

2025 MULTI-MUNICIPAL COMPREHENSIVE PLAN

ELEVATE

NORTHERN LACKAWANNA



CITY OF CARBONDALE • CARBONDALE TOWNSHIP

MAYFIELD BOROUGH • GREENFIELD TOWNSHIP • JERMYN BOROUGH





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CONTENTS

PART ONE

ELEVATE NORLACK

COMPREHENSIVE PLANNING AND THE PROCESS
COMMUNITY INTRODUCTION
COMMUNITY OUTREACH
COMMITTEE MEETINGS
NORLACK OVERALL PLAN VISION AND GOALS

PART TWO

ELEVATE SYSTEMS

CIVIC SYSTEMS IN FOCUS
NATURAL RESOURCES IN FOCUS
WATER RECREATION DEVELOPMENT IN FOCUS
SYSTEMS OBJECTIVES AND ACTIONS

ELEVATE RESOURCES

CIVIC AMENITIES IN FOCUS
RECREATION IN FOCUS
RESOURCES OBJECTIVES AND ACTIONS

PART THREE

ELEVATE CONNECTIVITY

TRANSPORTATION AND CONNECTIVITY IN FOCUS
CONNECTIVITY OBJECTIVES AND ACTIONS

ELEVATE VITALITY

LAND USE IN FOCUS
GROWTH BOUNDARIES IN FOCUS
FUTURE GROWTH AREAS IN FOCUS
VITALITY OBJECTIVES AND ACTIONS

ELEVATE COOPERATION

COOPERATION SYSTEMS IN FOCUS
COOPERATION OBJECTIVES AND ACTIONS
ACTIVITIES IN FOCUS

PART FOUR

IMPLEMENTATION

ACTION PLAN IN FOCUS
ACTION PLAN TABLE
INDIVIDUAL FEEDBACK AND GOALS

PART ONE

The NorLACK Comprehensive Plan and the overall aims for the plan are covered in this part. Essentially, the plan is a master document for metropolitan growth, resiliency, and coordination in the City of Carbondale, Carbondale Township, Greenfield Township, Jermyn Borough, and Mayfield Borough. The plan is an answer to a collective recognition that challenges and opportunities in the communities of these municipalities, from infrastructure investment and economic development to maintaining rural character and natural resources, are better served by a coordinated, long-term plan.

Part 1 presents the statute basis of comprehensive planning in Pennsylvania and the process in which the plan itself came to be developed. Citizens and stakeholders helped shape the vision, objectives, and priorities outlined here in an open public process of public gatherings, community events, and surveys. The “implementable” process of planning developed here is also defined, with the focus put as much on envisioning as spelling out concrete, achievable next steps. Local character, citizen participation, and shared values are utilized to create objectives to conserve natural and cultural landscapes, channel growth to places that already possess supportive infrastructure, create public services, and encourage community-driven economic development.

By grounding the plan in this community process and outlining the underlying aims that followed, the chapter provides the groundwork on which the rest of the plan is founded. All that ensues, including analysis of the existing systems or planning for the future use of the land, is guided by the shared principles and community orientation outlined here.



ELEVATE NORLACK

A comprehensive plan is a compilation of aspirations and strategies created to outline a vision for what a community wants to look like in the future, and the required steps to make that vision a reality.

The Pennsylvania Municipalities Planning Code (MPC) empowers municipalities to create and adopt comprehensive plans as one tool used to guide growth and development while protecting the resources of the community. The MPC does not define 'comprehensive plan', instead a comprehensive plan is uniquely defined by its contents, which includes studies of land use, housing, transportation, community facilities, natural, cultural and historic resources, and utilities. Comprehensive plans are designed to be adapted as needed because goals and visions may change over time. They are intended to be revisited and reviewed at least every 10 years, as required by the MPC.

A multi-municipal plan addresses the legislative mandates of the MPC to provide for all reasonable land uses on a regional basis. These plans cooperatively provide and extend services and facilities in an efficient coordinated manner, and allow communities to better protect natural resources, prime farmland, scenic areas and community character. The MPC also allows communities to keep autonomy in a multi-municipal plan by allowing communities to individually enact zoning ordinances while remaining generally consistent with the overall regional plan.

Communities can use their plan like a roadmap to implement goals proactively, rather than taking a reactionary approach to future development pressures, which helps them to be prepared for what's coming. The plan is the foundation for land use regulations and bridges the gap between the vision for the future and the regulation of private property interests.

COMPREHENSIVE PLANNING AND THE PROCESS

As the communities face shifting economic conditions, infrastructure needs, and evolving resident priorities, this plan serves as a timely response for the NorLACK region. It is both a guide and a catalyst, framing shared goals while equipping leaders with tools to act intentionally and collaboratively.

The NorLACK Multi-Municipal Comprehensive Plan was developed in the context of a workable planning process, as dictated by the Pennsylvania MPC. An implementable planning process is centered on clarity, usability, and immediacy-of-action and therefore the resulting plan is not visionary in the theoretical sense, but workable, that is, a practical one which could be implemented by the municipal officials, participating organizations, and residents seamlessly. The planning process itself, at first, was flexible and addressed specific regional and local needs rather than a generic template of issues like land use, transportation, or housing.

Public engagement was central to steering the direction and content of the plan. The Steering Committee provided many opportunities for input, starting with a survey of the whole community that was sent to more than 4,500 households and posted online until December 31, 2024. To supplement this extensive outreach, the group met the residents in person at events such as the Carbondalien Festival and conducted public meetings to present survey findings and hear comments on drafts of goals. This continuous engagement was a guarantee that the residents' voices drove the development of the plan, starting with visioning and ending at the action planning stage.

Following the analysis of public input, the consultant group and the Steering Committee collectively interpreted universal messages and converted them into priority areas and strategic objectives. These are reflected in the plan structure, where every priority has had specific, action-oriented steps assigned to it. Action steps include proposed timeframes, responsible parties, funding, and measurable outcomes. Those earliest action items had highest priority to establish momentum at the time of adoption. The process was one of ownership by the people. By engaging the stakeholders and the elected officials in the process and building the plan on resident-identified priorities, the result is a master plan that is founded on local goals, anchored by sensible implementation steps, and supported by the people who will work to accomplish it.

COMMUNITY INTRODUCTION

The City of Carbondale, Carbondale Township, Greenfield Township, Jermyn Borough, and Mayfield Borough, the municipalities that make up the NorLACK region, have in common the distinct character and beauty of northeastern Pennsylvania. With a combined population of nearly 18,000, the municipalities blend rural tranquility and small-town friendliness with pride of heritage.

A former anthracite coal mining and railroad shipping center, the region evolved as a collection of intimately related towns sharing a sense of place. The City of Carbondale, the largest of the cluster, with a population of just under 9,000, is the most urban of the group, filled with hometown stores and cultural venues formed around a heritage of the industrial past. Carbondale Township, with a population of 1,200, and Greenfield Township, by comparison, are more rural in character, with open space, farmland, and woodland lots that deliver a quiet, bucolic lifestyle. Greenfield Township, the largest in land area, encompasses a population of approximately 2,300, where residents are drawn to a quiet lifestyle and strong, close sense of community.

Jermyn and Mayfield boroughs, having populations of approximately 2,000 residents, are thriving residential boroughs having charming center town streets and neighborhoods. They are best suited for families, retirees, and those who want neighborly character without sacrificing proximity to regional facilities, thanks to their walkability, hometown feel, and proximity to the outdoors and neighboring towns. Across the region, the median is in the early to mid-40s, indicating a stable but aging population. There are numerous stable households populated by residents with a sense of loyalty to their hometowns. It is a place where residents know the neighbors next door, support local institutions, and appreciate the heritage and potential of the communities.

The NorLACK region presents a unique balance of heritage, value, and quality of life that makes the region a quality place in which to work, in which to raise a family, and in which to live.

COMMUNITY OUTREACH

Community input is a fundamental element in shaping a comprehensive plan, serving as a cornerstone of its development. Residents, business owners, community leaders, and officials each hold a vested interest in the future of NorLACK, and the diverse perspectives they bring have been integral to this effort. Through an inclusive and multifaceted engagement process, the NorLACK Steering Committee worked diligently to ensure that the voices of all stakeholders were heard and represented.

From the beginning, the Steering Committee emphasized the importance of community feedback, undertaking extensive efforts to maximize participation. Meetings with local stakeholders provided an early opportunity for residents to share their insights, concerns, and aspirations directly. To broaden the outreach, over 4,500 physical surveys were distributed across the community, complemented by an online version available from October through December 31, 2024. This approach ensured that residents had ample opportunity to contribute, regardless of their preferred method of communication.

The results of these surveys were reviewed and discussed in detail at a public meeting held during late December 2024 and early January 2025. These meetings and open houses provided a forum for aligning the goals of the Plan with the feedback from both community members and involved authorities, fostering a collaborative approach to development.

Another significant interaction occurred at the Carbondalien Festival in Carbondale Township on November 9, 2024. At this event, a dedicated booth was set up to engage with the community in a more informal and conversational setting. Residents had the opportunity to learn about the project's goals and initiatives, voice additional concerns, and discuss issues not previously addressed. This dynamic exchange allowed participants to deepen their understanding of the project while offering valuable feedback that might have otherwise been overlooked.

The feedback gathered through these efforts has been seamlessly woven into the Plan's goals and policies, ensuring that it reflects the community's shared vision and priorities. This integration translates stakeholder input into actionable strategies designed to address local needs effectively and equitably.

The engagement efforts not only ensured representation but also fostered trust and transparency between the community and the Steering Committee. By creating multiple opportunities for interaction, through surveys, public meetings, and events like the Carbondalien Festival, the process allowed residents to feel truly heard and valued.

NorLACK Survey Results

12/31/2024

Census Demographics



60% of residents are aged 18–66 while 20% are above 65 years, making it similar to the PA average.



60% of dwellings are owner-occupied, with overall dwelling vacancy between 10–12%.

Respondent Demographics



Citing family ties, affordability, and small-town atmosphere, 70% have lived in the region for over 20 years. 56% residents work outside the municipalities, with health care, manufacturing, and professional services being major sectors.

Respondent Preferences



72% of respondents cite preference for farmlands and woodlands to remain as they are, with limited residential or non-residential development.



To maintain community character, 73% would prefer new commercial developments to be clustered near existing hubs.



60% of respondents emphasize the need for improving road infrastructure, expanding sidewalks, etc.



50% of respondents highlight the importance of strengthening and improving the implementation of landuse and public safety policies.



45% of respondents call attention to re-assessing policies and implementation systems to reduce pollution.

Key Priorities



Community Identity (62%)

Residents value the small-town, close-knit community atmosphere but fear over-development might erode this.



Recreational Needs (55%)

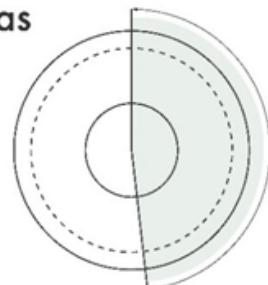
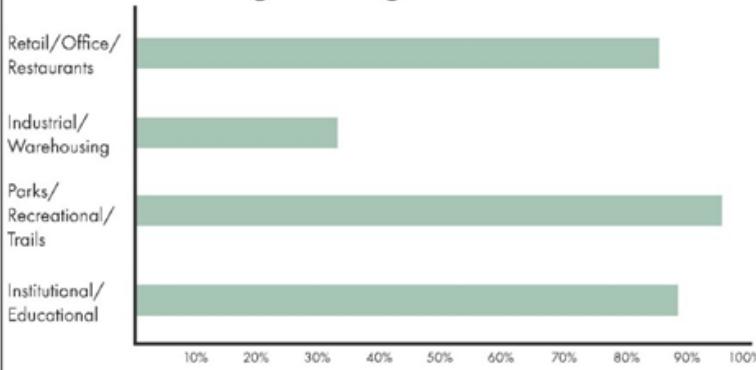
- Parks, trails, and recreational spaces are widely appreciated, but residents desire enhanced facilities and better maintenance.
- Requests for cultural venues such as theaters and community centers were common along with gathering spaces such as cafes and restaurants.



Economic Outlook (48%)

- Limited local job opportunities lead to commuting, with an average travel time of 19–23 minutes.
- Calls for incentives to attract small businesses and local industries to boost job creation.

Favorable Neighboring Uses to Residential Areas



44% of the respondents have their residences near non-residential uses.

% of respondents who favor the land uses adjacent to their homes or residential areas

SURVEY RESULTS

The NorLACK multi-municipal comprehensive plan survey provides valuable insights into the community's demographics, preferences, and priorities, revealing a strong commitment to preserving the region's small-town identity while addressing critical needs for growth and development. The region's population is predominantly aged 18–66 (60%), with 20% aged over 65, reflecting trends consistent with Pennsylvania's averages. Many residents (70%) have lived in the area for over two decades, emphasizing deep family ties, affordability, and an appreciation for the small-town atmosphere. However, employment trends show that 56% of residents commute outside the municipalities, primarily working in healthcare, manufacturing, and professional services.

Land use and development preferences emerged as a significant theme in the survey. A vast majority of respondents (72%) prioritize the preservation of farmlands and woodlands, favoring limited residential and non-residential development to maintain the region's rural character. Furthermore, 73% expressed a preference for clustering new commercial developments near existing hubs, reducing sprawl while supporting community character. Most residences are owner-occupied (60%), with a modest dwelling vacancy rate of 10–12%. Parks, trails, retail spaces, and educational facilities are the most preferred adjacent land uses, while industrial developments receive less enthusiasm.

Infrastructure improvements were highlighted as a critical priority, with 60% of respondents emphasizing the need for better road systems, expanded sidewalks, and enhanced connectivity. Maintaining the close-knit, small-town atmosphere remains essential to 62% of respondents, who are concerned that overdevelopment could erode this sense of community. Environmental sustainability is another key focus, with 45% advocating for the reassessment of policies and systems to reduce pollution and strengthen land-use regulations. Public safety policies were also a concern for 50% of respondents, who called for improved implementation and enforcement.

Economic development is an area of concern for the community. With limited local job opportunities, many residents commute an average of 19–23 minutes to work. Respondents expressed a desire for incentives to attract small businesses and local industries, which could reduce reliance on external job markets and stimulate the regional economy. This focus on economic growth aligns with the broader goal of sustaining the community's identity while providing opportunities for its residents.

Recreational amenities and cultural spaces are also important to residents, with 55% highlighting the need for improved parks, trails, and recreational facilities. Beyond physical enhancements, there is a desire for cultural venues such as theaters, community centers, cafes, and gathering spaces to foster social interaction and enrich the community experience.

The survey results reflect the community's desire to balance preservation and progress. Residents value their strong small-town roots and seek to protect the region's character through sustainable land use, infrastructure improvements, and recreational enhancements. At the

same time, they recognize the need for economic development and policy reforms to address emerging challenges.

These insights form the backbone of the NorLACK Comprehensive Plan, providing a grounded understanding of what residents value most, preserving their rural identity, fostering local economic opportunity, and ensuring equitable access to essential services.

COMMITTEE MEETINGS

Following the analysis of the NorLACK community survey results, a committee meeting was convened to identify and refine goals that emerged from the public feedback. This collaborative discussion led to the development of key action items designed to achieve these goals in a clear, actionable, and achievable manner. By aligning these goals with specific actions, the community aims to create a strategic pathway for authorities to follow over time, ensuring the needs and priorities of residents are met effectively.

One central goal is preserving the rural character and natural landscapes of the community. This involves identifying and conserving ecologically sensitive areas, Prime Farmland, and Farmland of Statewide Importance by designating appropriate Rural Resource Areas.

Another priority is directing development and redevelopment to areas supported by existing and planned infrastructure. The plan emphasizes the creation of a Designated Growth Boundary to focus growth in these areas, ensuring efficient use of resources and minimizing environmental impact.

Enhancing infrastructure to improve mobility, safety, and livability is also a key objective. Proposed actions include conducting infrastructure audits to prioritize road repairs, expanding pedestrian and trail networks, and addressing connectivity challenges across the community.

By integrating these goals and their corresponding action items along with the others, the NorLACK comprehensive plan provides a roadmap for sustainable growth and development while preserving the community's unique character and meeting the evolving needs of its residents.

NORLACK OVERALL PLAN VISION & GOALS

The goals listed below highlight the overarching themes that will be discussed in this Comprehensive Plan. They will also act as the guiding light for all the Action Plans as developed for the plan for the group as a collective as well as for the individual communities.

1

Utilize planning tools in order to recognize distinction between rural, growth, and future development areas, supporting conservation of sensitive lands while enabling compact, infrastructure-aligned development.

