

**GOAL 4**

Provide affordable recycling drop-off services in each Township.

**STRATEGIES**

1. Explore the feasibility of partnering with the Borough of Berwick or the Town of Bloomsburg to pick up recycling in the Townships.
2. Identify the costs involved with reinstating local recycling services and pursue funding sources, which may include grants, tax revenue, or fees to residents to pay for the service.

**EMERGENCY SERVICES**

Local police, fire, and emergency medical services are provided by the Briar Creek Police Department and four volunteer fire and emergency medical services companies.

At the County level, the Columbia County Emergency Management Agency coordinates emergency management

planning, and operations. The Columbia County Department of Public Safety manages the 911 center. The County is currently updating its Hazard Mitigation Plan. The plan identifies hazard mitigation strategies and goals, including goals that promote disaster-resistant future development.

Police Service



The Briar Creek Police Department serves both Townships. Funding for the Police Department encompasses 43.5 % of Briar Creek Township’s 2020 budget and 16.5% of the annual budget in North Centre Township. In the 2020 budget, Briar Creek Township paid \$530,930, or \$178.19 per capita, for the Department and North Centre Township paid \$96,717 which is \$44.80 per capita. To compare, the Borough of Berwick Police Department costs approximately \$143.54 per capita and the Town of Bloomsburg Police Department costs \$164.03 per capita. The Town of Bloomsburg has a separate police force from the University of Bloomsburg.

Residents are appreciative of and respect the police force. There is little crime in Briar Creek and North Centre Townships. Most arrests are related to drug abuse. The Police Department is challenged by a lack of interest in joining the police force as well as the ability to keep officers. Often officers leave for better paying opportunities with other police departments, including the PA State Police.

The Town of Bloomsburg recently lead an initiative to study the possibility of creating a regional police department which was open to all of the municipalities in Columbia County. Regional police forces create economic efficiencies and also strengthen communities’ capacity to provide law enforcement services.

Fire and Emergency Medical Services



Briar Creek Township is served by the Summerhill Fire Company. North Centre Township does not have any fire companies

within the Township limits but is served by three fire companies: Limeridge Volunteer Fire Department; Lightstreet Volunteer Fire Department; and Orangeville Volunteer Fire Department. In their 2020 budgets, Briar Creek Township allocated \$95,720 for fire service and North Centre Township allocated \$22,000. The County 911 center serves both townships and EMS is dispatched whenever local fire departments respond to a call.

These four fire companies are all volunteer based. It has become increasingly difficult to recruit volunteers as younger adults have limited time and tend to not be as involved in their community as previous generations. This loss of volunteer firefighters and EMS providers reflects a statewide trend. According to the Pennsylvania Office of the State Fire Commissioner, volunteer firefighters declined from about 300,000 40 years ago to 38,000 in 2018. According to the 2018 Pennsylvania Senate Resolution 6 Commission Report, the number of Emergency Medical Technicians decreased by over 6,000 and the number of paramedics decreased by 4,000 since 2012. The fire companies are also facing challenges related to keeping up with new training

requirements and raising sufficient funds to support operations.

In Pennsylvania, EMS programs are coordinated through 14 Regional EMS Councils. EMS programs in Columbia County are coordinated through the Seven Mountains EMS Council. They support local EMS providers through education, training, licensure coordination, regional planning, and the sharing of equipment and resources.

Several bills have been introduced at the state level to support fire and emergency medical service companies. These bills would make volunteer firefighters eligible for workers compensation if they are injured in the performance of their duties, authorize counties and school districts to provide property tax credits to volunteer first responders, and require that money from the Emergency Medical Services Operating Funds be allowed for use to provide training to underserved rural areas.

The Pennsylvania Senate Resolution 6 Commission Report summarized the challenges facing fire and EMS companies and also offered recommendations to address these challenges. Specifically, the report noted the importance of using incentives to support recruitment and retention of firefighters and EMS providers and the importance of regionalizing service.

**GOAL 5**

Support local and county emergency management planning and response.

**STRATEGIES**

1. Participate in the county’s hazard mitigation planning and implementation process to reduce vulnerabilities to natural and human-made hazards and enable a more resilient community.
  2. Promote disaster-resistant future development.
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**GOAL 6**

Maintain community safety through a responsive and sustainable regional police force.

**STRATEGIES**

1. Develop a long-term plan for financial sustainability of the police department.
  2. Develop a long-term plan for officer recruitment and retention.
  3. Explore the feasibility of joining a larger, regional police force.
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**GOAL 7**

Improve the sustainability of local fire companies.

