key Partners

Board, Planning Team, Marketing Team

#### Critical Success Factors

Inspired team leadership helps keep busy partners at the table. Potter County Education Council (PCEC) provides the logistical and meeting support for these two Teams under contract for the Center. PCEC has played this role for many years and has a great working knowledge of the partners involved, the work being tackled, and the challenges that can come with large-landscape internal communications.

#### Resource Considerations

PWPT has developed revenues to support their operations. PWMT was just established following a major re-organization of the Wilds work in 2016-17; PA Wilds Center provides its logistical/administrative support. The vast size of the region plays a role in how often some partners can participate in meetings in-person. Telecommunications are also limited in many areas, another challenge.



# STRATEGY 2: UNIFY

## 2. Recognize great work in the region at the PA Wilds Annual Dinner & Awards

Recognize great work being done by individuals and organizations to advance the Pennsylvania Wilds effort by holding the PA Wilds Annual Dinner & Awards.

### Timeline

2018-20

### Key Partners

Board (Outreach Committee), Marketing Team, Planning Team, volunteers

### Critical Success Factors

Early planning by the Outreach Committee, great public communications.

### Resource Considerations

Staff/board/volunteer time. Dinner ticket sales, grants, donations and sponsorships cover the cost of this event.

## 3. Help the public better understand the benefits and future direction of the Pennsylvania Wilds work

Help the public better understand the results and future direction of the PA Wilds work by establishing an Annual Report and a 3-Year Strategic Plan for the PA Wilds Center.

### Timeline

2018-20

### Key Partners

Board, Planning Team, Marketing Team

### Critical Success Factors

Clear writing, good layout. Keep content at the 50,000-foot level, keep it personal and genuine. Focus on our collective story. Include metrics. Have Annual Report ready for release at the PA Wilds Annual Dinner & Awards.

### Resource Considerations

More resource-intensive for staff in first year because templates are being established. Also, delivery method (print versus digital) depends on available funding.

# STRATEGY 2: UNIFY

## 4. Grow membership in The Wilds Cooperative of PA (WCO)

Grow membership in The Wilds Cooperative of PA (WCO). Help local businesses and organizations understand how they can use the program to grow their operations. The Wilds Cooperative is the entry point for selling products through the PA Wilds Center's commerce platforms; for becoming a PA Wilds licensee; and, for being marketed through pawilds.com and its related advertising campaigns. It is also the main program through which PA Wilds Center refers businesses to loan, grant, and technical assistance programs to help them grow. It is the way in which businesses cooperate with the Center to grow the region's destination and lifestyle brand.

### Timeline

2018-20

### Key Partners

Board, Planning Team, Marketing Team

### Critical Success Factors

Set clear expectations about what the program can do for members; provide clear application materials and excellent customer service. Member testimonials are the best marketing for this program.

### Resource Considerations

Membership dues cover WCO's core operating costs but do not cover additional marketing and outreach. Those activities are dependent on funding.

# STRATEGY 2: UNIFY

## 5. Unify members of The Wilds Cooperative through special projects

Unify members of The Wilds Cooperative through special projects that win on multiple levels (business growth, brand exposure, professional development, etc). Projects to include: determining feasibility of a Pennsylvania Wilds section at the Pennsylvania Farm Show for WCO members; encouraging member-driven WCO pop-up shops at various places and events around the region; organizing educational and networking events; expanding the Creative Maker Series, which documents WCO members making their products in their unique workspaces across rural PA. These photos become part of a traveling public art exhibit, are supplied to the makers for promotional purposes, and are used at PA Wilds Conservation Shops to tell the story of our makers. Eventually, the photos will be used to create a coffee table book.

### Timeline

2018-20

### Key Partners

WCO member volunteers, Elk County Council on the Arts (ECCOTA)

### Critical Success Factors

Partner support in helping build relationships and promote opportunities.

### Resource Considerations

The Creative Maker Exhibit has been funded for two years through requests to PA Partner in the Arts; the goal is to keep expanding it by 20 artists per year until a critical mass is reached. Farm Show: work to begin in 2018 to flesh out costs, logistics, and member interest.



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# STRATEGY 2: UNIFY

## 6. Conduct outreach to foundations in the Pennsylvania Wilds. Start a conversation on ways to better connect our work

### Timeline

2018-20

### Key Partners

Board

### Critical Success Factors

Building personal relationships with each foundation. Board involvement, peer-to-peer testimonials/introductions by other foundations.