A

Designate regional Rural Resources Areas to conserve ecologically sensitive lands, prime farmland, and/or farmland of statewide importance.

B

Delineate Designated Growth Areas to support compact development expansion, infill, and enhancements to existing infrastructure areas.

C

Establish Future Growth Areas to support compact development expansion and enhancements to planned infrastructure areas.

2

Coordinate industrial development with available road capacity, transit service and utility infrastructure.

- 3** Improve and maintain the quality of existing housing for safe and suitable living environments.
- 4** Collaborate land use decision-making across public, private, and governmental entities to bridge understanding and increase resiliency and quality of life.
- 5** Promote and coordinate a safe, well-maintained mixed-transportation region that works for everyone, including focus on pedestrian, transit and trail network connections.
- 6** Support the expansion of technology to prepare for the next generations of jobs.
- 7** Protect and promote rural lands and natural resource areas to further opportunities for outdoor-based economies.

PART TWO

With the community objectives, values, and vision established in Part 1, Part 2 looks at the physical and civic infrastructure underpinning life in the NorLACK area currently. The previous section established objectives such as the preservation of countryside scenery, limiting development within the existing infrastructure, and increased provision of amenities and services, each one of them requiring a detailed knowledge of what already exists and how things work now. Here, we look at transport infrastructure, utilities, natural resources, public amenities, and civic services across the five municipalities.

Transportation connectivity, a high-ranking concern in community opinion surveys, is treated in both the contexts of regional access and local mobility. The capacity, stability, as well as alignment with visions of future development, of water, sewer, and stormwater infrastructure is also treated in the chapter. Natural resources, arable land, forest, streams, and their preservation in relation to growth management efforts are also considered by the chapter. No less important are the community amenities residents value most: parks, community facilities, libraries, and recreational centers that both serve a pragmatic function and give the neighborhood its identity and sense of place.

Part 2 identifies areas in which strategic investment and development can occur in the future through the evaluation of these systems and assets. Part 2 also provides the groundwork for the development strategies and choices of land use in Part 3, allowing the coordination of future development in relation to infrastructure capacity, to preserve and improve, rather than overwhelm, environmental and community assets. The systemic method is a necessary step in allowing us to move from conceptualization to action-planning.



MAIN STREET, CHILDS, AT MEREDITH STREET

ELEVATE SYSTEMS

The NorLACK municipalities are committed to a collaborative approach to managing development and addressing the impacts of community growth on municipal infrastructure. Fostering a shared understanding among government officials, public stakeholders, and private sector partners is essential to making informed land-use decisions that align with the region's goals. By building strong partnerships with these stakeholders, NorLACK can effectively navigate the challenges of growth while advancing its objectives for sustainable development and preservation.

A cornerstone of NorLACK's long-term sustainability lies in aligning the location and intensity of land uses with adequate utility and infrastructure capacity. As the population grows, much like the Lackawanna County itself, in the coming years, coupled with economic expansion and rapidly evolving business demands, the need to balance development with infrastructure readiness becomes increasingly critical. Striking this balance ensures that new growth not only supports economic vitality but also preserves the region's quality of life and natural resources.

CIVIC SYSTEMS IN FOCUS

Development across the region must thoughtfully balance growth with the preservation of natural resources, open spaces, valuable farmland, and the rich heritage that defines the area.

Preserving natural features such as streams, water bodies, and woodlands is critical, but equally important is protecting elements that shape the community's identity. Agricultural land, in particular, has long been a cornerstone of the region's character and remains highly valued by residents. Recognizing its significance, a rural resource area has been designated to limit development and maintain the unique qualities of these landscapes.

This initiative prioritizes areas with soils classified as Prime Agricultural Soils and Soils of Statewide Importance, which are essential for sustaining agriculture. Protecting these high-priority lands ensures the region retains its agricultural heritage while balancing growth and conservation.

1. Discourage development on overall high priority natural resource lands.
2. Discourage the extension of water and sewer services and new roads into areas where farming is the recommended land use.
3. Review zoning and subdivision and land development ordinances to ensure current and future needs of the farming community are not inadvertently hindered.
4. Coordinate expansion of Utility Infrastructure with new Medium-to-Large Scale Residential and Office & Professional areas.
5. Prioritize sewage and water investments for areas designated Future Growth, especially where Health/Medical, Institutional, or Industrial uses are planned.

SEWAGE

Municipalities have a critical responsibility to ensure safe and reliable sewage disposal within their boundaries. To fulfill this obligation, they are required to develop comprehensive sewage facilities plans under the Pennsylvania Sewage Facilities Act, commonly known as Act 537. These plans are designed to address both current and future sewage disposal needs, providing a roadmap for sustainable infrastructure management.

Act 537 plans apply to all types of sewage systems, including public sewer systems, centralized or package treatment systems, and individual on-lot systems. For public and central sewer systems, these plans must ensure adequate capacity for sewage collection, conveyance, and treatment to meet the demands of growing populations and development. For on-lot systems, the plans must include proper site testing, construction standards, and ongoing maintenance protocols, collectively referred to as a sewage management program.

In the NorLACK region, sewage disposal is managed through a combination of public sewer systems and individual on-lot systems. Five wastewater treatment plants serve the area, providing critical infrastructure for the region's municipalities. By integrating both public systems and on-

lot solutions into their Act 537 plans, municipalities can address diverse community needs while safeguarding public health and the environment.

1. Ensure each municipality maintains Official Sewage Facilities Plans in compliance with the Pennsylvania Sewage Facilities Act of 1966 (Act 537).
2. Address and eliminate excess infiltration and inflow cost-effectively to optimize sewer capacity.
3. Mandate tested primary and replacement absorption areas for lots using on-lot sewage disposal.
4. Implement a sewage management program to ensure the long-term functionality of on-lot systems.

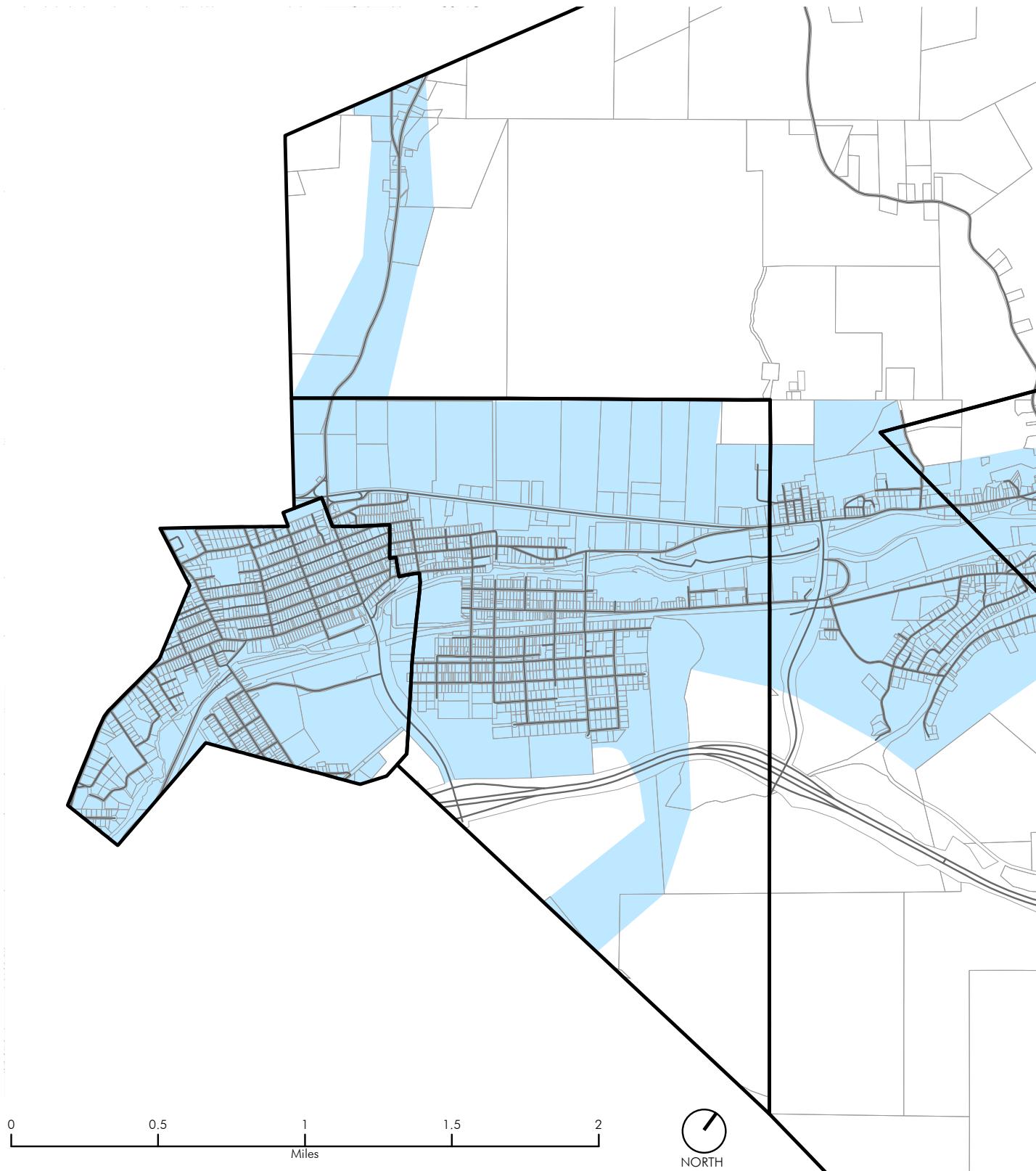
WATER

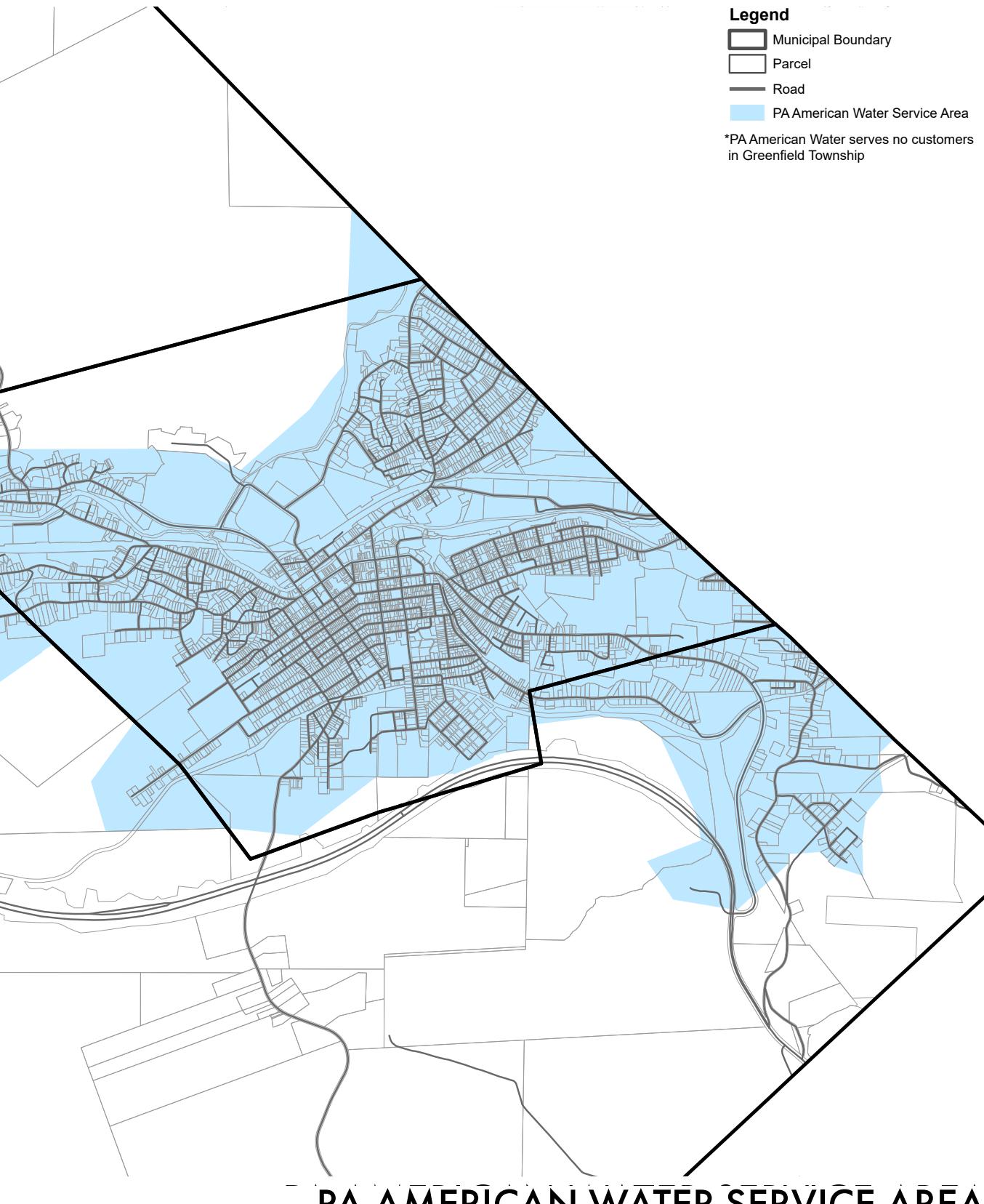
Careful planning is essential to ensure a safe, reliable, and sustainable water supply for NorLACK's growing population. Without such foresight, the region's ability to meet current and future water demands could be significantly compromised. The Pennsylvania Municipalities Planning Code requires comprehensive plans to include strategies that ensure a dependable water supply while aligning with the State Water Plan and any applicable water resources plans adopted by a river basin commission. These strategies help municipalities plan for growth while protecting valuable water resources and maintaining consistency with broader regional water management goals.

In NorLACK, the water supply is predominantly managed by PA American Water (PAAW), which serves most of the region. In addition, smaller pockets, particularly in Greenfield Township, rely on hyper-local providers or individual on-lot wells. This dual system presents both opportunities and challenges for accommodating future growth. Since a large portion of the designated growth boundary is already connected to PAAW's system, expanding services in these areas can be done relatively seamlessly, ensuring efficient resource management and minimal disruption.

However, in Greenfield Township and other areas served by localized systems or wells, addressing water supply needs requires a more nuanced approach. These areas may face limitations in infrastructure capacity or require upgrades to existing facilities. By implementing a well-coordinated plan, including investments in infrastructure expansion and improvements, these challenges can be mitigated. A thoughtful, proactive approach will enable Greenfield Township and similar areas to integrate into the broader water supply network, supporting growth while ensuring a consistent and reliable water supply for all residents.

1. Mandate assurances for the proper long-term operation and maintenance of privately owned central water systems.
2. Assess the viability of central water systems and explore options for acquisition, interconnection, or independent upgrades; if systems remain private, require long-term maintenance assurances.
3. Establish groundwater protection zones for public water supply wells and implement source protection programs.





PA AMERICAN WATER SERVICE AREA

NORTHERN LACKAWANNA MUNICIPALITIES

STORMWATER AND WASTEWATER

An essential component of sustainable water resource planning is the separation of stormwater and wastewater systems. Managing these flows independently prevents combined sewer overflows, reduces strain on wastewater treatment facilities, and helps protect local waterways from contamination. This separation is especially critical in maintaining the health of natural ecosystems, safeguarding water quality in rivers and streams, and preserving groundwater recharge areas.

Stormwater management in Lackawanna County relies on county-developed ordinances enforced by local municipalities, guided by the Pennsylvania Stormwater Management Act (Act 167). These ordinances, designed to control water quantity and quality, also align with federal regulations under the EPA's Municipal Separate Storm Sewer System (MS4) program. Municipalities are required to implement best management practices and Pollutant Reduction Plans to meet pollutant reduction targets, addressing both illicit discharges and stormwater management during construction.

The Lackawanna River Basin Sewer Authority manages much of the infrastructure, with potential for expansion and improvements in under-served areas. Recent MS4 permit requirements, however, present significant financial challenges for municipalities, necessitating collaborative solutions and consideration of funding mechanisms like stormwater fees.

Coordinated planning that integrates water and sewer infrastructure with zoning and land use policies in municipalities that have these services in the NorLACK region will be key to supporting sustainable growth. Aligning these systems with regulatory standards and conservation goals will ensure long-term service reliability, reduce environmental impacts, and enhance community well-being.