**STRATEGIES**

1. Advocate for state-level funding to support local fire companies.
  2. Support the fundraising activities of local fire companies.
  3. Increase municipal allocations for fire companies.
  4. Partner with surrounding municipalities to explore the feasibility of regionalization of fire services and to jointly apply for funding opportunities.
  5. Support volunteer recruitment and retention efforts.
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**CONTEMPORARY MUNICIPAL CODE**

Local ordinances, including the zoning ordinance and the subdivision and land development ordinances (SALDO), provide municipalities with the ability to carry out the community’s vision. Municipal officials should continually consider how to improve ordinances to meet changing community dynamics and needs. Ordinance changes can also be triggered by the identification of new land uses, such as vacation

rentals and agritourism. The Townships’ ordinances will be updated following the adoption of this comprehensive plan to reflect the community’s vision and priorities that have been developed.

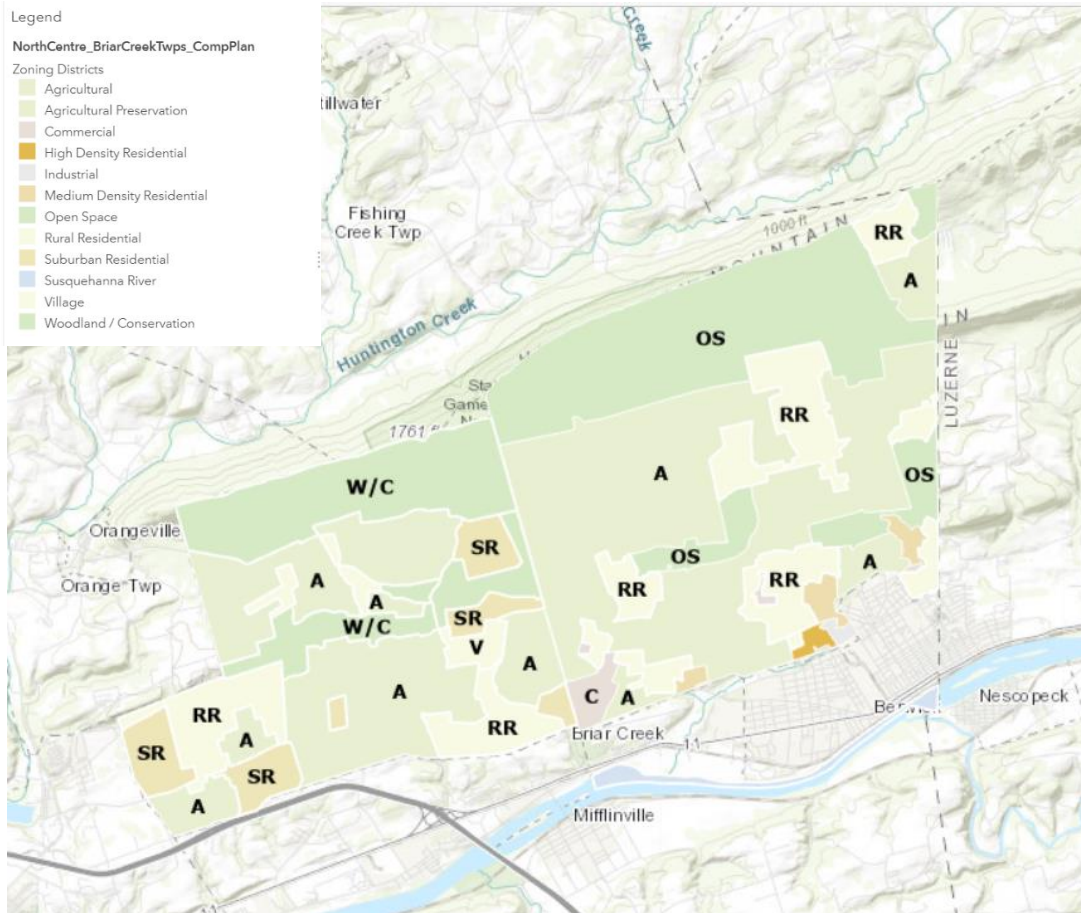
Community residents feel that local zoning ordinances need to be simplified so they are easier to read and understand. The community

also expressed an interest in having fewer restrictions on the use of their properties, for example expanding the ability to engage in home occupations. Recent articles in the Wall Street Journal, New York Times, and Forbes have suggested that there is a growing desire for people to start home-based businesses as the pandemic changes the nature of work and restricts other business opportunities. Drafting ordinance amendments can be time consuming for the multiple parties that are involved, including Planning Commission members, Boards of Supervisors, municipal staff, and the public. Amendments can also be costly depending on the extent of the revision and costs for working with planning consultants, subject matter experts, and attorneys. However, having up-to-date ordinances that reflect the community’s vision is a key component of good government as it is indicative of a municipality’s

ability to balance individual rights with managing for the health, safety, and sustainability of the municipality as a whole.

