



ACTION PLAN

WHO IS VISION TOGETHER 2025?

Vision Together 2025 is a nonprofit, collaborative organization bringing community resources and residents together to revitalize the greater Johnstown, Pennsylvania community. We collaborate with all people who love greater Johnstown to energize the region by celebrating and promoting our people and our economy together.

Our Action Plan focuses on seven Priority Goals. Each Goal is led by a community leader who collaborates with other leaders to identify and implement specific objectives. Volunteers are the heart and soul of this organization, and we welcome everyone to share in our mission through Capture Teams, which are smaller subsets of Vision Together 2025 who work together to achieve a specific goal.

Capture teams work in conjunction with Priority Goal leaders and may be awarded micro-grants to help underwrite their efforts. To date, Vision Together 2025 has provided micro-grants to 117 capture teams representing approximately 2,000 generous volunteers.

HOW DO WE MEASURE SUCCESS?

Total Population is our single highest indicator. Population has been in decline for 80 years within Cambria County. Vision Together 2025 seeks to reverse that trend.

- **Total Jobs** represents the total number of jobs within the region, Cambria County, and the City of Johnstown.
- **Construction and Demolition Permits** is the annual number of permits pulled within Cambria County for construction and demolition purposes. The metric represents both blight remediation and new investments within Cambria County.
- **Tax Base** measures market growth by tracking Cambria County sales tax, property tax, income tax, and hotel tax.
- **County Health Ranking** measures the health of all counties within the Commonwealth of Pennsylvania utilizing numerous factors. Therefore, improving Cambria County's health ranking represents an improvement in numerous factors that contribute to overall community health.
- **New Business Permits** represents overall activity and investments within the regional market.

UNDERSTANDING OUR PRIORITY GOALS

Definitions

- **Project Lead:** Is the direct authority leading the project.
- **Coordinate:** Vision Together 2025 helps to administer aspects of a project in alignment with the Project Lead.
- **Support:** Vision Together 2025 actively advocates for a specific project and helps where needed.

Colors

- Project is funded, implementation is in process, and we are all systems go.
- Initiative is in an active planning phase, but more funding is needed to launch into implementation.
- Initiative is still conceptual and more planning is needed.



PRIORITY GOALS

PEOPLE PRIORITIES

- 1 Develop our current and future leaders by mentoring and investing in our youth.
- 2 Improve health and wellness.

ECONOMIC PRIORITIES

- 3 Improve the economic vitality of greater Johnstown.
- 4 Invest in and grow regional recreational amenities.
- 5 Promote Johnstown as a desirable place to live, work, and visit.
- 6 Sustain and leverage arts and cultural organizations.

GOVERNMENTAL PRIORITIES

- 7 Support best practices in public, civic, and private systems and processes.



P R I O R I T Y G O A L 1

DEVELOP OUR CURRENT AND FUTURE
LEADERS BY MENTORING AND
INVESTING IN OUR YOUTH.

Goal Leader | Shawn Sebring, Executive Director at Johnstown YMCA

Metric

- 3rd grade reading attainment
- Percent in workforce
- Tax base
- Health rank

ACTIONS

- ▶ Lead the John P. Murtha Fellowship program in partnership with the University of Pittsburgh-Johnstown, the John P. Murtha Foundation, and the Community Foundation for the Alleghenies. **Project Lead: Vision Together 2025**
- ▶ Support the Safe Places Initiative for community youth in partnership with Flood City Youth Fitness Academy, Alternative Community Resource Program (ACRP), 1st Summit Arena, and Coaches 4 Kids. **Project Lead: YMCA**

ACTIVE CAPTURE TEAMS

- ▶ **Work Force Ready** works with high school youth matching students with prospective employers.
- ▶ **Leadership Development** exposes middle & high school-aged youth to college programming in coordination with the YMCA, Penn Highlands Community College, and Greater Johnstown School District.

TOTAL HISTORIC AND ACTIVE CAPTURE TEAMS:

22



P R I O R I T Y G O A L 2

IMPROVE HEALTH AND WELLNESS.