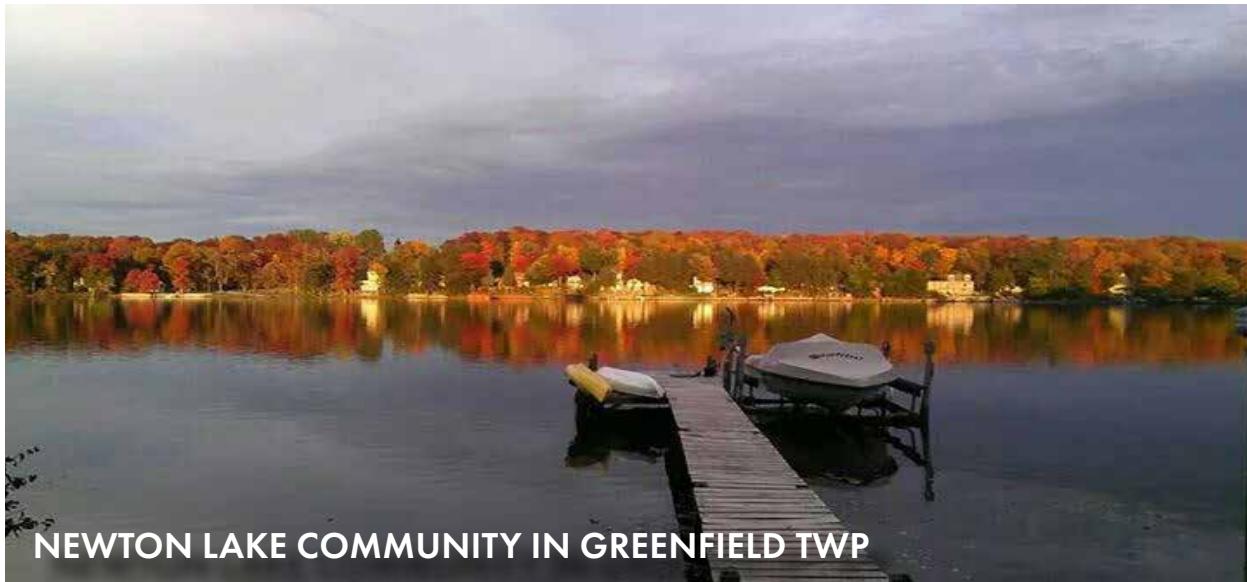
1. Implement green infrastructure and groundwater recharge standards in stormwater design across all watersheds, especially using areas that are marked for conservation.
2. Expand existing infrastructure and make it more robust to deal with the municipalities' population and use.
3. Promote public education on the importance of separate stormwater and wastewater systems, emphasizing their role in protecting water quality and reducing long-term costs for municipalities and residents.
4. Explore and adopt equitable funding mechanisms to support ongoing maintenance, capital improvements, and regulatory compliance.

NATURAL SYSTEMS IN FOCUS

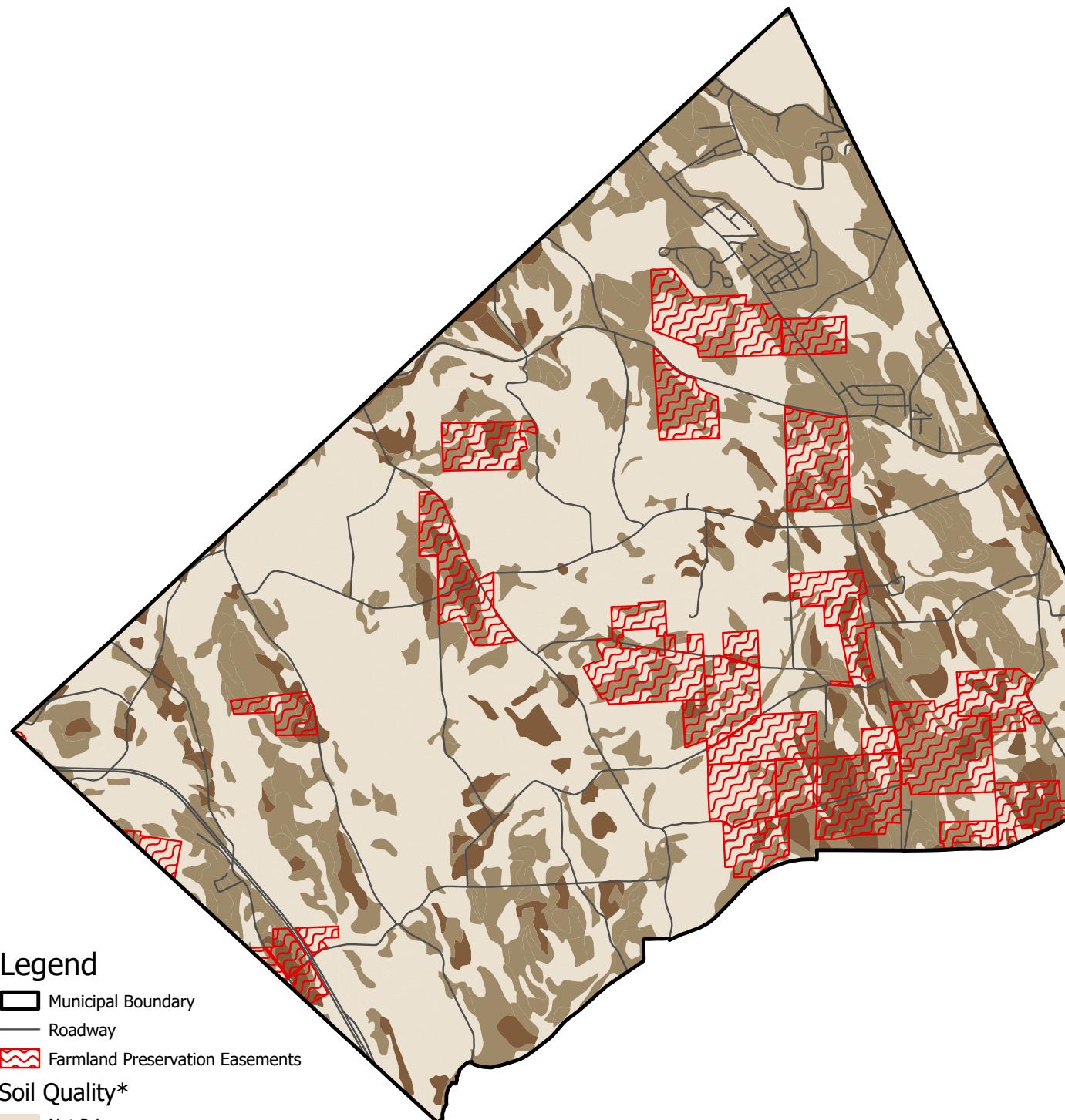
With most of the land being undeveloped or used as farmland, especially in Greenfield Township, along with the presence of multiple waterbodies such as streams and lakes, it becomes imperative to ensure that these resources are protected and preserved. This along with the presence of trails and parks for the communities, calls for a plan to deal with future expansion while restricting it to areas to minimize the harm to these resources.

The NorLACK Municipalities should conduct a comprehensive park, recreation and open space study to determine the Municipalities' specific needs. Based upon the findings of the recommended study, residents and municipal leaders can identify suitable park and recreation sites based upon the framework of the Comprehensive Plan.

While this Plan does not intend for the Municipalities to secure ownership or access for the entire system, the Plan does suggest that critical resources located in strategic areas should be carefully conserved or protected - regardless of ownership. These resources are critical because of their significance to the community and can be protected through conservation easements or similar zoning/land development mechanisms.



NEWTON LAKE COMMUNITY IN GREENFIELD TWP





AGRICULTURAL RESOURCES

NORTHERN LACKAWANNA MUNICIPALITIES



*Per USDA





AGRICULTURAL SOILS

NORTHERN LACKAWANNA MUNICIPALITIES

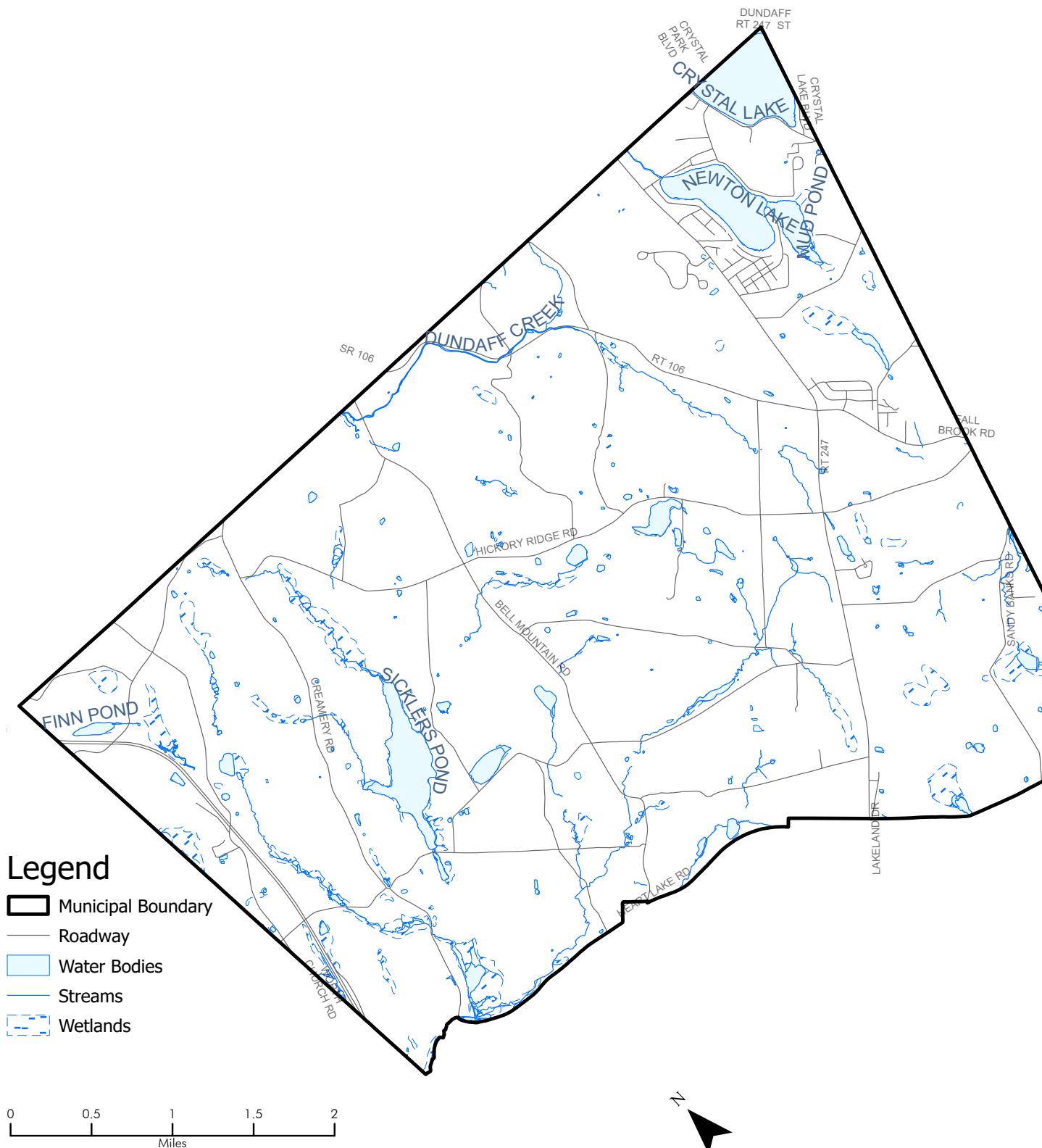
F FARMS AND FARMLAND

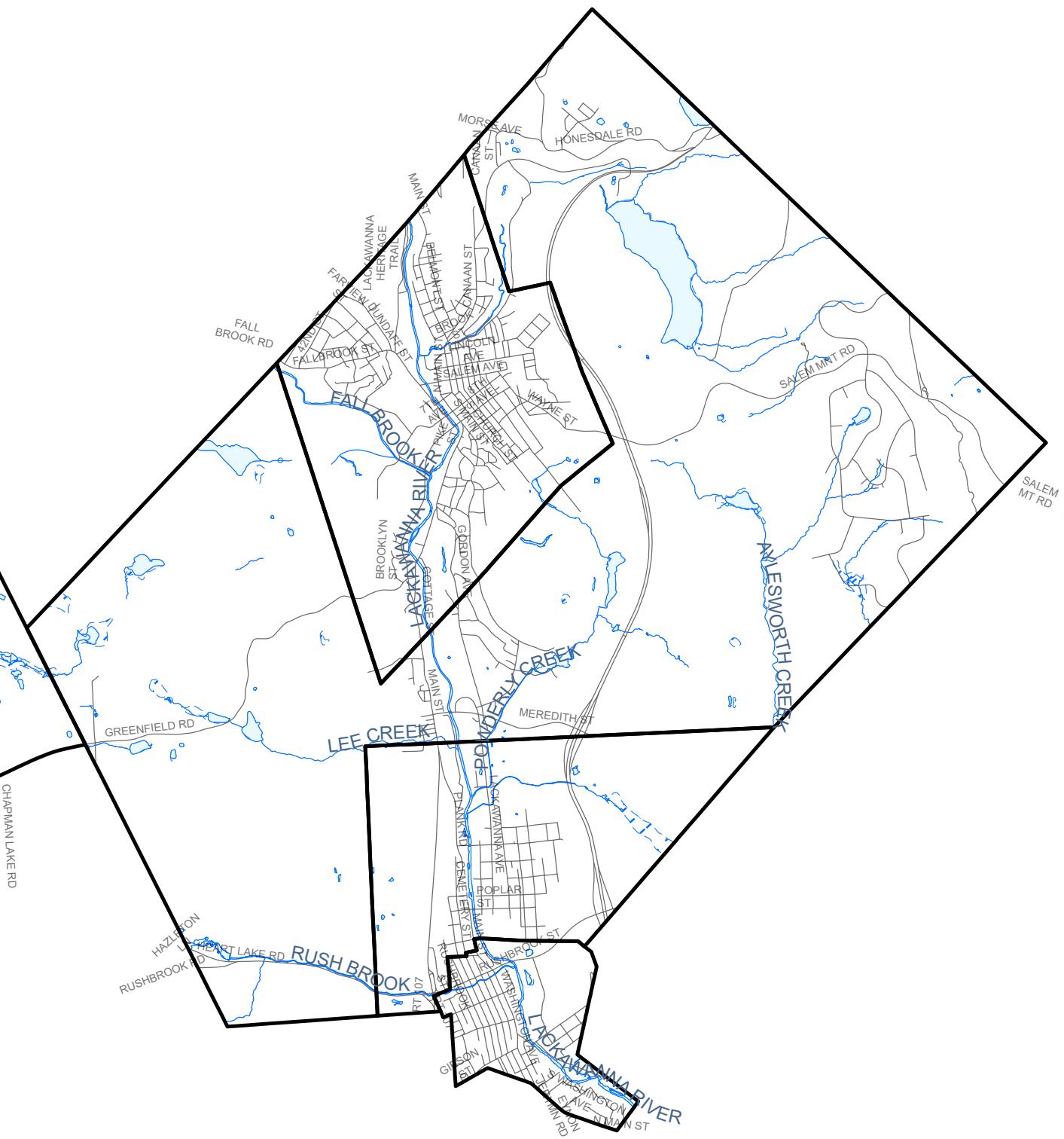
Farms and farmlands are under threat within the NorLACK region. Other types of development, such as housing and warehousing, have placed development pressure on these prime lands. Without farmland protection plans, policies and funding, farmland will continue to be in danger of development. Communities need to be proactive to save these lands and their productive nature for future generations.

1. Develop, update and implement farmland protection plans.
2. Support effective agricultural preservation for priority farmlands, including farmsteads with historic value.
 - a. Pursue funds for farmland protection activities through federal, state, county and private grant programs.
 - b. Collaborate with local land trusts, conservancies and the private sector to coordinate conservation efforts.
3. Manage growth and development.
 - a. Discourage the extension of water and sewer services and new roads into areas where farming is the recommended land use.
 - b. Where development is to occur, permit cluster development through zoning amendments.

FLOOD PRONE AREAS, WETLAND AREAS

To protect private property, enhance public safety, and preserve ecological assets, development in flood-prone or wetland areas should be limited to passive recreational or open space uses, integrated into the broader community system. This approach minimizes risks of property damage while providing educational and recreational opportunities. Future development should account for flooding potential, ensuring designs reduce floodway obstructions and prioritize sustainable management practices. By adopting these measures, communities can safeguard natural resources, support public well-being, and promote long-term resilience.