Briar Creek Township adopted its zoning ordinance in 2006 and passed several amendments in 2011. They last revised their SALDO in 1990. North Centre Township passed several zoning ordinance amendments over the past several years, including in 2017 when they added agritainment enterprise as a use. They also revised the zoning ordinance in 2018 with an update to the signs section to include provisions for digital signs and an update to the commercial communications antennas section.

North Centre Township adopted their SALDO for the first time in 2017. Prior to 2017, land development and subdivision planning were under Columbia County’s jurisdiction.



This multimunicipal comprehensive plan permits the two Townships to work together on land use considerations. The implementation of this multimunicipal comprehensive plan will be guided by an intergovernmental cooperative planning and implementation agreement which will establish the process the municipalities will use to achieve general consistency between the plan and zoning ordinances, SADLOs, and other relevant ordinances. This plan permits the Townships to consider joint municipal zoning per Article VIII-A and Article XI of the Pennsylvania Municipalities Planning Code.

Joint municipal zoning can have two forms:  
 1) create one new joint zoning ordinance; or  
 2) update the separate existing zoning

ordinances to make them consistent with the multimunicipal comprehensive plan.

Joint municipal zoning has several advantages. The primary advantage is the ability to share land uses between the municipalities. Without joint zoning, each municipality must provide for all land uses within their municipality. It can be burdensome for rural municipalities to identify appropriate land for all uses, especially commercial and industrial uses. Joint zoning permits municipalities to allow for both land development and land preservation by sharing all land uses between both municipalities. Joint zoning also allows municipalities to align land use definitions and regulations and share the cost for ordinance revisions by adopting similar language in both ordinances.

**GOAL 8**

Amend ordinances in a timely manner to reflect the community’s vision and regulate new uses. Collaborate on land use planning.

**STRATEGIES**

1. Revise the SALDO, zoning ordinance, and other relevant ordinances to align with the multimunicipal comprehensive plan.
2. Keep ordinances current by reviewing the ordinances for deficiencies and proposing amendments in a timely manner.
3. Consider adopting joint zoning, either through one zoning ordinance or two separate ordinances that are coordinated through an intergovernmental cooperative planning and implementation agreement. Review opportunities for sharing land uses, especially commercial and industrial uses.
4. Zone for all new uses and update existing use regulations, as needed. Both Townships should consider zoning for short-term rentals, accessory dwelling units, and expanded home occupation allowances. Briar Creek Township should consider updating the zoning ordinance to regulate digital signs and permit agritourism.



## ACTIVE CODE ENFORCEMENT

Briar Creek and North Centre Townships both have property maintenance codes in place. Briar Creek Township adopted the International Property Maintenance Code in 2018. North Centre Township adopted their own version of a property maintenance code. The zoning officers in both townships are responsible for following up on property maintenance complaints and violations.



Source: bankrate.com

Property maintenance complaints for even minor issues are time consuming to address. Because of other competing duties, such as deadlines to review zoning permit applications and public inquiries, property maintenance follow-up is often a low priority in day-to-day operations. Managing more serious violations, such as blighted properties, can be so time consuming and

costly to municipalities that follow up to a positive resolution is nearly impossible. In addition to violation letters and guilty verdicts at the district magistrate, additional tools and financial resources are needed to address abandoned blighted properties where property owners have no intention of demolishing or rehabilitating the property. Community members expressed concern about the need to remediate blighted properties in both Townships. They indicated that the number of blighted properties is limited, but that without a plan these properties would continue to deteriorate, be a danger to the community, and impact neighboring property values.

The Townships' code enforcement efforts could be strengthened by partnering with each other, sharing staff, and using joint policies and procedures. This would result in economic efficiencies and also ensure that there is consistency in property maintenance expectations between the two Townships. In addition, blighted properties should be addressed through the court system and through partnership with a housing development organization.

### GOAL 9

Strengthen code enforcement and eliminate blighted properties.