Goal Leaders | Jeannine McMillan, Executive Director at 1889 Jefferson Center for Population Health
Angie Berzonski, Associate Director at Community Foundation for the Alleghenies

FOCUS AREA: EARLY CHILDHOOD INITIATIVE

- Coordinate project management for early childhood service gap analysis in partnership with Community Foundation for the Alleghenies, 1889 Foundation, United Way of the Laurel Highlands, 1889 Jefferson Center for Population Health, and Lee Initiatives.
Project Leads: All of the Above
Metric: All Cambria County children in grade three at or above the Pennsylvania reading level standard by 2030.

FOCUS AREA: MENTAL/BEHAVIORAL HEALTH

- Establish a mental health provider coalition to ensure a continuum of services for those in need. **Project Leads:** Croyle Nielsen Associates & Cambria County Behavioral Health
Metric: Grow the number of mental health professionals with subspecialty expertise and decrease the wait time for appointments.

FOCUS AREA: PHYSICAL HEALTH

- Grow Physical Health/Youth Initiatives. **Project Leads:** Greater Johnstown Community YMCA
- Expand Community Care HUB. **Project Lead:** 1889 Jefferson Center for Population Health
- Launch a mobile health clinic. **Project Lead:** Richland Family Health Center
- Implement Health Education Strategies. **Project Lead:** TBD

Metric: Improve Health Outcome metrics on County Health Rankings by decreasing premature death rates.

FOCUS AREA: SUBSTANCE USE PREVENTION/TREATMENT/RECOVERY

- Implement initiatives to decrease substance use in our community. **Project Lead:** Cambria County Drug Coalition

Metric: Decrease the number of overdose deaths in Cambria County.

FOCUS AREA: SOCIAL DETERMINANTS OF HEALTH

- Support building food systems throughout greater Johnstown that provide access to nutrition for all residents. **Project Leads:** United Way of Laurel Highlands & 1889 Jefferson Center for Population Health
- Expand Housing and Homelessness initiatives including the establishment of a community help center to address homelessness, health education opportunities at housing authority units, and more. **Project Leads:** Women's Help Center & Johnstown Housing Authority
- Address transportation opportunities for at-risk individuals. **Project Lead:** CamTran

Metric: Improve Health Factors metrics on County Health Rankings.

ACTIVE CAPTURE TEAM

- Cambria County Backpack Project works to distribute fresh, local produce to Johnstown area children.

TOTAL HISTORIC AND ACTIVE CAPTURE TEAMS:

21



PRIORITY GOAL 3

IMPROVE ECONOMIC VITALITY.

Goal Leader | John Polacek, Chief Financial Officer at JWF Industries

- Metrics
- Tax base growth (property, mercantile, local income, hotel)
 - Home valuation growth
 - Number of people working