### Resource Considerations

Time/travel for board, staff, foundations.



# KEY PERFORMANCE INDICATORS

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- \$1 million in gross sales of local products annually at the PA Wilds Conservation Shops [10 years]
- \$500,000 in gross sales annually of PA Wilds licensed products [20 years]
- \$1 million in gross sales of local products through school fundraiser program annually [15 years]
- \$500,000 gross sales of local products online store / catalog [15 years]
- \$500,000 in PA Wilds Center local contracting [15 years]
- \$500,000 annual gross B2B sales in The Wilds Cooperative [15 years]
- Establish strong Community Development Financial Institutions (CDFI) partnerships [5 years]
- Establish incubator/accelerator space [5 years]
- Help local businesses create 3,000 jobs [20 years]

## Deliver

Build an entrepreneurial ecosystem tied to the region's lifestyle brand and public lands that moves \$4 million annually in local products and services and helps rural businesses and communities to thrive.

# STRATEGY 3: DELIVER

## ACTION ITEMS 2018-2020

### 1. Expand PA Wilds Conservation Shop network

Expand PA Wilds Conservation Shop network at public lands in order to create more opportunities to sell local products, improve visitor services, and advance the Pennsylvania Wilds as a destination and lifestyle brand. Establish 1-2 more park flagship locations, and at least one smaller unit at a nontraditional location.

#### Timeline

2018-20

#### Key Partners

DCNR, WCO members

#### Critical Success Factors

Find locations that are win-win; make time for adequate planning and fundraising for start-up costs; build on gift shop model used at Kinzua Bridge State Park for branding, processes, systems, product lines, etc. Hire the right people for retail.

#### Resource Considerations

Under our model, each physical store has great mission impact and is sustainable once up and operating, but they are capital-intensive to bring online. Resources will need to be raised to assist in start-up.

### 2. Establish a business incubator/accelerator space

Establish a business incubator/accelerator space to help grow the PA Wilds Center's emerging commerce platforms and networks, which are moving more local product from the WCO and growing our region's destination and lifestyle brand. Include a product photography studio, audio-visual tools, a classroom for Drop Ship School, and other functionalities.

#### Timeline

2018-20

#### Key Partners

Volunteers, WCO Members

#### Critical Success Factors

Location, partnerships, funding and planning. Also, working directly with WCO focus group/other industry professionals to adequately plan space and equipment needs.

#### Resource Considerations

Dependent on available funding.

# STRATEGY 3: DELIVER

## 3. Expand PA Wilds-branded product lines

Bring more inspired PA Wilds-branded merchandise/products to market through the PA Wilds Licensing Program to meet demand and advance the Pennsylvania Wilds as a destination and lifestyle brand. Identify key products that are missing and look for local producers to partner with to bring them to market. Also, increase awareness for how retailers can purchase PA Wilds merchandise from existing licensees for resale.

### Timeline

2018-20

### Key Partners

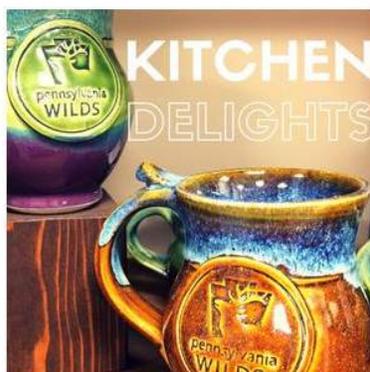
DCED, WCO, private-sector

### Critical Success Factors

Important to identify products that fit the brand and licensees who want to grow with it. Take time to build good business relationships.

### Resource Considerations

Staff time and travel. Lead time to bring new products online and development costs.



# STRATEGY 3: DELIVER

## 4. Develop a fundraising program for schools that introduces students and consumers to the Pennsylvania Wilds brand and sources all local products from The Wilds Cooperative

Involve students in the program's development and implementation. Goal is to design a program that will cover its own costs and grow the Center's capacity while creating work opportunities for local businesses, educational opportunities for students, and a better-than-average revenue stream for the schools and organizations using it to raise funds. Also, work to establish contract lending to allow more small businesses in the WCO to participate in this program and other aspects of the PA Wilds Center's supply chain.

### Timeline

2018-2020

### Key Partners

Contractor, volunteers, WCO members, schools

### Critical Success Factors

Strong business planning (platforms, products and implementation strategies). Keep it simple to encourage adoption. Enough wholesale producers in the WCO to source to. Contract lending program to help bridge cash-flow gaps.