#### STRATEGIES

1. Explore the feasibility of merging code enforcement efforts between the Townships, including adopting the same property maintenance ordinance and standardizing property maintenance priorities and procedures.
2. Actively address property maintenance code and zoning violations by issuing violation letters and filing citations with the district magistrate's office.
3. Collaborate with a nonprofit housing developer, such as Community Strategies Group and the Columbia County Redevelopment Authority, to develop a plan to remediate blighted properties. This may include property acquisition, demolition, and rehabilitation.

## PRIORITY ISSUE 4

**CONSERVATION, NATURAL RESOURCES, AND OPEN SPACE**

*Vision: Natural resources and open space are conserved and protected. The preserved ecosystem contributes to the community's health, quality of life, and enjoyment of the region's natural beauty.*



The Townships are home to beautiful natural resources and open space. These natural resources, including streams, wetlands, and forests, are indicative of the Townships' rural character and contribute to a peaceful quality of life. In addition, these resources create a flourishing habitat for a variety of wildlife; protect the quality of air, water, and soil; prevent flooding and erosion, promote climate resilience; and serve as beautiful natural areas for residents of all ages to enjoy. Residents consider the conservation and protection of natural resources to be a high priority based on feedback received from community conversations and the survey.

Three existing plans were used to guide this section: 1) Briar Creek Watershed Coldwater Conservation Plan, 2012, prepared by the Briar Creek Association for Watershed Solutions (BCAWS) in conjunction with the Columbia County Conservation District; 2) The Great Outdoors Plan—Columbia County Comprehensive Recreation, Parks, Greenways and Open Space Plan, 2007; and 3) Columbia County Natural Areas Inventory, 2004. All three plans provide a thorough background of the County's natural

resources and make recommendations for conserving and protecting them. The Columbia County Great Outdoors Plan suggests creating a land use planning program that balances growth and conservation to preserve the rural character of the County. The plan specifically recommends the Growing Greener: Conservation by Design program. Per the Conservation by Design website, this program establishes standards for both quantity and quality of open space through open space requirements in zoning for useable land and through a SALDO that focuses on conservation planning at the beginning of the development process. The Growing Greener – Conservation by Design planning steps include a community assessment, conservation planning, changes to the SALDO, and changes to the zoning ordinance. The Columbia County Great Outdoors Plan also recommends establishing a program to protect the significant natural resources. Each of these plans should be referenced as the Townships implement the comprehensive plan.

The following sections discuss the conservation, preservation, and restoration of the area's water and land resources.

## WATER RESOURCES

### Waterways

Columbia County developed a Natural Areas Inventory (NAI) in 2004 as a conservation tool. The purpose of this tool is to ensure that development does not take place in areas of the natural environment that are vulnerable so that growth and preservation complement each other. The NAI identified the Little Shickshinny Creek as an environmentally sensitive area in the Townships where development should not occur due to the biodiversity of the habitat. In addition, the NAI recommends that Summer Hill and Fester Hollow should remain undeveloped forested areas. These areas provide a vital link between habitats so that the many species that inhabit the area can travel between blocks of the forest. Prohibiting development in these areas will maintain the connectivity of the forested corridors.

### Stream Corridors

Briar Creek, East Branch Briar Creek, West Branch Briar Creek, and Stony Brook flow through the two townships and eventually into the Susquehanna River. These waterways and the natural areas that surround them are critical to wildlife as they provide a biodiverse habitat and also facilitate migration.

### Wetlands

Wetlands are the areas between land and water, commonly called marshes, bogs, or swamps, that provide habitat for wildlife. These areas are permanently or seasonally water saturated and create an environment for hydrophytes such as willows and cattails to grow. In addition to providing habitat for wildlife, wetlands mitigate flooding, balance groundwater levels, manage the flow of water, and improve downstream water quality. These areas also attract people who enjoy the outdoors for birdwatching, fishing, and duck hunting.





## LAND RESOURCES

### Steep Slopes

Steep slopes are typically wooded areas with deep root systems. They can be problematic for several reasons. According to the Columbia County Great Outdoors Plan, they can be “prone to erosion, sedimentation, landslides, and surface and groundwater contamination.” The Plan suggests that municipal ordinances protect these areas by prohibiting development to limit erosion.