ACTIONS

- ▶ Work in partnership with the Cambria Regional Chamber of Commerce and JARI to help grow Cambria County's population and reduce outmigration by attracting new households and skilled labor. **Project Leads:** Chamber, JARI, Vision Together 2025
- ▶ Match people to jobs and training opportunities by working in partnership with local employers, JARI, and educational institutions. **Project Lead:** JARI
- ▶ Hang ornamental lights downtown. **Project Lead:** Vision Together 2025
- ▶ Coordinate with all community stakeholders to identify essential federal community project funding. **Project Lead:** Vision Together 2025
- ▶ Support design and construction of improvements underwritten by federal RAISE funding, including
 - Main Street. **Project Lead:** City of Johnstown
 - Amtrak Station. **Project Leads:** City of Johnstown & Johnstown Area Heritage Association
 - CamTran Station. **Project Lead:** CamTran
 - Inclined Plane. **Project Lead:** CamTran
 - Trails Improvements. **Project Lead:** City of Johnstown
- ▶ Support the continued remediation of blight and rehabilitation of blighted buildings and properties. **Project Leads:** Johnstown Redevelopment Authority & Cambria County Redevelopment Authority.
- ▶ Support Visit Johnstown's community rebranding effort. **Project Lead:** Visit Johnstown
- ▶ Support the expansion and growth of Bottle Works as an economic and cultural anchor within Cambria City. **Project Lead:** Bottle Works
- ▶ Cure generational poverty. **Project Lead:** United Methodist Services
- ▶ Support housing investments and rehabilitation within Johnstown via Hosanna and ARPA initiatives. **Project Leads:** City of Johnstown & Johnstown Redevelopment Authority
- ▶ Continue active planning for the Johnstown Innovation Center, which will locate higher educational uses downtown in partnership with the Community Foundation for the Alleghenies, the City of Johnstown, and higher education institutions. **Project Lead:** Vision Together 2025
- ▶ Coordinate constructing a zipline from atop the Inclined Plane hillside into downtown. **Project Lead:** Conemaugh Valley Conservancy
- ▶ Support, promote, advocate, and coordinate the development of market-rate housing downtown. **Project Leads:** local real estate developers & Vision Together 2025
- ▶ Support the preservation and redevelopment of the State Theatre. **Project Lead:** Johnstown State Theatre Foundation
- ▶ Support improvements to the Johnstown Convention Center. **Project Lead:** City of Johnstown
- ▶ Support the completion of the Steeples Project within Cambria City. **Project Lead:** The Steeples Project
- ▶ Seek new funding to support Capture Teams. **Project Lead:** Vision Together 2025

ACTIVE CAPTURE TEAMS

- ▶ **Adaptive Reuse** works to preserve Johnstown's historic structures, as well as advocates for sound urban planning practices within the city.
- ▶ **Amtrak Station** coordinates with Amtrak, local civic groups, and the City of Johnstown to promote and preserve our historic Amtrak Station.

TOTAL HISTORIC AND ACTIVE CAPTURE TEAMS:

27



PRIORITY GOAL 4

INVEST IN AND GROW REGIONAL RECREATIONAL AMENITIES.

Goal Leader | Michael Cook, just a guy that likes playing in the mud

- Metrics
- Total Cambria and Somerset counties' public trail miles
 - Inclined Plane ticket sales
 - Hotel tax collections
 - Whitewater and tubing usage

ACTIONS

- ▶ Continue constructing trail, park, and river access development along the Inclined Plane hillside. **Project Leads:** *Southern Alleghenies Conservancy, Michael Cook (and volunteers), Vision Together 2025, & Community Foundation for the Alleghenies*
- ▶ Lead Visit Johnstown's new branding campaign by acting as brand champions. **Project Leads:** *Michael Cook (and volunteers), Hope Cyclery, & Coal Tubin'*
- ▶ Support and participate in planning the City of Johnstown's federal RAISE funding implementation specific to trails and connecting downtown Johnstown to the 911 Trail. **Project Lead:** *City of Johnstown*
- ▶ Support and participate in Adopt-A-Highway on Menoher Blvd. **Project Lead:** *Greenspace Capture Team*
- ▶ Support the development of Healing Garden Art Park. **Project Lead:** *Greenspace Capture Team*
- ▶ Support the mapping of green spaces within our region. **Project Lead:** *Greenspace Capture Team*
- ▶ Support the beautification efforts on the Johnstown Greenway Trail. **Project Lead:** *Greenspace Capture Team*
- ▶ Support and participate in the planning efforts for the future of Johnstown's river walls. **Project Lead:** *Army Corps of Engineers*
- ▶ Support increasing the attractiveness of cycling throughout the city by providing secure bike storage in pre-defined, high-traffic areas
- ▶ Coordinate and support the Adopt-A-Greenspace program to address maintenance needs. **Project Lead:** *Greenspace Capture Team*
- ▶ Lower the barrier for entry to recreational activities for city residents.