HYDROLOGY

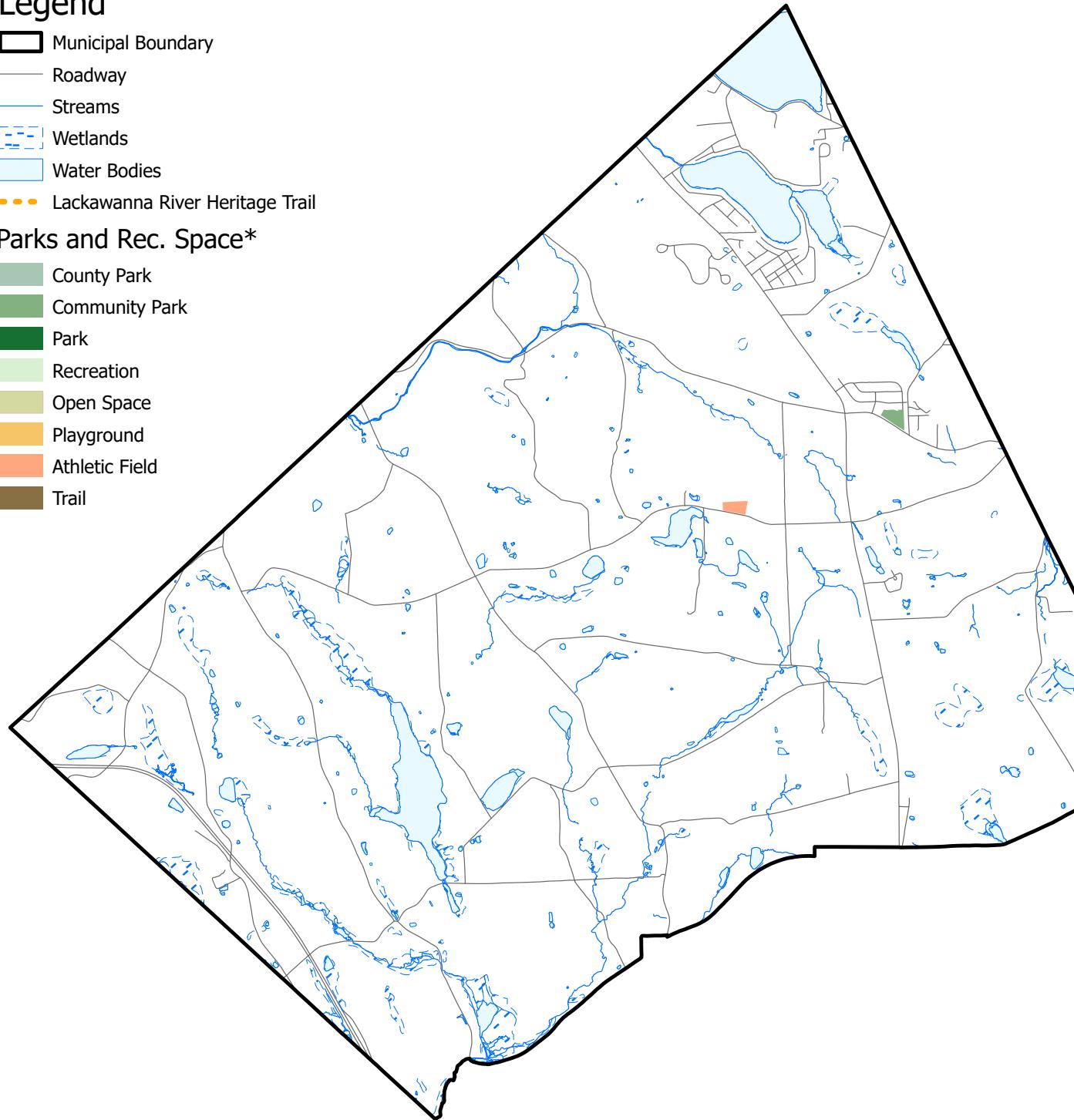
NORTHERN LACKAWANNA MUNICIPALITIES

Legend

- Municipal Boundary
- Roadway
- Streams
- Wetlands
- Water Bodies
- Lackawanna River Heritage Trail

Parks and Rec. Space*

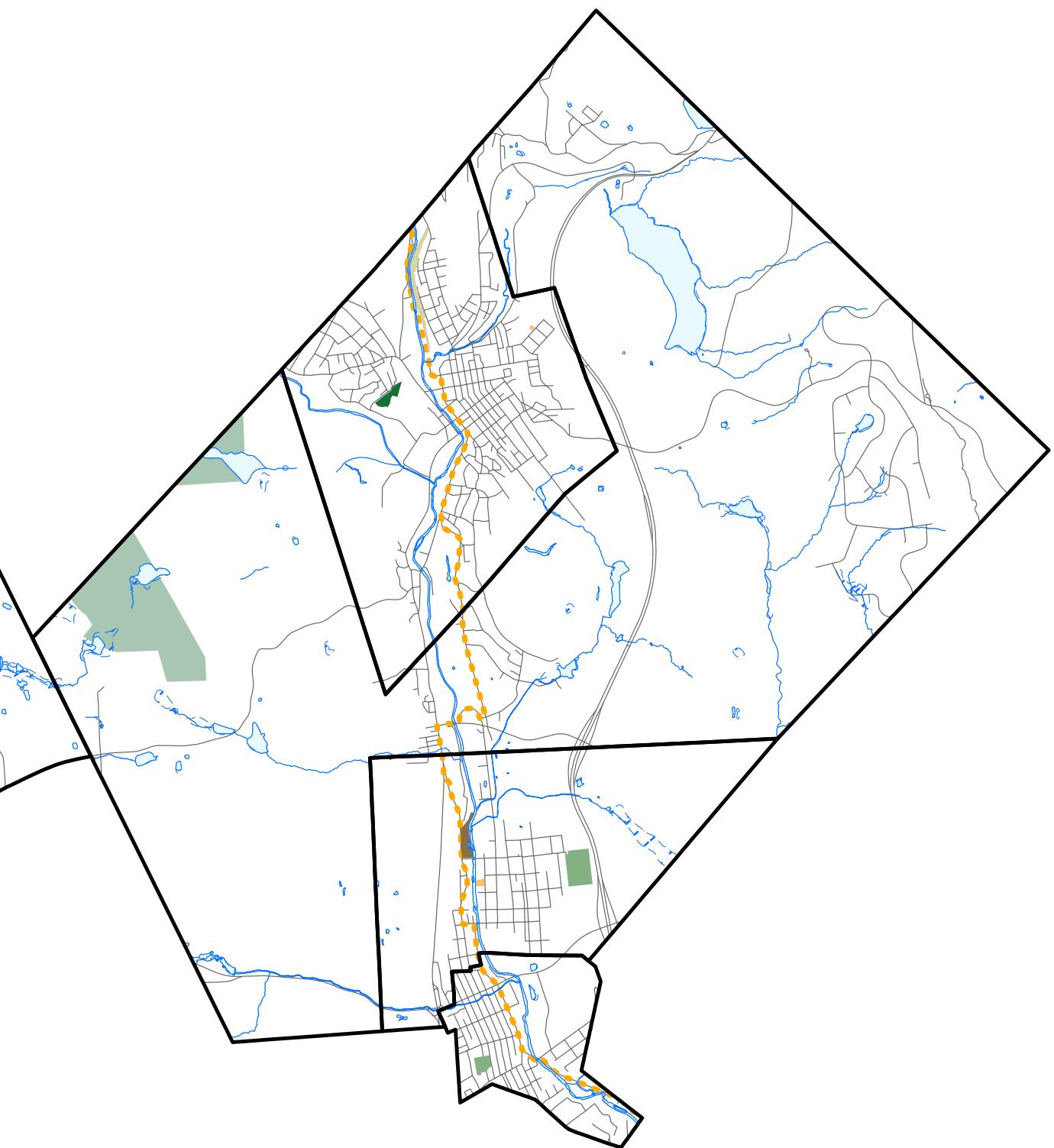
- County Park
- Community Park
- Park
- Recreation
- Open Space
- Playground
- Athletic Field
- Trail



*Per WeConservePA

**Per US Fish and Wildlife, National Wetlands Inventory





PARKS AND RECREATION SPACES

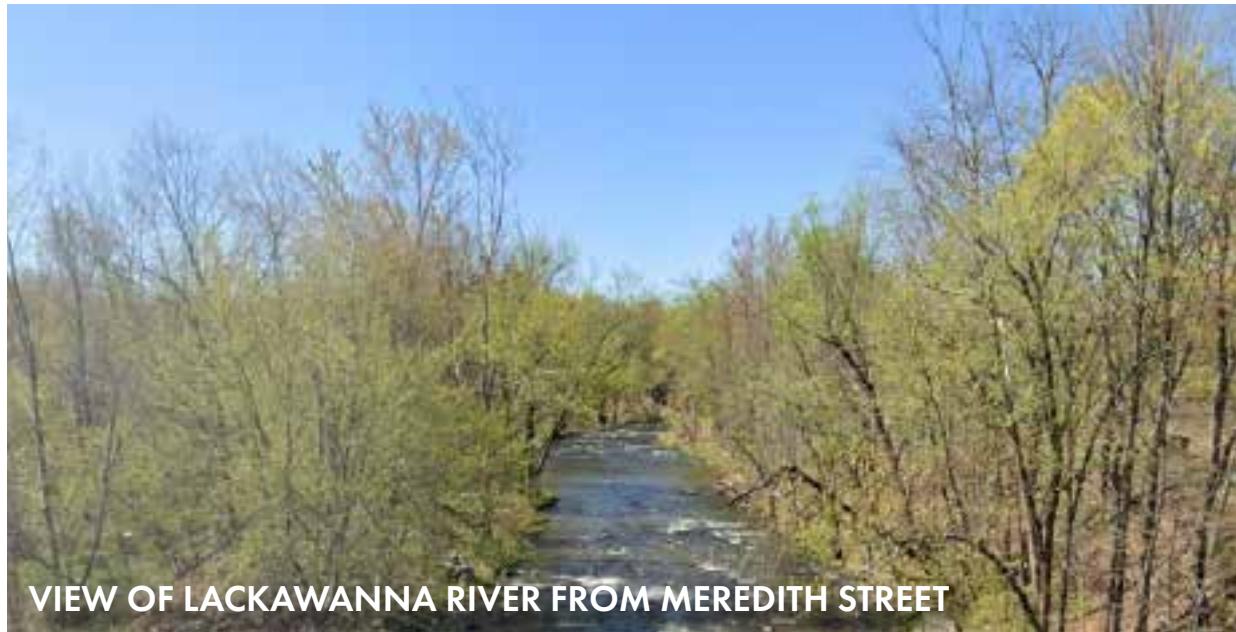
NORTHERN LACKAWANNA MUNICIPALITIES

WATER RECREATION SYSTEMS IN FOCUS

Small water bodies and streams play a vital role in supporting the ecology of the communities in Lackawanna County. Sites like Brownell Reservoir and Chapman Lake offer significant potential for recreational development while preserving their natural beauty. These areas, marked for conservation and agricultural land in the future land use map, could be enhanced to provide more accessible recreational spaces for residents and visitors alike.

By developing trails and pedestrian walkways around these natural assets, the community could create inviting points of attraction that promote outdoor activities and encourage a healthy lifestyle. Such enhancements would not only benefit residents but also serve as a draw for tourists, boosting regional appeal. Additionally, certain stretches of the Lackawanna River could be thoughtfully developed to include waterfront areas, combining natural beauty with functional spaces for relaxation and community engagement.

Incorporating small-scale commercial zones around these waterfront areas could generate a sustainable revenue stream while fostering economic growth. Cafés, outdoor markets, or kayak rentals, for example, could complement the recreational offerings without detracting from the area's ecological integrity. This balanced approach ensures that conservation remains a priority while leveraging these natural resources to enhance the community's quality of life and economic vitality.



VIEW OF LACKAWANNA RIVER FROM MEREDITH STREET

SYSTEMS OBJECTIVES AND ACTIONS

- 1** Align zoning and subdivision ordinances with available sewer, water, and stormwater infrastructure capacities, ensuring compatibility with future growth with regards to MS4 and prioritizing infrastructure-intensive land uses in areas with sufficient capacity.
- 2** Evaluate stormwater impact of high-density development in Higher Intensity Residential and Heavy Industrial areas.
- 3** Develop capital improvement programs to address utility needs, including drainage issues in accordance with Act 167 of the Commonwealth of Pennsylvania's stormwater plans, and resolve service deficiencies in areas with failing water and sewer systems.
- 4** Limit upgrades or expansions of public sewer and water systems to designated development zones to focus growth in areas with adequate infrastructure.
- 5** Protect high and medium conservation priority natural resources, scenic vistas, and agricultural zones by utilizing acquisition, conservation easements, and zoning regulations to prevent incompatible development.
- 6** Promote riparian buffer restoration and establishment along surface waters using native, climate-adaptive trees and plants, while incorporating educational signage to support ecological awareness.
- 7** Use the Parks, Recreation & Open Space designation to establish conservation corridors between communities, and leverage land use data to identify and protect flood-prone and wetland areas from incompatible development.



ELEVATE RESOURCES

The identity of the NorLACK community is deeply tied to its natural, recreational, cultural, and historic resources. From the serene beauty of the Lackawanna River and its tributaries and the Scenic Overlook in Carbondale Township to the extensive network of parks and trails, such as the Lackawanna River Heritage Trail, to cherished landmarks like the Jermyn Borough Community Center and Carbondale Public Library, these features and places define the character of these municipalities. These assets are celebrated for their contributions to the region's heritage, environmental health, and community well-being, as well as for the economic benefits they bring to residents and visitors alike.

The benefits of these resources are multifaceted. The natural features provide essential ecosystem services, including flood mitigation, improved water quality, and habitat preservation, while also enhancing air quality and offering diverse recreational opportunities. The open spaces and scenic landscapes contribute to property values and create an attractive environment for businesses and new residents. Cultural and historic resources, such as the Carbondale Historical Society and local community events, add richness to the region's identity, fostering job creation, tourism, and community revitalization. They also enhance the area's unique sense of place, drawing visitors and employers who value its vibrant history and cultural depth.

Preserving and enhancing these resources is crucial as these municipalities strive to balance quality of life with economic growth. Protecting natural features and cultural landmarks not only sustains environmental and community health but also strengthens the region's appeal as a destination for tourism and investment. Collaborative efforts among the municipalities can ensure a coordinated strategy to safeguard these assets for future generations. By working together with local stakeholders, residents, and organizations, these communities can link their resources into a unified network that promotes both preservation and prosperity. As the NorLACK communities evolve, they can maintain their distinctive character while supporting economic development. Prioritizing the conservation of their shared resources will ensure that these municipalities remain vibrant, resilient, and thriving for years to come.

CIVIC AMENITIES IN FOCUS

Schools, hospitals, public libraries, Jermyn's Historical Society and other amenities serve as vital anchors for the communities they are part of. These institutions not only provide essential services but also foster a sense of identity and belonging. Public libraries and historical societies, in particular, offer a window into the community's past, preserving its heritage and enriching its cultural fabric.

These community hubs act as nodes around which future development can be planned and directed. By prioritizing such centers, communities can ensure that growth is both meaningful and rooted in their unique identity. Additionally, creating corridors of trails and bikeways is a key opportunity to enhance connectivity and promote pedestrian-friendly transit options. These trails can link neighborhoods, schools, and amenities, making communities more accessible while encouraging sustainable and active transportation.

Focusing on these core assets, schools, public institutions, and pedestrian pathways, can guide development in a way that balances progress with preservation. This approach not only strengthens the ties between residents and their community but also supports a healthier, more cohesive, and vibrant living environment. Prioritizing these elements ensures that development fosters a sense of pride and belonging while meeting the evolving needs of the community.