### Woodlands

Wooded areas provide a diverse habitat for a variety of plants and animals. The largest wooded area is the State Game Lands No. 55, which borders the northern tier of both Townships. These lands are permanently preserved. However, other wooded areas in the Townships may not be protected from development. The Columbia County Great Outdoors Plan suggests that municipalities protect their existing woodlands through ordinances that prohibit clearing and development.

### Riparian Woodlands

Riparian buffers are the areas of land adjacent to bodies of water that include trees, shrubs, and grass. These areas

connect water and land habitats, moderate water temperature, reduce runoff pollution from sediment, pesticides, and other hazardous substances, prevent erosion, help to prevent flooding, contribute to the control of pollution and sedimentation, and provide a diverse habitat for birds, animals, and amphibians. They can also connect natural areas and provide pathways for birds and animals to migrate.

The Briar Creek Watershed encompasses a 33 square mile area which includes most of the area in both townships as well as portions of Briar Creek Borough, Berwick Borough, Orange Township, and Salem Township in Luzerne County. The Briar Creek Watershed Coldwater Conservation Plan includes several recommendations to conserve and repair this watershed by protecting and replenishing the riparian forest buffer along the waterways. This work can be supported by updating land use ordinances to require riparian buffers and to include smart growth principles. The Pennsylvania Municipalities Planning Code provides the authority for municipalities to adopt regulations relative to riparian buffers.



Source: forestryandland.gov.scot

Floodplains

Floodplains are areas adjacent to waterways that are subject to flooding. Several areas of Briar Creek Township are in Zone X, which means that there is a 0.2% annual chance of flood, 1% chance of flood with average depths of less than one foot or with a drainage area of less than one square mile, and/or areas protected by levees from 1% annual chance of flood.

Floodplain areas should be protected to mitigate the risk of flooding and to maintain the ecological balance. These areas should not be developed so that the natural area surrounding waterways are able to provide a riparian buffer that maintains the flow of water by stabilizing banks.



Open Space

Open space has economic benefits for communities as they invite recreational use. As of the most recently available Census data (2011), about 14% of rural Pennsylvanians fish and/or hunt. People who hunt and fish contribute to the economy by purchasing equipment; paying for transportation, food, and lodging; and purchasing memberships and informational materials. According to Southwick Associates, hunting and fishing generates more than \$123 million in state and local tax revenue.

In addition, outdoor activities – including biking, camping, motorcycle riding, off roading, snow sports, trail sports, water sports, and wildlife watching generates nearly \$4 billion in state and local taxes in Pennsylvania.

The Townships should preserve their open spaces, including natural areas, parks, and agricultural lands, to preserve their quality of life and maintain an ecologically diverse environment. Through the zoning ordinance, the Townships can limit development and the subdivision of large parcels.

**GOAL 1**

Conserve and protect natural resources and open space.

**STRATEGIES**

1. Complete a Growing Greener Ordinance Assessment as recommended in the Columbia County Great Outdoors Plan and make modifications that promote natural resource protection and open space preservation.
  - a. Use “The Growing Greener – Conservation by Design” planning steps which include a community assessment, conservation planning, changes to the SALDO, and changes to the zoning ordinance.
  - b. Steer development away from sensitive natural resources.
  - c. Create buffer and development setbacks from sensitive resources such as wetlands, stream corridors, steep slopes, and riparian areas.
  - d. Establish overlay zoning provisions for specific natural resources such as woodlands, prime agricultural soils, steep slopes, stream buffer areas, and wetlands.
2. Consult with the Columbia County Conservation District and the Briar Creek Association for Watershed Solutions (BCAWS) to implement best practices for natural resource conservation, preservation, and restoration.
3. Promote the establishment of “no mow zones.” Align property maintenance ordinance with “no mow zone” policy.
4. Limit development in areas that would diminish scenic views or negatively impact woodlands, recreational, or agricultural uses.
5. Support applications for funding to support environmental restoration projects.
6. Support environmental education programs organized by the Columbia County Conservation District, BCAWS, and other organizations.
7. Consider adoption of an official map to conserve and protect natural resources.
8. Develop and implement an open space plan.





# IMPLEMENTATION

## INTERGOVERNMENTAL COOPERATIVE IMPLEMENTATION AGREEMENT

The Pennsylvania Municipalities Planning Code encourages municipalities to enter into intergovernmental cooperative implementation agreements to guide the implementation of multimunicipal comprehensive plans. Following the adoption of this plan, the two Townships should work together to draft and pass an implementation agreement.