### Resource Considerations

Dependent on funding.



# STRATEGY 3: DELIVER

## 5. Establish development plan for the PA Wilds Conservation Shop online store

Establish a development plan for the PA Wilds Conservation Shop online store, to include components such as a marketing campaign, mail-order catalog (for products and PA Wilds outfitting trips/experiences), Drop Ship School and fulfillment strategies. Begin bringing components online as resources allow.

### Timeline

2018-2020

### Key Partners

To be determined

### Critical Success Factors

Incubator/accelerator space needs established before real strides can be made with the online store. Also, CRM system needs completed before certain components (catalog, etc.) can come online (more on CRM in STEWARD section).

### Resource Considerations

Dependent on funding.



Adult Elk on a Bike T-Shirt  
From \$18.95



Adult Vintage Kinzua Bridge  
T-Shirt  
From \$18.95



Ladies Vintage Kinzua Bridge  
T-Shirt  
From \$18.95



Youth Elk on a Bike T-Shirt  
\$16.95



[QUICK VIEW](#)  
The Road Less Traveled Ladies  
Short Sleeve Shirt  
From \$18.95

# KEY PERFORMANCE INDICATORS

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- Raise \$25k annually for conservation through charity checkout campaign at PA Wilds Conservation Shops [10 years]
- Raise \$10k annually for public lands in the PA Wilds through annual giving campaign [15 years]
- Involve 10,000 youth annually in PA Wilds programs [15 years]
- Hire full-time person to assist communities with implementing of the PA Wilds Design Guide for Community Character Stewardship [10 years]
- 100 percent braided programming and funding at PA Wilds Center [happening now!]
- Establish endowment [5 years]
- Complete integration of Salesforce CRM [5 years]

## Steward

Steward and reinvest in our region's public lands and natural assets, unique community character and rural lifestyle; sustain our organization and vision so these can be handed off to the next generation.

# STRATEGY 4: STEWARD

## ACTION ITEMS 2018-2020

### 1. Establish metrics tracking systems to show mission impact

Metrics will include: website visitation; start-up and expansion data and jobs data from businesses participating in PA Wilds Center's programs and platforms; gross sales of local products through PA Wilds Conservation Shops and its related platforms (school fundraisers, online store, etc); gross sales of PA Wilds-branded merchandise by local businesses; volunteer hours committed to the PA Wilds Center annually; funds raised for stewardship and conservation by PA Wilds Center; and, youth engaged through programming. Collect and report data annually.

#### Timeline

2018 (establish); 2019-20 (track).

#### Key Partners

WCO members

#### Critical Success Factors

Keep reporting process consistent across programs. Automate where possible. Specify that data will only be used in aggregate to encourage more reporting. Keep systems simple for users.

#### Resource Considerations

Staff time, stakeholders' time completing annual surveys.



# STRATEGY 4: STEWARD

## 2. Cultivate the stewardship components of the Pennsylvania Wilds brand

Cultivate the stewardship components of the Pennsylvania Wilds brand including developing a stewardship section on pawilds.com; raising awareness about green infrastructure and sustainability; establishing a 'Wilds are Working' video series that highlights great stewardship work happening in the region by a variety of partners and demonstrates the economic and intrinsic value of our region's tremendous public lands and wild places; and weaving natural resource stewardship messaging throughout advertising campaigns, platforms, programs, and special projects.

### Timeline

2018-20

### Key Partners

PA Wilds Planning Team - Natural Resources Committee, DCNR, Conservation Districts, West Penn Power Sustainable Energy Fund, public lands/waterway/wildlife managers

### Critical Success Factors

Partner input on pawilds.com/stewardship; establishing a format and revenue stream for the multi-year Wilds are Working series; also planning the series' production and distribution schedule so videos have the greatest impact.

### Resource Considerations

Activity is ongoing and dependent on available funding.



# STRATEGY 4: STEWARD

## 3. Continue to establish and/or refine guiding plans and policies as appropriate for a young and growing nonprofit; do so with guidance from the PA Association of Nonprofit Organizations (PANO)

Special focus on long-term financial planning, communications, development, and human resources.

### Timeline

2018-20

### Key Partners

Board, consultants

### Critical Success Factors

Create policies and plans tailored to PA Wilds Center's operations.

### Resource Considerations

Board/staff time.

## 4. Continue to explore and develop new, sustainable revenue streams with high mission impact to braid into the PA Wilds Center

### Timeline

2018-20

### Key Partners

Board

### Critical Success Factors

Develop mission-margin matrix to help vet projects.