MEMORIAL PARK IN CARBONDALE

Legend

- Municipal Boundary
- Roadway
- Lackawanna River Heritage Trail
- Streams
- Wetlands
- Water Bodies

National Historic Landmarks

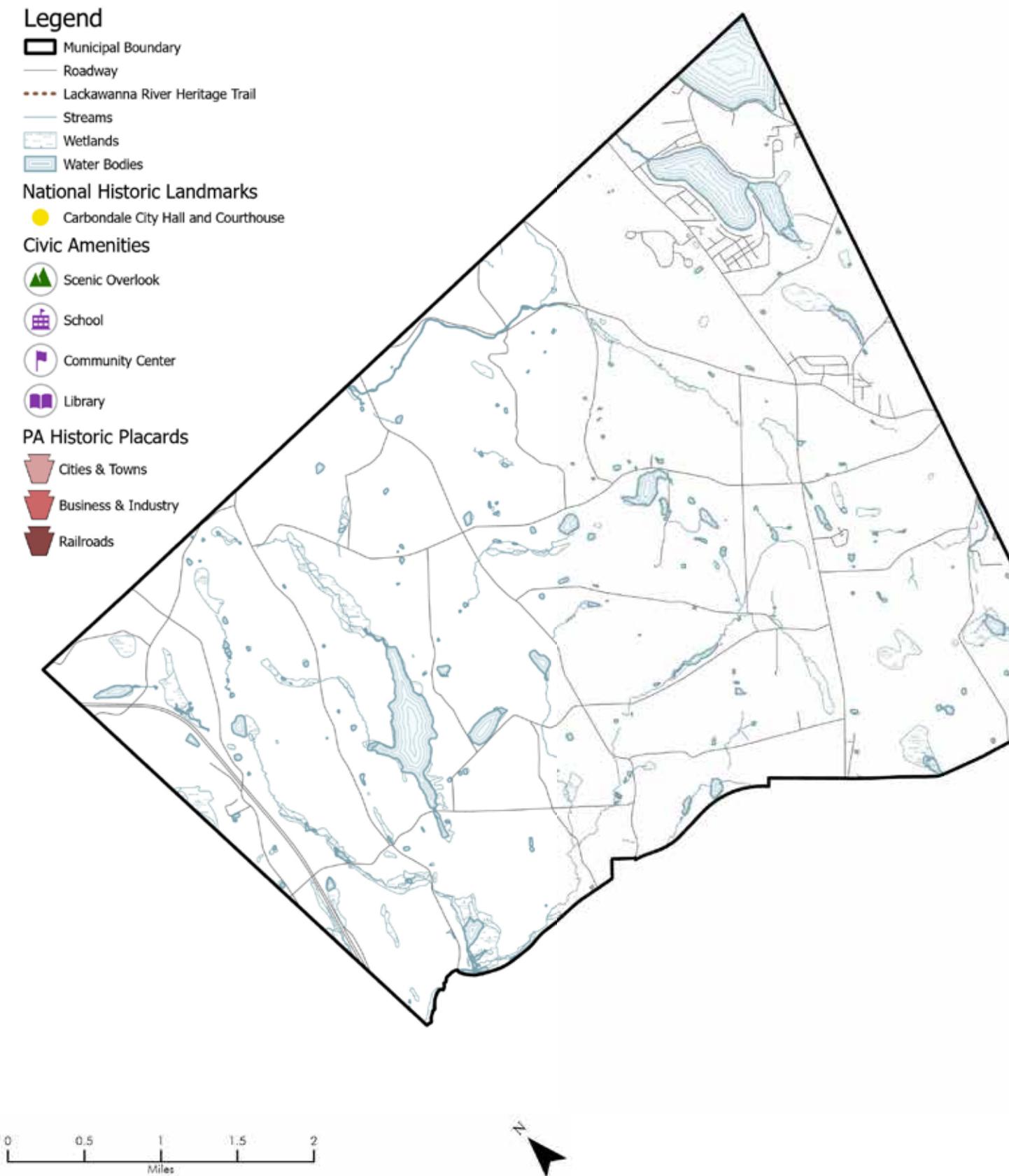
- Carbondale City Hall and Courthouse

Civic Amenities

- Scenic Overlook
- School
- Community Center
- Library

PA Historic Placards

- Cities & Towns
- Business & Industry
- Railroads





COMMUNITY AMENITIES

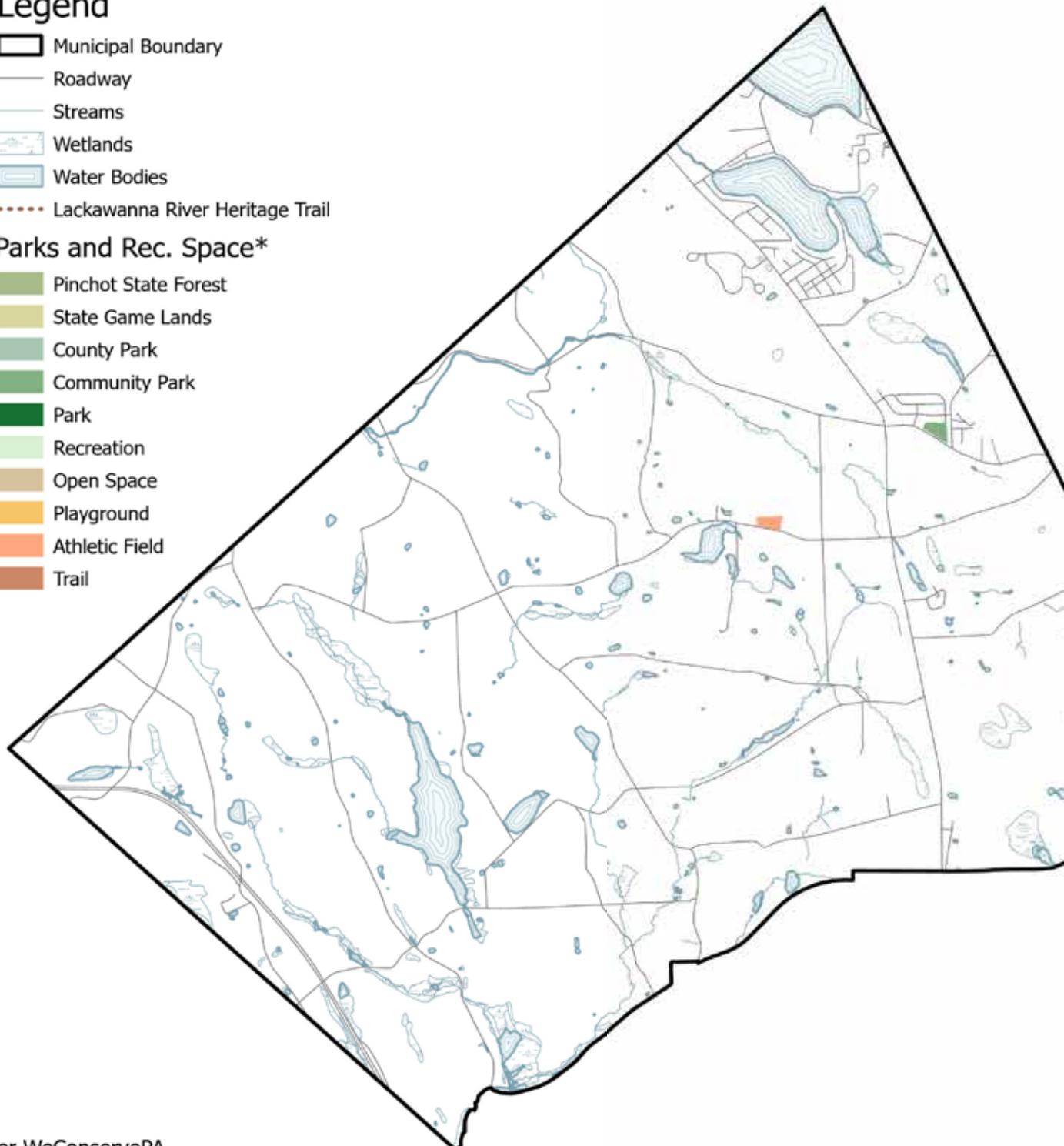
NORTHERN LACKAWANNA MUNICIPALITIES

Legend

- Municipal Boundary
- Roadway
- Streams
- Wetlands
- Water Bodies
- Lackawanna River Heritage Trail

Parks and Rec. Space*

- Pinchot State Forest
- State Game Lands
- County Park
- Community Park
- Park
- Recreation
- Open Space
- Playground
- Athletic Field
- Trail

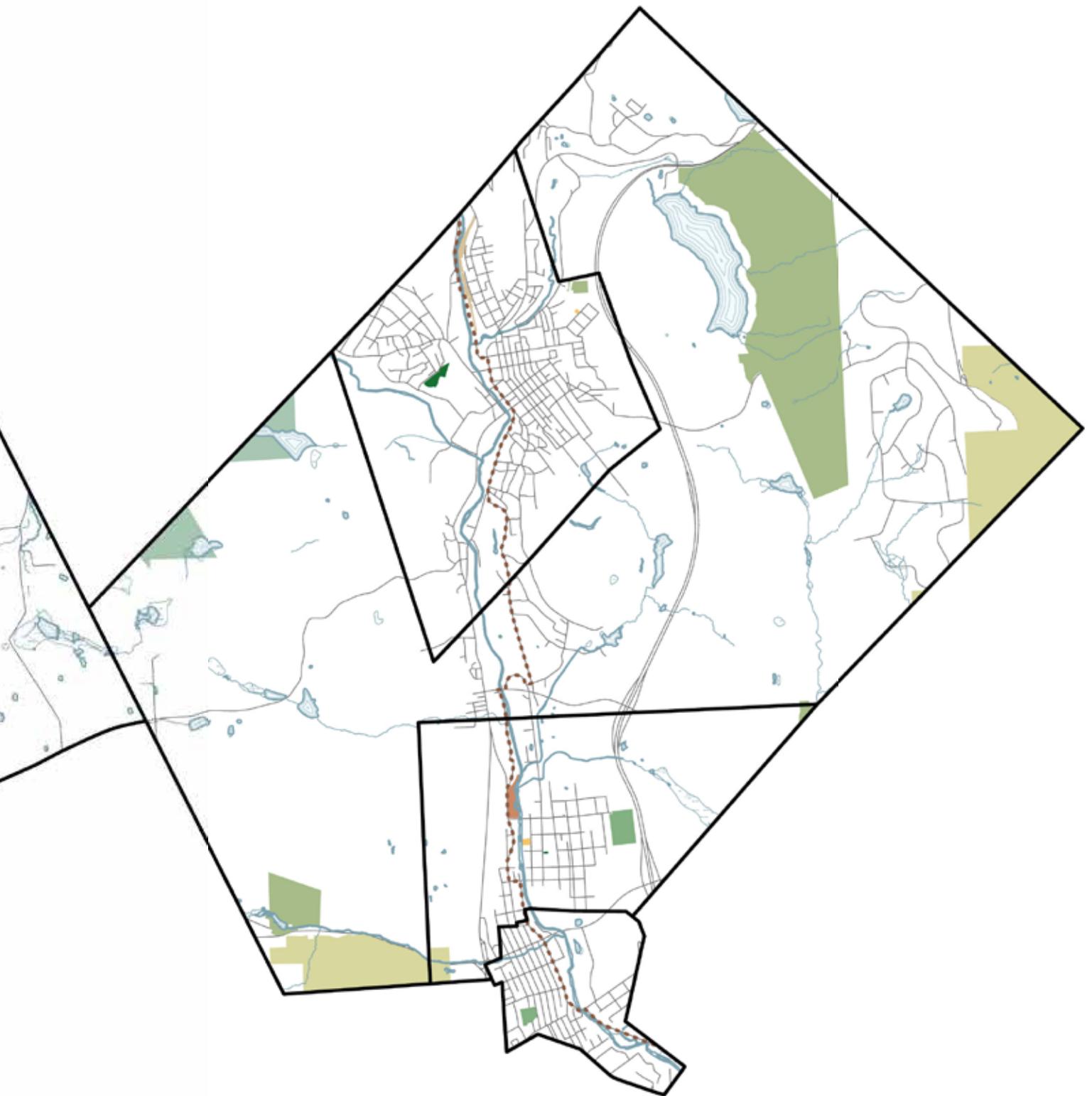


*Per WeConservePA

Hydrology Per US Fish and Wildlife, National Wetlands Inventory

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Miles





PARKS AND RECREATION SPACES

NORTHERN LACKAWANNA MUNICIPALITIES

RECREATION IN FOCUS

The existing spaces within the community should be assessed to determine their current conditions and identify areas that require additional focus, development, or redevelopment. Specifically, the Lackawanna River Heritage Trail offers great potential for improved connectivity and expansion. Its current singular corridor could be branched out to better integrate with surrounding communities and connect key features and spaces in the region. This enhancement would provide more direct and accessible routes for residents and visitors, fostering greater use and enjoyment of the trail system.

Additionally, creating new parks and open spaces in areas earmarked for growth and development would significantly enhance the quality of life for the community. Strategically located green spaces would ensure residents have easy access to recreational opportunities, promoting physical activity, social interaction, and overall well-being. These additions would also align with the community's aspirations for a vibrant and livable environment.

By focusing on the expansion and connectivity of the trail system and the development of new open spaces, the community can create a network of accessible, attractive, and functional recreational areas.



RESOURCES OBJECTIVES AND ACTIONS

- 1** Continue to support cultural heritage events and develop new historical events that further connect people to place and reinforce community pride.
- 2** Assign high preservation priority to historic buildings that have educational importance, value as visitor attractions or that can be restored by the private sector.
- 3** Adopt or amend official maps to proactively plan for future parks, trails, and bicycle and pedestrian pathways.
- 4** Expand parks and recreation programming to meet the needs of all community members.
- 5** Use preserved open space along stream corridors for passive recreation activities.
- 6** Link historical and cultural resource preservation with Civic, Institutional, and Mixed Use & Flex zones to reinforce sense of place.
- 7** Promote small-scale outdoor event infrastructure in Temporary & Miscellaneous zones that can flexibly serve community needs.

PART THREE

Building on the examination of existing systems and facilities in Part 2, this part turns its attention to the future of the NorLACK region specifically, i.e., where and how to expand. In Part 1, residents clearly indicated a desire to preserve the nature of their neighborhoods while creating space for revitalization and opportunity. Part 2 provided us with a baseline knowledge of the physical and environmental foundations required to accommodate that growth. Now, Part 3 translates that basis into a prospective land use, development boundary, and inter-municipal coordination plan.

This section outlines how land can be planned and utilized to accommodate residential, commercial, industrial, institutional, and conservation needs in a way that supports the overall community vision. Growth limits are employed as a mechanism to limit growth to areas that are served by infrastructure, and land use types are established to foster flexibility, character, and sustainability in municipalities. Municipal-specific objectives are also taken into account, for the fact that this is a regional plan does not diminish the fact that every community has its own character, assets, and aspirations.

One of the primary goals of this section is to balance growth with what's already there, reusing old industrial areas for new activity, preserving agricultural land, and constructing on walkable, mixed-use centers. It's about focusing energy and reinvestment in a way that complements rather than degrades what's unique about the NorLACK region. The resulting land use plan subsequently becomes the spatial map of the region's future, and an important step toward transforming the values of Parts 1 and 2 into real, tangible outcomes.

ELEVATE CONNECTIVITY

Connectivity in the NorLACK region is a top priority in its growth, quality of life, and economy. An efficient transport and infrastructure network not only plays a crucial role in linking people, but also in serving business at the local level, facilitating investment, and promoting quality of life in residents. NorLACK being a mainly rural area with scattered population centers, its strategic investment in infrastructure needs to strike a balance of cost-effectiveness, sustainability, and functionality in the longer term.

To facilitate the development of priority corridors and intense growth areas, a complete analysis of existing infrastructure is called for. Although many systems and networks serve the region satisfactorily, some need more focused planning and capital investment to achieve potential. Greenfield Township, for instance, is initiating road planning studies at the township level, paving the way for ultimate linkage. Carbondale Township, however, presents more immediate needs, where new corridors will need to come on line to develop undeveloped parcels of land as dynamic centers of the community. Overall, the aim is to establish a seamless, linked system of roadways and supporting infrastructure which serves residential areas, commercial areas, open space, and public facilities effectively.

Apart from the necessity to connect the region's people together, infrastructure must also address the functional requirements of the region's industrial zones and key transfer nodes, where greater traffic and cargo movement are expected. In these zones, free flow and good road condition are instrumental in maintaining the flow of goods, services, and labor and in preventing their congestion. These zones can indeed become the region's economic engines, if infrastructure is created and built to serve their function without interfering with the broader transport system. Regional connectivity will be the defining factor in the success of NorLACK as it looks to the future. Being proactive and building tailor-made infrastructure, the region will be able to absorb development without sacrificing its rural character and contributing quality to the daily lives of residents.

TRANSPORTATION & CONNECTIVITY IN FOCUS

Transportation and accessibility in the NorLACK area can best be characterized by the status and potential of a highly rural, small-town atmosphere. The road system of the region is a lifeline, carrying the majority of the region's residents, commuters, and business establishments. Lacking any public transport, private cars are and will remain the dominant method of transportation. Concurrently, the status, safety, and accessibility of the regional road system are of highest priority to the five municipalities.