## IMPLEMENTATION STRUCTURE

Implementing a comprehensive plan requires a commitment from leadership, staff, and resources. The Township Supervisors are responsible for overseeing the implementation of the plan. Each Township should identify a lead person to manage the implementation details, including tracking priorities and progress. Priority areas and tasks should be assigned leads. Given the limited staff in each Township, the Townships may consider hiring a consultant to assist with implementation.

## ANNUAL REPORT

An annual report should be produced to reflect priorities and progress on plan implementation.

## PRIORITIES CHART

A chart identifying the priorities is found on the following pages. The chart includes a prioritization by start date, a lead, partners, and possible funding sources.



Number	Strategy	Category 1	Category 2	Priority by start date Years 1-2 Years 3-5 Years 6+	Lead	Partner	Possible Funding Resources
0	Draft and pass an intergovernmental cooperative implementation agreement.	Organization		1-2	BoS	PA DCED Governor's Center For Local Government Services	n/a
0	Create an implementation (staffing) structure.	Organization		1-2	BoS	PA DCED Governor's Center For Local Government Services	n/a
0	Develop a funding strategy.	Organization		1-2	BoS	PA DCED, PA DCNR	n/a
0	Approve priority start dates.	Organization		1-2	BoS		n/a
1.1.1.	Keep most of the residential zoning district locations and regulations the same.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.1.2.	Identify areas on the zoning map to change the zoning district and decrease the minimum lot size requirement when public water and sewer are available.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.1.3.	Identify opportunities for in-fill development where public water and sewer lines exist.	Plan		3-5	PC	PennVEST, Consultant	PA DCED PA Small Water & Sewer, PennVEST
1.1.4.	Develop a plan for extending existing water and sewer lines to provide for limited small lot housing development.	Plan		3-5	PC	PennVEST, Consultant	PennVEST
1.1.5.	Define standards for and permit attached and detached accessory dwelling units.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.2.1.	Review the commercial district zoning locations and consider permitting more commercial activities along State Route 93 and changing some of the existing commercial districts to residential or agricultural zoning districts.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.2.2.	Identify appropriate locations for small convenience stores.	Ordinance		1-2	PC	Consultant	PA DCED MAP
1.2.3.	Identify appropriate locations for additional light industrial development.	Ordinance		3-5	PC	Kelly O'Brien, Executive Director, Berwick Industrial Development Association (BIDA)	PA DCED MAP
1.3.1.	Continue to promote the agricultural security area program.	Plan		1-2	BoS	Patrick McCarthy, Farmland Preservation Administrator, Columbia County Conservation District, USDA	USDA
1.3.2.	Promote the agricultural conservation easement program in partnership with the County Conservation District.	Plan		3-5	BoS	Patrick McCarthy, Farmland Preservation Administrator, Columbia County Conservation District	Agricultural Conservation Easement Purchase Program
1.3.3.	Consider amending the Briar Creek Township zoning ordinance to balance protecting farmland, open space, and residential subdivision opportunities.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.3.4.	Continue to ensure the agricultural district subdivision regulations in North Centre Township protect enough agricultural land to preserve the semi-rural character of the Township.	Ordinance		3-5	PC	Consultant	PA DCED MAP
1.4.1.	Promote existing farmers' markets and work with farmers to create a new and larger community farmers' market.	Community		1-2	BoS	Local farmers, USDA	USDA
1.4.2.	Permit agritourism in the Briar Creek Township zoning ordinance.	Ordinance		3-5	PC	Consultant	PA DCED MAP
2.1.1.	Advocate for the development of a Briar Creek Lake Park master plan.	Plan	Environmental	3-5	County	Wes Fahringer, Regional Advisor, DCNR	PA DCED GTRP, PA DCNR C2P2
2.1.2.	Develop a Natural Park master plan.	Plan	Environmental	3-5	BoS	PA DCNR, Consultant	PA DCED GTRP, PA DCNR C2P2
2.1.3.	Meet with the owners of the former Camp Louise to learn about their plans for the property.	Plan		1-2	BoS	Friends of Camp Louise	PA DCNR
2.1.4.	Require the dedication of recreational land or a fee in-lieu of recreational land or facilities in the SALDO.	Ordinance		3-5	PC	Consultant	PA DCED MAP
2.2.1.	Create a multimodal master plan.	Plan		6+	BoS	PA DCED, PennDOT, Consultant	PA DCED MTF PennDOT MTF
2.2.2.	Support implementation of the Middle Susquehanna Bicycle and Pedestrian Plan.	Plan		1-2	BoS	SEDA-COG	PA DCNR, AARP, PA DCED GTRP
2.2.3.	Adopt a complete streets policy.	Plan		6+	BoS	Consultant	PA DCED MTF, PA DoH, Berwick Health and Wellness Fund, PennDOT MTF
2.2.4.	Consider installing and/or improving curbs and sidewalks in the Avenues in Briar Creek Township.	Plan		3-5	BoS	PA DCED, PennDOT	PA DCED MTF PennDOT MTF
2.3.1.	Work with PennDOT and/or traffic engineers to develop a safe plan to permit ATVs to travel on some roads in Briar Creek Township.	Plan		3-5	BoS	PennDOT	PennDOT MTF