ACTIVE CAPTURE TEAMS

- ▶ **Greenspace** creates pockets of natural beautification within urban Johnstown.
- ▶ **Community Gardens** serves as an educational network for those who care for greater Johnstown's many community gardens.
- ▶ **Stackhouse Story Walk** will connect kids to nature trails within Stackhouse Park.

TOTAL HISTORIC AND ACTIVE CAPTURE TEAMS:

19



PRIORITY GOAL 5

PROMOTE JOHNSTOWN AS A DESIRABLE PLACE TO LIVE, WORK, AND VISIT.

Goal Leader | Amy Bradley, President/CEO of the Cambria Regional Chamber of Commerce

Metrics

- Hotel tax collections
- Greater Johnstown home valuation growth

ACTIONS

- Develop a process to capture information to ensure consistent marketing and messaging by:
 - Establishing a monthly check-in with active Capture Team leaders
 - Participating in quarterly check-in with Priority Goal leaders
 - Board/Executive meeting public updates
 - Create video blog posts explaining Capture Teams and Priority Goals
 - Continue working with local media outlets to provide written/video updates on Vision Together 2025 activities and initiatives.**Project Leads: Vision Together 2025 & Cambria Regional Chamber of Commerce**
- Bring back quarterly volunteer celebrations. **Project Lead: Vision Together 2025**
- Administer marketing and public relations initiatives with third-party contractors. **Project Leads: Cambria Regional Chamber of Commerce & Vision Together 2025**
- Celebrate and support all the positive activities and projects throughout greater Johnstown regardless of who is leading the initiative. **Project Lead: Vision Together 2025**
- Help coordinate and support the launch of greater Johnstown's new branding campaign. **Project Lead: Visit Johnstown**
- Grow social media engagement by continuing to provide fresh content, launching new channels on new outlets, and partnering with influencers like "The Money Man." **Project Leads: Cambria Regional Chamber of Commerce & Vision Together 2025**
- Develop an enhanced and consistent brand for Vision Together 2025 now that we have matured into a bonified non-profit civic entity. **Project Lead: Vision Together 2025**
- Create more regional marketing videos that engage with younger generations.
- Create a series to highlight our region including youth activities, arts and entertainment, outdoor recreation, and community progress.

ACTIVE CAPTURE TEAM

- **Virtual Railfan** will establish a mounted digital video camera that will live stream our passing trains via Railfan's YouTube channel that currently serves 354,000 subscribers.

TOTAL HISTORIC AND ACTIVE CAPTURE TEAMS:

17



PRIORITY GOAL 6

SUSTAIN AND LEVERAGE ARTS AND CULTURAL ORGANIZATIONS.

Goal Leaders	Dave Hurst, President/CEO of Cambria City Steeples Project Matt Lamb, Creative Director at Bottle Works
Metrics	<ul style="list-style-type: none">• Ticket sales• Charitable contributions• Grant awards• Fundraising across the sector

ACTIONS

- Support outreach to regional arts and cultural organizations for engagement and participation in collective conversations and projects.
Project Lead: Bottle Works
- Support the development of an Arts Futures Fund that will enhance the collective efforts of regional arts and cultural organizations. **Project Leads: The Steeples Project, in coordination with all regional arts and cultural organizations.**
- Coordinate and support marketing and promotional efforts of regional arts and cultural organizations. **Project Leads: Pennsylvania Rural Arts Alliance, Johnstown Area Heritage Association, & Vision Together 2025**
- Coordinate, among arts and cultural organizations, the first multi-genre, multi-organizational, large-scale production of an event aiming for 2024. **Project Leads: Johnstown Symphony Orchestra & regional arts organizations.**



P R I O R I T Y G O A L 7

*SUPPORT BEST PRACTICES IN PUBLIC,
CIVIC, AND PRIVATE SYSTEMS AND
PROCESSES.*

Metrics | Inter-municipal and civic collaboration

ACTION

- Support and, to the extent appropriate, coordinate consensus-building efforts for inter-municipal collaboration to increase the efficiency of local government and save local taxpayers' money. ***Project Lead: Local municipalities***