Rural towns like NorLACK struggle to achieve adequate infrastructure at low cost and in the long term. Secondary roads also deteriorate and require constant repairs, and limited municipal budgets compel the responsible officials to fall behind on the upgrades necessary. Future policies must encourage low-impact development of infrastructure at the lowest cost feasible to preserve the rural character of the region. Road repair practices must also be implemented in the rural setting, prioritizing safety, weather durability, and affordability.

Regional planning of transportation should also prioritize safe and reliable access to urban centers and regional corridors such as US Route 6 and Interstate 81. These links not only underpin commuting flows but also support economic development by linking smaller-scale local business to larger markets. In order to meet future development needs while not overwhelming existing infrastructure, traffic impact analysis needs to become a standard part of reviewing new development schemes. Preparing in this way can guarantee that development occurs at the appropriate scale and in areas that keep congestion low and impose the minimum strain on infrastructure. In addition, the enhancement of broadband is the future of modern connectivity. Broadband internet is as crucial as roads in supporting health care, education, and economic growth rates, especially in rural areas. Through the improvement of broadband coverage in addition to transport upgrades, the NorLACK region can foster the quality of life, support the development of the local economy, and enable the opportunities of telecommuting and innovation.

CONNECTIVITY OBJECTIVES AND ACTIONS

1

Plan infrastructure to connect residential, commercial, and industrial uses as a collective, creating a well-integrated network that serves diverse groups.

2

Align transportation infrastructure investments with Industrial, Warehousing, and Office land use zones to minimize freight-related impacts on adjacent residential neighborhoods.

A

Expand and improve road networks to meet the demands of freight and industrial traffic, including adding turning lanes, wider shoulders, and enhanced signage for trucks.

3

Develop and incorporate designs as a collective that balance vehicle flow with pedestrian and cyclist safety to foster inclusive mobility.

A

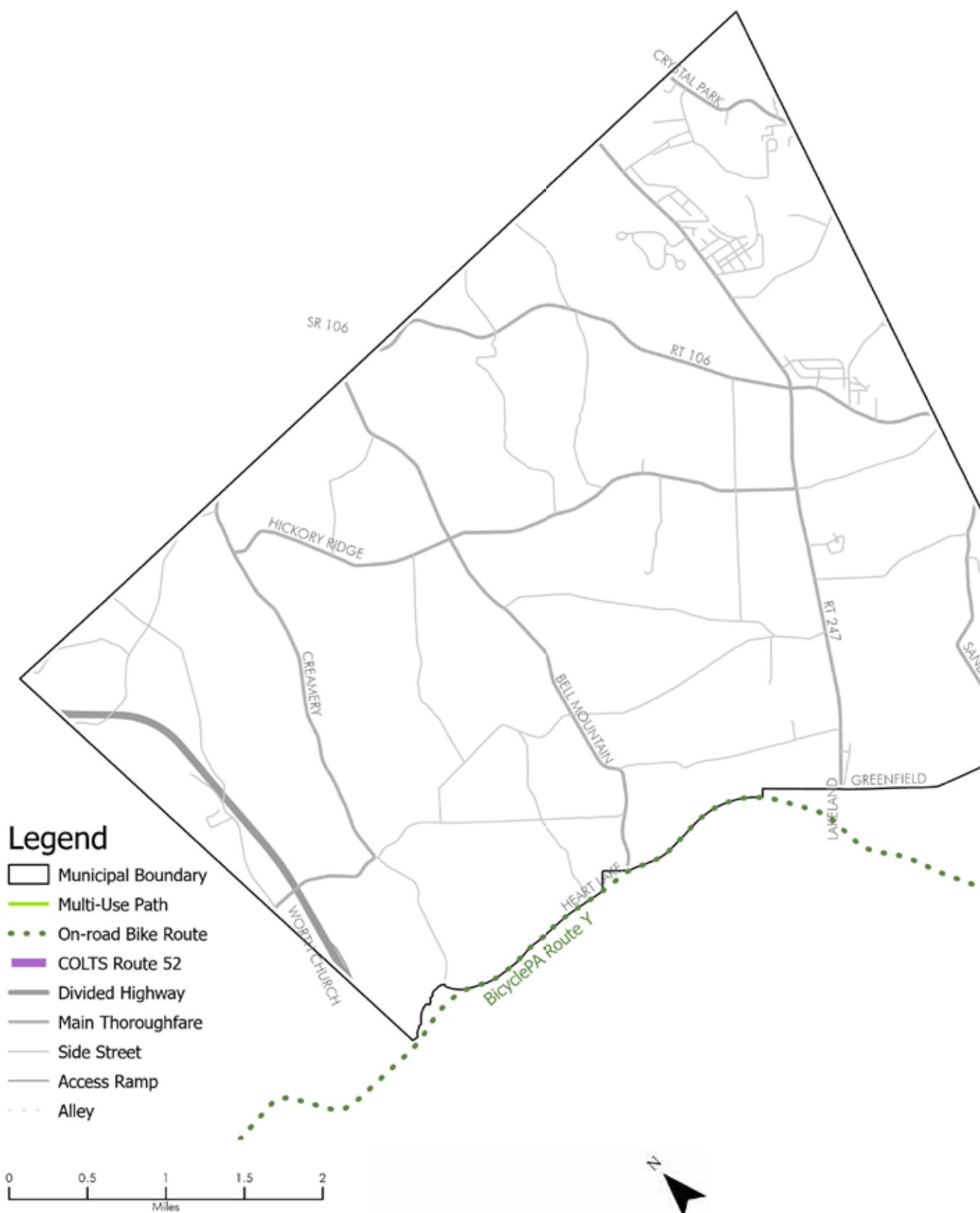
Enhance pedestrian and bicycle connectivity in and around Neighborhood Retail, Civic & Institutional, and Mixed Use zones to support and promote alternative modes of transportation.

4

Develop intersections and roadways optimized for truck movement, with direct access to higher classification roads, such as Regional Corridors.

5

Prioritize transportation improvements within Health & Assisted Living zones to address the high mobility needs of vulnerable populations.





MOBILITY AND TRANSIT

NORTHERN LACKAWANNA MUNICIPALITIES



ELEVATE VITALITY

Growth management in rural areas should focus on balancing development with the preservation of open space and rural character. Policies can direct new development toward existing town centers while maintaining lower-density zoning in rural regions. Clustered development and conservation subdivisions can help accommodate growth while preserving larger tracts of farmland and natural landscapes.

While the municipal authorities of the participating communities play key role in improving the vitality of the region, a lot of work could also be done by the private organizations and owners operating in the space. Private groups and individuals can work towards public-private partnerships for future developments, private organizations could carry out studies or provide guides for the future, owners could work towards maintaining lands that they own to the effect, etc. Many funding opportunities for the same have opened up in the recent years with grants, fellowships and partnership opportunities.

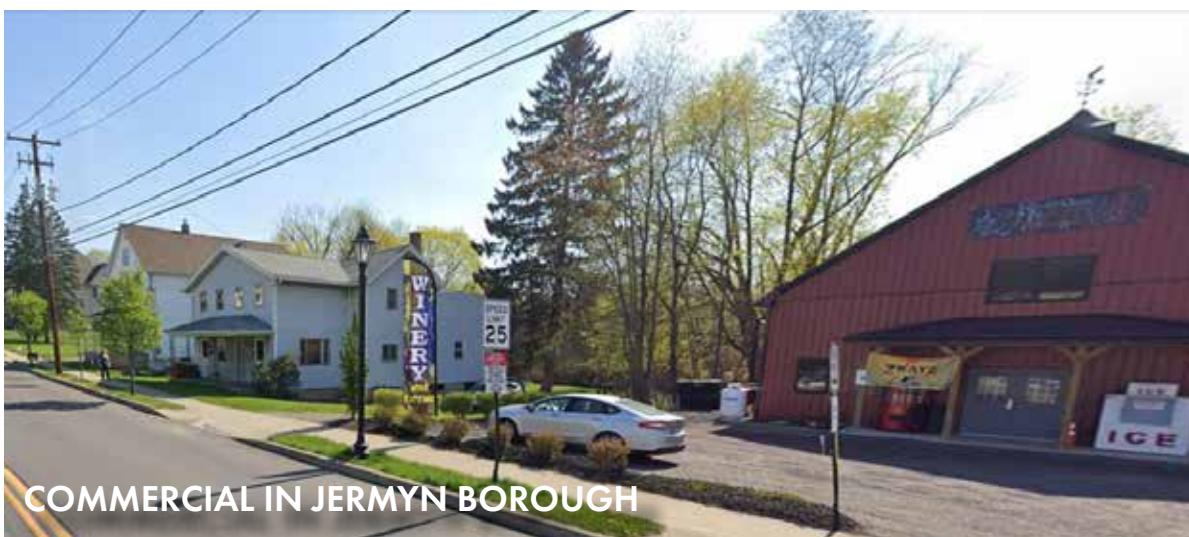
To ensure that development occurs in a way that supports existing infrastructure, the plan encourages the use of rural design standards, limit large-scale commercial or industrial expansion in sensitive areas, and promotes appropriate rural-based businesses such as agritourism and home-based enterprises.

LAND USE IN FOCUS

As Lackawanna County continues to develop, the NorLACK region stands at a crossroads between preserving its unique character and meeting the demands of growth. Historically rooted in agriculture and related activities with a bit of industrial set-up, NorLACK is now experiencing a shift driven by changing economic opportunities, residential preferences, and regional connectivity. The area's proximity to Scranton and other economic hubs makes it an attractive destination for new residents and businesses, bringing opportunities for revitalization as well as challenges related to development pressure, infrastructure needs, and environmental preservation.

By focusing growth within existing centers, such as the downtown region in City of Carbondale and other municipality hubs, and along well-connected corridors, NorLACK can foster compact, mixed-use communities that helps balance growth with the preservation of open spaces and rural character in other parts of the municipalities. Such a strategy not only enhances economic vitality but also improves the quality of life for residents by offering diverse housing, convenient transportation options, and vibrant community spaces.

The land use component was developed alongside the plan's resources, features and infrastructure components, ensuring a cohesive and integrated approach. Detailed analyses of traffic and public operating costs were conducted to evaluate the impacts of future land use patterns. This collaborative process ensures that the Land Use component aligns with and supports the policies established by the other components. Each element is carefully designed to fit within the broader framework, creating a balanced and comprehensive strategy for managing the community's growth and resources effectively. This integration promotes harmony between land use, infrastructure, and resource management.



DATA CENTERS

Data centers are essential infrastructure that power modern digital operations, enabling the storage, processing, and transmission of data across industries. As the backbone of smart technologies, e-commerce, telemedicine, education, and public services, they play a pivotal role in driving economic development, attracting tech investments, and enhancing community resilience.

Integrating data center development into the regional comprehensive plan positions the NorLACK communities to attract tech-driven businesses, support smart city initiatives, and improve public service delivery. It also boosts the region's competitiveness by focusing on digital equity, rural innovation, and infrastructure modernization. With the Commonwealth of Pennsylvania prioritizing broadband expansion, digital infrastructure, and support for local governments to build a tech-ready future, now is the ideal time to act.

For the NorLACK communities, supporting data center development aligns with long-term growth strategies and positions the region as a key technology hub in the broader area. Including data center support in the comprehensive plan helps unlock funding opportunities for initiatives like broadband expansion and technology infrastructure, while also encouraging rural innovation. Taking a regional, multi-municipal approach strengthens the case for external funding, improves cost-sharing, and amplifies the collective impact of these efforts, building a unified vision for future growth.

GROWTH BOUNDARIES IN FOCUS

A Designated Growth Boundary is a planning mechanism used by communities to define the geographic area within which growth and development are directed over a planning time frame. The boundary helps local governments direct infrastructure investment, focus economic development, and preserve adjacent rural and natural areas by deterring sprawl. In short, a Designated Growth Boundary contains smart, compact, and efficient growth and protects farm, scenic, or ecologically sensitive areas outside it.

The NorLACK communities are planning for future growth by defining a particular corridor of development and examining future trends and requirements to inform their decisions. This allows them to decide whether to grow further outward to support growth or to plan for alternative uses of certain lands. One of the potential corridors is located in the valley. The corridor connects the City of Carbondale, Carbondale Township, Mayfield Borough and Jermyn Borough and includes the currently developed pockets as well as some other regions that could be used in the expansion. This allows for higher density in the currently developed regions and creating rural resource pockets throughout to preserve the desired landscape of the region.

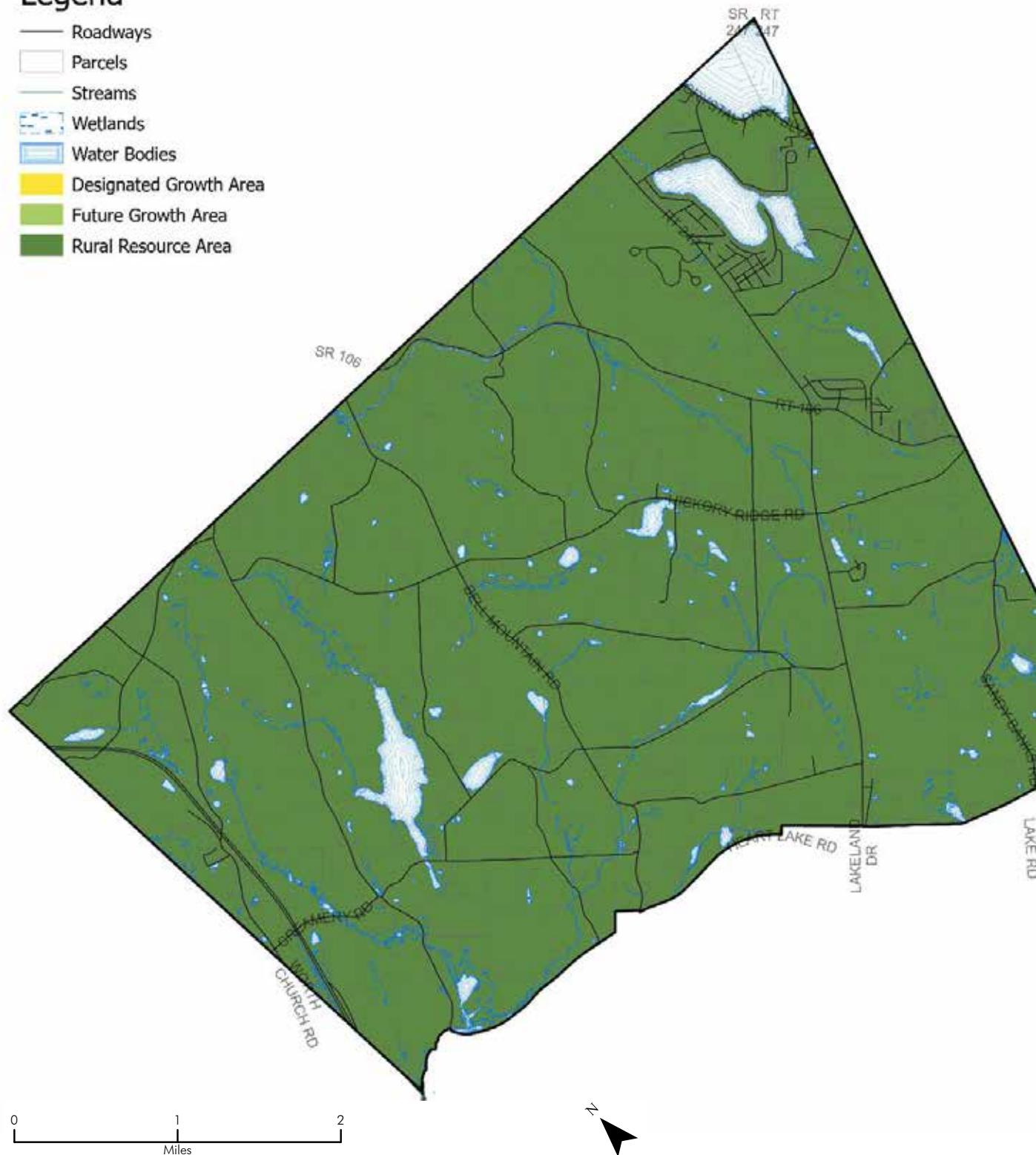
Since some of these areas are previous sites of industrial development, they become harder to conserve since it would require much remediation in order to restore its economic as well as environmental viability. Yet these same qualities render some areas as ideal candidates for future development, specifically industrial development.

Urbanizing this land for industrial use would not only take advantage of what it currently is but be in sync with the community at large for its ultimate objective of guiding growth in a practical and sustainable way. By zoning this land for industrial purposes, the NorLACK communities can relieve pressure on other, more untouched land and assist in contributing to the economic growth of the region.