Number	Strategy	Category 1	Category 2	Priority by start date Years 1-2 Years 3-5 Years 6+	Lead	Partner	Possible Funding Resources
2.4.1	Increase opportunities for youth activities and engagement in the community.	Community		1-2	BoS	Center Paster Deb Harvey, Ebenezer and Summerhill Church	PA DoE, PA DCNR, USDA, Berwick Health and Wellness Fund
2.4.2.	Create new - while expanding and promoting existing - community events.	Community		1-2	BoS	Create a committee	Sponsors, AARP
2.4.3.	Evaluate the need for a community building/community space to host events and provide opportunities for children, teens, and adults to gather.	Community		3-5	BoS	Create a committee	n/a
3.1.1.	Develop a long-term financial plan to understand revenue and expenditure targets and challenges.	Finance		3-5	BoS	Consultant	PA DCED STMP
3.1.2.	Explore economic and housing development initiatives that will generate tax revenue while maintaining the community's rural character and quality of life.	Finance		3-5	BoS	Consultant	PA DCED STMP, USDA, ARC
3.1.3.	Explore the feasibility of additional cooperative municipal purchasing programs and services with the other Township and with other municipalities throughout the region.	Intergovernmental		1-2	BoS	SEDA-COG	n/a
3.1.4.	Develop a Capital Improvements Plan.	Finance		3-5	BoS	Consultant	PA DCED STMP
3.1.5.	Research and apply for relevant state and federal funding opportunities.	Grants		1-2	Secretary/Treasurer	PA DCED, PA DCNR, SEDA-COG	PA DCED, PA DCNR, USDA
3.2.1.	Evaluate existing and new opportunities for sharing resources and services. Develop a plan for expanding opportunities for collaboration. Execute intergovernmental agreements.	Intergovernmental		1-2	BoS	SEDA-COG	n/a
3.2.2.	Develop a road maintenance plan that addresses staffing and equipment needs, and a sustainable funding strategy to support road maintenance and paving responsibilities.	Intergovernmental		3-5	BoS	SEDA-COG	State Liquid Fuels Fund, PennDOT
3.2.3.	Meet with SEDA-COG, BIDA and DRIVE to communicate needs and explore opportunities for partnership.	Intergovernmental		1-2	BoS	SEDA-COG, BIDA, DRIVE	n/a
3.3.1.	Identify areas in the Townships that lack access to mobile broadband services and mobile wireless networks.	Municipal Services		1-2	BoS	SEDA-COG, Consultant	ARP, PA Broadband Investment Incentive Program, ARC
3.3.2.	Identify and engage with an organization to advocate for and develop a plan for expanded mobile broadband services and mobile wireless networks in the Townships.	Municipal Services	Intergovernmental	1-2	BoS	SEDA-COG, Consultant	ARP, PA Broadband Investment Incentive Program, ARC
3.4.1	Explore the feasibility of partnering with the Borough of Berwick or the Town of Bloomsburg to pick up recycling in the Townships.	Municipal Services	Intergovernmental	1-2	BoS	Borough of Berwick Town of Bloomsburg	PA DEP
3.4.2.	Identify the costs involved with reinstating local recycling services and pursue funding sources.	Municipal Services		1-2	BoS	PA DEP, Columbia County Recycling Coordinator	PA DEP
3.5.1.	Participate in the county's hazard mitigation planning and implementation process to reduce vulnerabilities to natural and human-made hazards and enable a more resilient community.	Environmental		3-5	BoS	Eric Stahley, Resiliency Officer, Columbia County	n/a
3.5.2.	Promote disaster-resistant future development	Environmental	Ordinance	3-5	BoS	Eric Stahley, Resiliency Officer, Columbia County	PA DCED MAP
3.6.1	Develop a long-term plan for financial sustainability of the police department.	Finance	Emergency Services	3-5	BoS	Consultant	PA DCED STMP
3.6.2.	Develop a long-term plan for officer recruitment and retention.	Emergency Services		3-5	BoS	Briar Creek Township Police Department, PA State Police Department	PA DCED MAP
3.6.3.	Explore the feasibility of joining a larger, regional police force.	Emergency Services		6+	BoS	SEDA-COG, neighboring municipalities	PA DCED MAP
3.7.1.	Advocate for state-level funding to support local fire companies.	Emergency Services		1-2	BoS	Local fire companies, Columbia County Emergency Management Agency	n/a
3.7.2.	Support the fundraising activities of local fire companies.	Emergency Services		1-2	BoS	Local fire companies	FCEMSGP
3.7.3.	Increase municipal allocations for fire companies.	Finance	Emergency Services	1-2	BoS	Local fire companies	General Fund
3.7.4.	Partner with surrounding municipalities to explore the feasibility of regionalization and to jointly apply for funding opportunities.	Intergovernmental		1-2	BoS	SEDA-COG	n/a
3.7.5.	Support volunteer recruitment and retention efforts.	Emergency Services		1-2	BoS	Local fire companies, Columbia County Emergency Management Agency	n/a