### Resource Considerations

Grant funding may be needed to seed projects.

# STRATEGY 4: STEWARD

## 5. Continue establishing Salesforce for Nonprofits, a Constituency Relationship Management (CRM) system, tailored to the operations of the PA Wilds Center

Built for the social and mobile era, this CRM will act as the central nervous system of our virtual organization, connecting our nonprofit – our partners, stakeholders, employees, and programs – so we can deliver better programs and services, engage and strengthen our community, communicate more effectively, and raise more resources.

### Timeline

2018-20

### Key Partners

Contractors, Mentors

### Critical Success Factors

Work through programs one-by-one to develop a truly tailored program that automates many repeat activities and provides insightful feedback to inform decision-making across all levels of the nonprofit; cultivate mentors at other organizations that use Salesforce; provide adequate training.

### Resource Considerations

Staff time.



# STRATEGY 4: STEWARD

## 6. Establish and pilot charity checkout campaign at PA Wilds Conservation Shops that raise money for stewardship efforts in the Pennsylvania Wilds

Work with partners such as PA Parks & Forest Foundation (PPFF), and help fund the 'Wilds are Working' stewardship video series.

### Timeline

2018-20

### Key Partners

DCNR, PPFF, other partners to be determined

### Critical Success Factors

Develop system to get funds back to projects on the ground in the Pennsylvania Wilds. Internal planning with accounting team. Training staff to answer questions about where donations go. Operate a low-fi version (manual donation bucket) in 2018; then launch full program in 2019-20.

### Resource Considerations

Staff time. Charity checkout campaigns are popular but giving levels are hard to predict until first, full year of campaign is complete.

## 7. Expand youth programming offered at public schools through the Educational Improvement Tax Credit (EITC) program

Includes developing approved programs; creating digital and print marketing materials for programs; developing online learning modules; conducting outreach to schools and EITC's corporate giving community; and, implementing programs.

### Timeline

2018-20

### Key Partners

DCED, private-sector, schools

### Critical Success Factors

Program approval by DCED and schools. Building strong relationships with corporate community.

### Resource Considerations

Programming dependent on giving levels.

# STRATEGY 4: STEWARD

## 8. Promote use of the Pennsylvania Wilds Design Guide for Community Character Stewardship

To include implementation of a regional façade grant pilot program along Scenic Route 6; promotion of the 2nd Edition of the Design Guide (released in 2017 with great local case studies) and the newly established Rapid Response design assistance program; creation of a booth for trade shows and events; doing a small print run of the new 2nd Edition; and, seeking funding to build organizational capacity for Design Guide outreach presentations to townships, boroughs, city councils, and other stakeholders across the Pennsylvania Wilds.

### Timeline

2018-20

### Key Partners

Planning Team

### Critical Success Factors

Continued engagement by the Planning Team's Land Use Committee (the creators and champions of the Design Guide and its related programs). Engagement by county planners, Conservation Districts and other stakeholders involved in the early stages of development in local communities. Façade grant program: Route 6 Alliance is overseeing the implementation of this project in partnership with PA Wilds Center.

### Resource Considerations

Most projects covered through secured public and private-sector grants. Organizational capacity for outreach is depending on funding.



# STRATEGY 4: STEWARD

## 8. Advance partnerships with small business lenders and technical assistance providers serving the Pennsylvania Wilds.

To include meeting with Community Development Financial Institutions (CDFIs), Local Development Districts (LDDs), Small Business Development Centers (SBDCs), and other lenders to update them on the evolution of the PA Wilds Center's programs; build awareness among new staff at the Center how this service provider network can assist the needs of businesses in The Wilds Cooperative; update the Center's Resource Sheets, which make referrals to these organizations; and, track downloads of the Resource Sheets.

### Timeline

2018-20

### Key Partners

DCED, LDDs, CDFIs, SBDCs

### Critical Success Factors

It is important to meet service-provider partners in person to establish strong working relationships.

### Resource Considerations

Staff time, geographic spread of partners, travel.





# PA WILDS CENTER

FOR ENTREPRENEURSHIP

THANK YOU  
FOR YOUR SUPPORT.

*The Pennsylvania Wilds effort  
"is one of the single greatest rural,  
natural resource based, economic  
development programs in the United  
States. People in the world that I work  
in talk about this initiative all over the  
country, because it's about taking  
what's special and making it valuable."*

- Ed McMahon, the Urban Land Institute

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