In total, a planned growth boundary in NorLACK provides a proactive approach to direct development to suitable locations, limit infrastructure expenditures, minimize environmental impacts, and provide employment opportunities and redevelopment options, while preserving the rural nature and community ethos of the locality.

Legend

- Roadways
- Parcels
- Streams
- Wetlands
- Water Bodies
- Designated Growth Area
- Future Growth Area
- Rural Resource Area





GROWTH MANAGEMENT STRATEGY

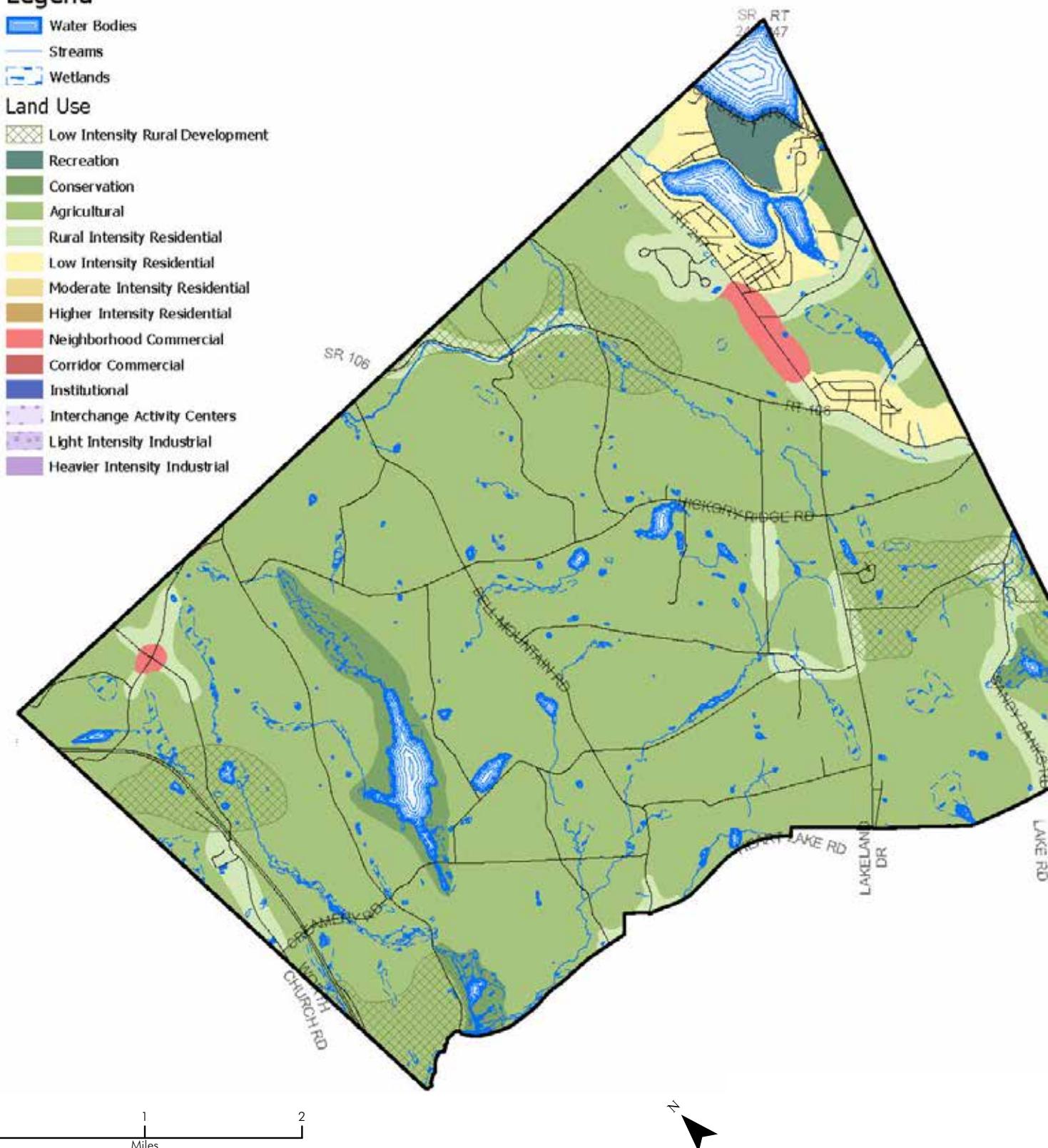
NORTHERN LACKAWANNA MUNICIPALITIES

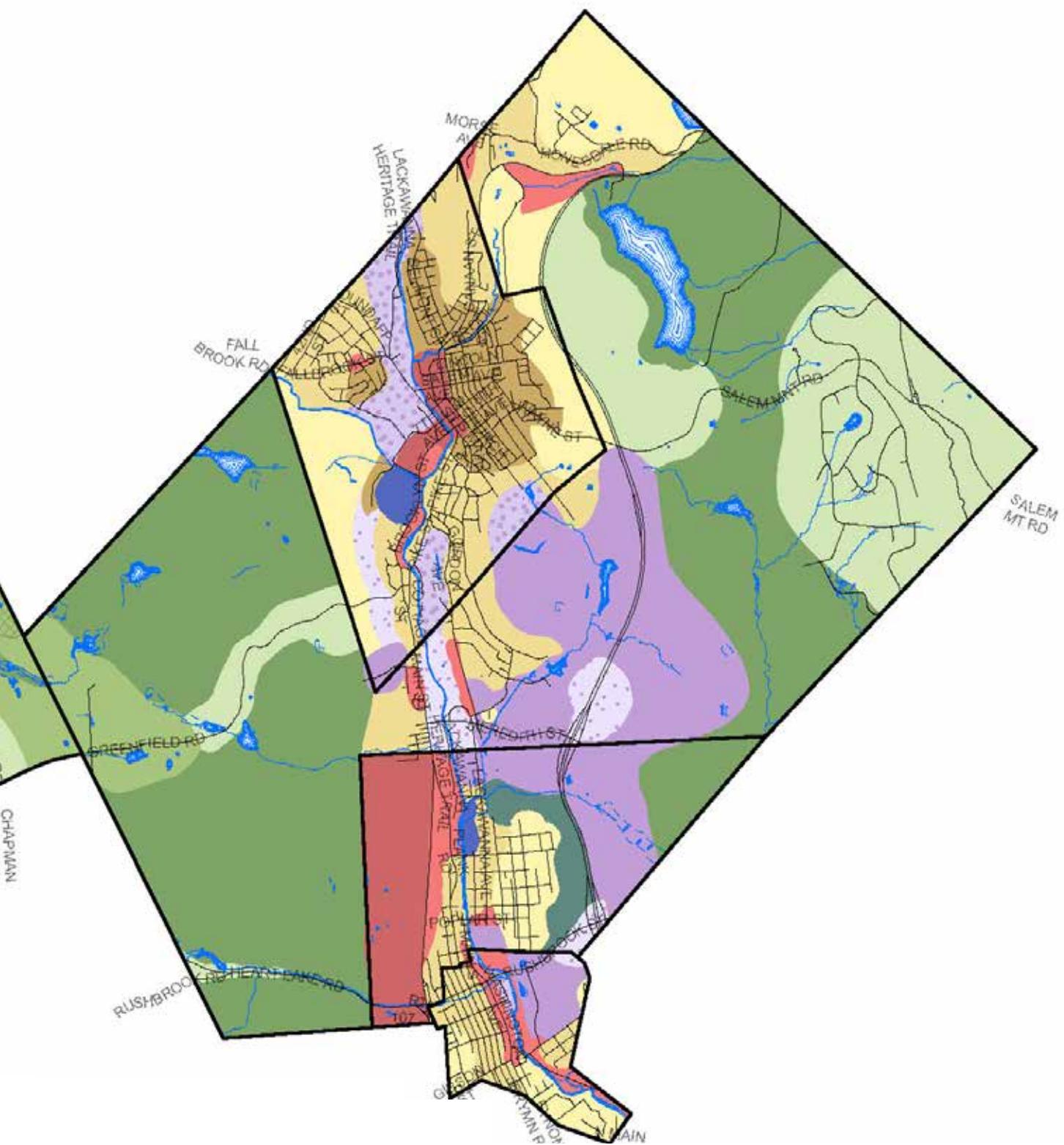
Legend

- Water Bodies
- Streams
- Wetlands

Land Use

- Low Intensity Rural Development
- Recreation
- Conservation
- Agricultural
- Rural Intensity Residential
- Low Intensity Residential
- Moderate Intensity Residential
- Higher Intensity Residential
- Neighborhood Commercial
- Corridor Commercial
- Institutional
- Interchange Activity Centers
- Light Intensity Industrial
- Heavier Intensity Industrial





FUTURE LAND USE PLAN

NORTHERN LACKAWANNA MUNICIPALITIES

FUTURE GROWTH AREAS IN FOCUS

Future Growth Area (FGA) is a designation defined within Pennsylvania MPC as an area for which development is expected but not planned because of existing infrastructure or readiness constraints. In the context of the NorLACK, the Future Growth Areas boundary is created to act as a buffer zone, areas not yet served by infrastructure but fostered towards well-coordinated controlled development should the demands and resources change.

Designated Growth Areas create the basis for the starting locations for the FGAs, as per the requirements of the MPC, by promoting easy extensions of infrastructure. This planning approach allows communities to manage development over a long period without facilitating sprawl. It also enhances grant planning, zoning coordination, investment in utilities, and essentially defines the bounds for development after improvements such as sewer, water, or roadway access are provided.

LAND USE PATTERNS

The land use for the area has been broken down into 7 parts to promote different types of areas and activities to come up that can react to the needs of the residents over the coming years.

1. Residential
2. Industrial
3. Commercial
4. Institutional
5. Conservation
6. Agricultural
7. Mixed Use

To adapt to the Region's evolving residential and non-residential needs and respond to shifting market dynamics, this component takes a flexible approach. Instead of focusing on prescribing the intensity or quantity of development, it emphasizes the general location and character of each land use category. This approach allows for a comprehensive understanding of how different land uses contribute to the Region's overall vision while providing the flexibility needed to accommodate future changes.

Each land use category is intended to support a balance between flexibility and predictability—giving local leaders the ability to respond to change while preserving the character and vision of each community.

RESIDENTIAL

The communities in the area have so far largely operated as residential neighborhoods with most people travelling for work. To guide the future developments, as the communities grow and expand to include more uses and functions, the plan breaks down the residential use into 4 different parts that cater to different types of requirements and locations.

Since a lot of the areas in the region have varying residential fabric, the existing developments have been used as guides to help define where and how the future development should occur. It is essential to ensure that all the development that comes up is in close proximity to the public infrastructure that is required such as roadways, sewers, etc.

1. Rural Intensity Residential (RIR)

RIR zones are defined by sparse, low-density development that preserves the rural character of communities. With lot sizes of approximately one acre or more, these zones allow for large open spaces, blending residential living with natural landscapes. RIR zoning serves as a transition from urban areas to conservation or agricultural zones, maintaining the region's rural charm while accommodating single-family homes. Greenfield Township, with its expansive open areas and minimal housing density, is ideal for this type of zoning. These areas support a gradual shift from urbanized spaces to more natural and agricultural landscapes, ensuring balanced community development.

2. Low Intensity Residential (LIR)

LIR zones offer low-density residential spaces that maintain a suburban neighborhood feel. Featuring primarily single-family homes on large lots with significant setbacks, LIR zoning prioritizes privacy and spaciousness. Minimal multi-unit buildings preserve the open atmosphere. Carbondale Township and the City of Carbondale already exemplify this type of development, making the peripheries of their existing residential areas suitable for expansion. These areas provide opportunities to create a cohesive suburban fabric while utilizing the available open spaces to support sustainable and planned growth.

3. Moderate Intensity Residential (MIR)

MIR zones enable medium-density residential development, blending urban and suburban elements. With approximately 16 units per acre, these zones accommodate diverse housing types, including townhomes, duplexes, multi-family units, and detached homes with garden suites. Ideal locations for MIR zoning include the City of Carbondale, Mayfield Borough, and Jermyn Borough. These communities, with their existing infrastructure, can leverage MIR zoning to enhance the urban feel and support a tighter fabric around public services and systems. Additionally, MIR zones in Carbondale Township, particularly near public services, can facilitate future growth while ensuring efficient land use and community planning.

4. Higher Intensity Residential (HIR)

HIR zones focus on high-density urban living, featuring smaller lots and a prevalence of multi-family housing such as apartment complexes and high-rise structures. These zones benefit from proximity to public transportation and municipal centers, ensuring accessibility and connectivity for residents. In municipalities where development has reached maximum capacity, HIR zoning provides opportunities for redevelopment to increase density in specific pockets. This approach allows for the creation of high-density housing while preserving the rural and suburban characteristics that residents value in other areas such as recreational fields and parks. By strategically redeveloping urban centers, HIR zoning ensures future growth without compromising the community's existing character.

INDUSTRIAL

Industrial land use is a vital component of a multi-municipal setup, contributing significantly to economic growth, employment generation, and regional development. Industrial zones provide spaces for manufacturing, processing, logistics, and other production-related activities that are essential for the functioning of modern economies. These zones support the growth of small and large-scale industries, fostering innovation and creating a diverse economic base.

With most of the existing facilities being located near the City of Carbondale's edge, some facilities tie together the other communities like Carbondale Township and Mayfield Borough, and as well as Jermyn Borough and Mayfield Borough. These facilities host a variety of different types of units that can be broken down into 2 categories according to the type of industrial activity happening in them. Industrial use also consists of the Interchange Activity centers which are located at the major junctions of US Highway 6 in Mayfield Borough and Carbondale Township to allow for the movement and facilitation of goods and products.

1. Interchange Activity Centers (IAC)

Interchange Activity Centers are critical hubs for transportation and logistics, supporting industries dependent on trucking and terminal operations. These zones feature large interchange districts designed for the efficient movement of goods and vehicles. Facilities like rest areas and supportive infrastructure enhance the functionality of these centers, making them vital for regional connectivity. The vacant land near the highway in Mayfield Borough and Carbondale Township is ideally suited for this use. Its strategic location offers seamless accessibility to other parts of the community through existing infrastructure, ensuring smooth transportation and logistics operations. This positioning optimizes connectivity and leverages the region's logistical potential.

2. Light Intensity Industrial (LII)

LII zones accommodate small-scale, non-nuisance industrial activities such as manufacturing, assembly, and storage facilities. Strategically located near residential and commercial zones,

these areas balance industrial growth with minimal environmental impact. Proximity to the major highway running through the communities enhances access and connectivity, while small pockets marked in the plan allow for efficient operations. These locations also link directly to LII zones, ensuring seamless movement of goods and services. Typical uses, such as food production, solar energy facilities, and electronics manufacturing, can thrive in these accessible, strategically placed zones.

3. Heavier Intensity Industrial (HII)

HII zones are reserved for large-scale industrial activities like chemical manufacturing, mining, power production, and extensive manufacturing plants. These zones are strategically located near arterial roads or highways to facilitate transportation while minimizing broader environmental and social impacts. In this multi-municipal setup, HII zoning is confined to the edge of the City of Carbondale, ensuring it remains isolated from residential and commercial zones. This strategic placement reduces the potential risks and environmental impacts associated with heavy industrial activities, making it a practical and sustainable choice for the region.

COMMERCIAL

Commercial land use is essential as it fosters economic growth, creates job opportunities, and enhances community accessibility to goods and services. It supports local economies by attracting businesses, encouraging investment, and generating tax revenue. Strategically located commercial zones improve convenience for residents, offering essential services, retail, and dining options. In the plan these zones are used to tie the communities together and run like a spine through all of them and act like anchors to the uses around them. Commercial Recreation also includes recreational facilities that help further by bringing the communities together while also providing an income that helps the municipalities they operate in.

In a multi-municipal context, commercial land use strengthens regional connectivity by linking communities through shared marketplaces and economic hubs. It also balances land use diversity, ensuring sustainable development while meeting the needs of residents and businesses across municipalities.

1. Neighborhood Commercial (NC)

NC zones are neighborhood-focused hubs providing essential goods and services, such as shops, restaurants, and small retail stores. Designed with pedestrian access in mind, these zones often include mixed-use buildings featuring residential units above commercial spaces. In this multi-municipal setup, NC zones are best located in Mayfield due to its proximity to both Carbondale Township and Jermyn Borough. Their placement creates a central spine, fostering connectivity and ensuring accessibility for residents across these areas. Small pockets of this use could also be established in Greenfield to create small hubs to anchor the community that is developing in the area and allow for things like farm markets, etc. to be established.