Number	Strategy	Category 1	Category 2	Priority by start date Years 1-2 Years 3-5 Years 6+	Lead	Partner	Possible Funding Resources
3.8.1.	Revise the SALDO, zoning ordinance, and other relevant ordinances to align with the multimunicipal comprehensive plan.	Ordinance		3-5	PC	Consultant	PA DCED MAP
3.8.2.	Keep ordinances current by reviewing the ordinances for deficiencies and proposing amendments in a timely manner.	Ordinance		3-5	PC	Consultant	PA DCED MAP
3.8.3.	Consider adopting joint zoning.	Ordinance		1-2	BoS	PA DCED Governor's Center For Local Government Services, Columbia County Planning Director	PA DCED MAP
3.8.4.	Zone for all new uses and update existing use regulations.	Ordinance		3-5	PC	Consultant	PA DCED MAP
3.9.1.	Explore the feasibility of merging code enforcement efforts between the Townships, including adopting the same property maintenance ordinance and standardizing property maintenance priorities and procedures.	Municipal Services	Ordinance	3-5	BoS	Consultant	PA DCED MAP
3.9.2.	Actively address property maintenance code and zoning violations by issuing violation letters and filing citations with the district magistrate's office.	Municipal Services		1-2	Code Enforcement Officer	Township Property Maintenance Inspectors	PA DCED
3.9.3.	Collaborate with a nonprofit housing developer to develop a plan to remediate blighted properties.	Municipal Services		3-5	BoS	Rich Kisner, Executive Director, Community Strategies Group	PA DCED CDBG/HOME
4.1.1.	Complete a Growing Greener Ordinance Assessment.	Plan	Environmental	3-5	BoS	PA DCNR, Pennsylvania Land Trust Association	PA DCED GTRP PA DCNR C2P2
4.1.2.	Implement best practices for natural resource conservation, preservation, and restoration.	Environmental	Ordinance	3-5	BoS	Eric Stahley, Resiliency Officer, Columbia County, Consultant	PA DCNR
4.1.3.	Promote the establishment of "no mow zones." Align property maintenance ordinance with "no mow zone" policy.	Environmental	Ordinance	1-2	BoS	Columbia County Conservation District	PA DCNR
4.1.4.	Limit development in areas that would diminish scenic views or negatively impact woodlands, recreational, or agricultural uses.	Environmental	Ordinance	3-5	PC	Eric Stahley, Resiliency Officer, Columbia County, Consultant	PA DCNR
4.1.5.	Support applications for funding to support environmental restoration projects.	Environmental		1-2	BoS	Dr. Benjamin Franek, President, Briar Creek Association for Watershed Solutions (BCAWS)	PA DCNR, PA DEP
4.1.6.	Support environmental education programs organized by BCAWS and other organizations.	Environmental		1-2	BoS	Dr. Benjamin Franek, President, Briar Creek Association for Watershed Solutions (BCAWS)	PA DCNR, PA DEP
4.1.7.	Consider adoption of an official map to conserve and protect natural resources.	Ordinance	Environmental	3-5	PC	Consultant	PA DCED MAP
4.1.8.	Develop and implement an open space plan.	Plan	Environmental	3-5	BoS	PA DCNR, Consultant	PA DCED MAP