2. Corridor Commercial (CC)

CC zones support mid-sized retail and service businesses, bridging the gap between smaller neighborhood shops and larger retail centers. These zones are ideally suited for the City of Carbondale, where existing infrastructure supports such developments. Given the area's high population density, a strategically placed CC zone could also link Carbondale and Mayfield Municipalities, ensuring convenient access for residents while capitalizing on moderate traffic flow.

INSTITUTIONAL

Institutional zones play a vital role in supporting community development by housing facilities that provide essential services such as schools, colleges, hospitals, and municipal buildings. These zones are specifically designed to accommodate spaces dedicated to education, governance, healthcare, and other public services that are integral to the well-being and growth of the community.

In this context, institutional land use is strategically concentrated in two primary hubs to maximize accessibility while minimizing unnecessary sprawl. The first hub is in the City of Carbondale along a major roadway, ensuring convenient access for residents and integrating seamlessly with the existing urban fabric of the area. This placement leverages the city's established infrastructure and population density, enhancing service delivery and connectivity.

The second hub is situated in Mayfield Borough, similarly positioned along a major roadway. This strategic location mirrors the advantages of the Carbondale hub, providing accessibility while preserving the community's character. By concentrating institutional uses in these well-planned pockets, the approach ensures efficiency, reduces the need for extensive land allocation, and maintains the surrounding areas for complementary land uses.

1. Recreational (Rec)

Rec zones focus on recreational and entertainment uses, offering facilities like golf courses, amusement parks, and other leisure venues. These zones are best located near natural features such as lakes and streams, allowing communities to enjoy recreational spaces that align with the region's scenic character. Placing Rec zones near these features not only enhances accessibility but also encourages the sustainable use of natural resources for recreational purposes.

CONSERVATION

The unique characteristics of the area, including streams, water bodies, and other natural features, highlight the importance of conservation and preservation efforts. With significant

portions of the communities, particularly in Carbondale and Mayfield Borough, consisting of vacant lands rich in natural resources, it becomes imperative to prioritize their protection. These areas represent valuable ecosystems and scenic landscapes that contribute to the region's ecological balance and aesthetic appeal.

Conservation zones are designed to safeguard these natural habitats, scenic areas, and public open spaces. By prohibiting development, except for minimal recreational facilities like nature trails and bird sanctuaries, these zones ensure that ecological integrity is maintained. They serve as critical buffers against urban sprawl, protecting biodiversity and promoting sustainable land use practices.

Moreover, conservation zones provide opportunities for outdoor recreation in pristine environments, offering spaces for residents and visitors to connect with nature. By preserving these areas, communities can maintain their natural heritage while supporting recreation and environmental education. Thoughtful conservation planning not only enhances the quality of life for residents but also ensures that future generations can benefit from these irreplaceable natural assets.

AGRICULTURAL

Given the strong emphasis on maintaining the rural appeal of the region, particularly in Greenfield Township, it is crucial to designate specific areas for agricultural land use. Greenfield, with its vast open spaces and minimal development, serves as an ideal location for this purpose. Utilizing these lands for agricultural activities can preserve the rural character while supporting the community's needs. By strategically integrating agricultural zones, connections can be created that extend into Carbondale Township, fostering a cohesive and seamless transition between municipalities while enhancing regional identity.

Agricultural zones are dedicated to farming and related activities, prioritizing crop production, livestock management, and agricultural infrastructure. These areas may also include residential dwellings and facilities for specialized operations, such as concentrated animal feeding operations (CAFO) or concentrated animal operations (CAO). This zoning not only supports the local economy but also protects valuable farmland from urban encroachment, ensuring sustainable land use practices. The integration of agricultural zones into the regional plan creates opportunities for economic collaboration, strengthens rural community ties, and maintains the area's natural charm. Thoughtful planning of agricultural land use allows for balanced growth while preserving the unique rural character that defines the municipalities.

MIXED USE

Mixed-use land use is essential in a multi-municipal setup as it promotes efficient land utilization and creates vibrant, interconnected communities. By integrating residential, commercial, and recreational spaces, mixed-use zones reduce the need for extensive travel, supporting sustainable development and minimizing environmental impact. They foster economic growth

by attracting businesses and increasing foot traffic while enhancing residents' quality of life through convenient access to services, workplaces, and leisure activities. Strategically located mixed-use areas also strengthen regional connectivity by acting as central hubs, linking municipalities and fostering collaboration.

1. Low Intensity Mixed Use (LIMU)

To create anchors that connect various land uses and serve the broader community, two LIMU pockets have been strategically located in Jermyn and Mayfield Boroughs. These central locations ensure accessibility for residents across the region, fostering interconnectedness and ease of movement. LIMU zones integrate residential, commercial, and recreational uses at low densities, offering small-scale businesses like mom-and-pop shops and auto-repair services. By promoting local living, working, and shopping, these zones enhance community cohesion and support sustainable, neighborhood-scale development. Their placement strengthens ties between the municipalities, establishing hubs of activity that blend seamlessly with the surrounding areas.

2. Higher Intensity Mixed Use (HIMU)

HIMU zoning has been focused within the City of Carbondale, reflecting its larger population and higher density. Positioned to form a city downtown at the heart of the municipality, this zone can serve as a vibrant hub benefiting residents across all municipalities. The existing urban fabric in Carbondale supports this use, making it an ideal location for high-density mixed-use development. HIMU zones combine residential, commercial, recreational and institutional spaces, with buildings often featuring residential units or offices on upper floors. This setup creates multifunctional environments, encouraging diverse activities and fostering economic growth while ensuring convenience and connectivity for the community. HIMU zones may also include recreational facilities such as pocket parks, rooftop gardens, and shared open spaces, enhancing both livability and sustainability in denser urban settings.

VITALITY OBJECTIVES AND ACTIONS

1

Encourage reuse and redevelopment within Development areas, with a focus on existing structures and developed areas.

2

Support diverse housing options within Centers located in Development areas, accommodating varying needs and demographics.

3

Align infrastructure investments with Centers and Corridors to support sustainable growth and enhance connectivity.

4

Update zoning ordinances to enable greater flexibility and encourage mixed-use development in centers and along corridors, fostering vibrant and walkable communities.



OPEN SPACE IN GREENFIELD TOWNSHIP

ELEVATE COOPERATION

Inter-municipal cooperation is essential for delivering cost-effective services, leveraging funding opportunities, and aligning land use strategies across borders. The NorLACK municipalities have a long-standing history of collaboration and are now seeking to formalize and expand shared service models, such as emergency services, stormwater management, and code enforcement.

Activities in this category include creating regional grant writing teams, developing shared infrastructure maintenance agreements, and establishing regular forums for joint decision-making. By fostering consistent communication and shared priorities, the region can maximize resources, minimize duplication, and present a united voice when engaging with state and federal partners.

This cooperative spirit also supports regional identity, helping NorLACK communities work together while celebrating their unique assets and values.

COOPERATION SYSTEMS IN FOCUS

Cooperation systems provide the NorLACK region with a powerful tool to enhance productivity, lower costs, and establish regional identity. As a multi-municipal area comprised of small, intimate municipalities, NorLACK stands to greatly gain from shared service models and collaborative planning practices. Cooperation systems enable the sharing of resources so that municipalities can more effectively and economically solve common issues—such as infrastructure maintenance, emergency response, and code enforcement—than they could individually.

Some examples of cooperative systems are joint public works agreements, regional stormwater management planning, cooperative grant writing, and coordinated zoning or land-use policy development. Such systems can help eliminate administrative duplications, level the playing field in terms of service levels across the municipalities, and make the region more competitive for state and federal funding sources.

By working together outside their municipal borders, the NorLACK municipalities can also address bigger projects like broadband expansion, regional trail construction, and joint economic development initiatives. Not only does this type of cooperation assist in establishing trust among adjacent municipalities but also offers a bargaining chip as a group when seeking external funding and investment.

In the long term, the systems of cooperation will enable NorLACK to attain long-term, community-driven development without each municipality sacrificing its local identity. Together, the municipalities can forge a more powerful, united, and wealthier region through unity of effort and purpose.

COOPERATION OBJECTIVES AND ACTIONS

1

Streamline Municipal Services: Reduce duplication and enhance efficiency by sharing public services such as emergency response, public works, and code enforcement across municipalities.

2

Strengthen Regional Grant Competitiveness: Collaborate on regional grant applications to access larger funding pools and improve the likelihood of success for infrastructure and community projects.

3

Coordinate Land Use and Zoning Policies: Align zoning ordinances and land use plans to support cohesive development patterns and reduce land use conflicts at municipal borders.

4

Develop Shared Infrastructure Investments: Jointly plan and finance critical infrastructure projects (e.g., stormwater systems, road networks, broadband) that benefit multiple communities.

5

Enhance Public Communication and Engagement: Create regional communication platforms or forums for transparent information sharing and collective decision-making.

6

Build Regional Identity and Branding: Promote the NorLACK region as a unified destination for business development, and cultural initiatives.

7

Increase Capacity for Long-Term Planning: Pool expertise and administrative capacity to support data-driven decision-making and professionalized regional planning efforts.

ACTIVITIES IN FOCUS

FUNDING SOURCE	FULL NAME/AGENCY	RELEVANT GRANT/PROGRAM(S)
PennDOT	Pennsylvania Department of Transportation	Multimodal Transportation Fund (MTF), Local Bridge Program
DCED	PA Department of Community and Economic Development	Keystone Communities Program, LSA Grants, Multimodal Fund, Municipal Assistance Program (MAP)
USDA ReConnect	U.S. Department of Agriculture	ReConnect Loan and Grant Program
ARC	Appalachian Regional Commission	Area Development Program, Access to Capital Program
DEP	PA Department of Environmental Protection	Growing Greener, Stormwater Management Grants
DCNR	PA Department of Conservation and Natural Resources	Community Conservation Partnerships Program (C2P2)
PENNVEST	Pennsylvania Infrastructure Investment Authority	PENNVEST Clean Water & Drinking Water Loans/Grants
FEMA	Federal Emergency Management Agency	Hazard Mitigation Grant Program (HMGP), BRIC (Building REsilient Infrastructure and Communities)
CFA	Commonwealth Financing Authority	Greenways, Trails and Recreation Program
In-House	Local Municipal Budgets or Staff Capacity	--
Local Share Account (LSA)	Gaming Revenue Grants administered by DCED	--
PRPS	PA Recreation and Park Society	Technical support and collaboration with DCNR
MPO Funds	Metropolitan Planning Organization	Transportation Improvement Program (TIP)
FEMA/DEP/County	Combined state and federal hazard response programs	Hazard Mitigation Assistance, MS4 grants
Land Trust Grants	Private or non-profit conservation funds	WeConservePA, Open Space Institute, etc.
Municipal Budget	Local General Fund or Capital Fund	--

PART FOUR

IMPLEMENTATION

With a vision set and growth and land use plan developed, Part 4 covers the final and most action-oriented phase of the NorLACK Comprehensive Plan: implementation. This section brings strategic planning to action through the identification of partners, priorities, timelines, and funding opportunities that will advance the plan. Drawing on the base laid in Part 1's community-based goals, Part 2's systems overview, and Part 3's development strategies, this section outlines the on-the-ground practical tools needed to apply those principles in action.

Here, implementation is addressed as a process that is structured and measurable. The Action Plan included in this chapter has steps structured by categories for vitality, connectivity, systems, resources, and inter-municipal cooperation, each with cost estimates, partner identification, and funding plans. Rather than addressing implementation as a generic afterthought, it is addressed as a central aspect of planning, one that determines the degree to which and the way in which goals are met.

This section also brings up the concept of a community "report card", which uses measures of progress to monitor movement towards preferred states. These metrics are transparent and adaptable in the long term, allowing municipal officials and community residents themselves to stay connected and informed. Last, Part 4 allows NorLACK's municipalities to act not just independently but collectively, coordinating action across boundaries to achieve optimal regional impact and tackle tasks such as funding opportunities while still providing local autonomy. It transforms this plan from a visioning exercise into a living, breathing tool for long-term community and regional success.

ACTION PLAN IN FOCUS

Building on requirements in NorLACK's Charter, the Municipalities adopted a framework to develop, measure, and apply five-year goals. This framework calls for:

- developing goals with extensive public involvement;
- measuring progress made in reaching these goals;
- connecting regional services to goal achievement;
- determining the effectiveness of those services in improving related community and customer conditions;
- linking the Municipalities' Budget to the Goals.

A community 'report card' demonstrating Goal Progress Indicators achieved so far can show progress towards the desired conditions in the Municipality. They can be used in a variety of ways to:

- show the current status of a wide array of environmental, social and economic conditions, and illuminate trends;
- provide a thumbnail sketch of the conditions of the community relative to Municipalities goals;
- establish a sound foundation of data that can serve as a basis for governmental and civic leaders to understand conditions;
- aid Municipality's departments in developing appropriate strategies and programs, and then help them track and measure how well the Municipality is doing in achieving the goals that are important to the community.

The development of a Community Report Card included five distinct steps:

- Articulation of the Region's goals;
- Elaboration of the goals by describing desired community conditions that explain more clearly what achievement of the goals would mean in the community;
- Generation of quantitative measures called Goal Progress Indicators that measure the desired community condition in relevant, comprehensive, and useful ways;
- Collection and analysis of Goal Progress Indicator data to communicate progress;
- Identification, collection, and analysis of available comparative data to contrast our community to other cities, counties, or MSAs, (dependent on the availability of data).

ACTION PLAN TABLE

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	1. Align zoning and subdivision with infrastructure capacities	<ul style="list-style-type: none"> Require capacity analyses before approvals to ensure developments match available water, sewer, and stormwater systems. Update ordinances to guide growth into areas with adequate infrastructure capacity. Coordinate with utilities and authorities to plan expansions where capacity allows. 	3–5 years	Planning Dept, Utility Authorities, Engineers	\$\$	DCED, PennVEST, USDA
	2. Evaluate stormwater impact in dense and industrial areas	<ul style="list-style-type: none"> Map high-density and heavy industrial sites to analyze cumulative stormwater impacts. Require developers to use green infrastructure to reduce flooding and meet MS4 compliance. Monitor runoff impacts over time to protect nearby neighborhoods and waterways. 	3–5 years	Planning Dept, Conservation District, DEP	\$\$	DEP, DCED, FEMA
	3. Develop capital improvement programs for utilities	<ul style="list-style-type: none"> Identify failing water, sewer, and drainage systems to prioritize repairs and upgrades. Phase projects using Act 167 stormwater plans to ensure compliance and effective drainage. Apply for PennVEST and DCED funding to reduce local financial burdens. 	Ongoing	Public Works, Engineers, Planning Dept	\$\$\$	PennVEST, DCED, USDA
	4. Limit public sewer and water expansions	<ul style="list-style-type: none"> Restrict infrastructure extensions to growth zones to prevent scattered and costly development. Align capacity with designated development areas to support compact growth patterns. Review extension requests carefully to avoid encouraging sprawl in rural areas. 	Ongoing	Planning Dept, Utility Authorities, Township Supervisors	\$	DCED, Municipal Budgets
	5. Protect conservation priority resources	<ul style="list-style-type: none"> Adopt zoning and conservation easements to prevent incompatible development in sensitive areas. Map high-value resources and scenic areas to guide development away from them. Partner with land trusts and conservation agencies to expand protection efforts. 	6–10 years	Planning Dept, Land Trusts, Environmental Groups	\$\$	DCNR, Land Trusts, Conservation Easement Programs

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	6. Promote riparian buffer restoration	<ul style="list-style-type: none"> Restore streamside areas with native, climate-adaptive vegetation to improve water quality and habitat. Install educational signage to increase community awareness of ecological benefits. Coordinate restoration with MS4 compliance to meet environmental requirements. 	3–5 years	Conservation District, DEP, Planning Dept	\$\$	DEP, DCNR, Watershed Grants
	7. Use Parks and Open Space designations for conservation corridors	<ul style="list-style-type: none"> Map flood-prone and wetland areas to protect them through open space designations. Connect preserved lands into green corridors to support wildlife and recreation. Leverage land use data to guide conservation priorities and prevent incompatible development. 	6–10 years	Planning Dept, County Planning, Conservation District	\$\$	DCNR, FEMA, Land Trusts
B. Elevate Resources	1. Support cultural heritage events	<ul style="list-style-type: none"> Continue existing cultural events to strengthen pride and sense of place. Develop new historical celebrations to connect residents to local heritage. Partner with schools and organizations to broaden participation and education. 	Ongoing	Historical Societies, Civic Groups, Schools	\$	DCED, Tourism Grants, Local Sponsors
	2. Preserve historic buildings	<ul style="list-style-type: none"> Assign preservation priority to significant historic structures to protect educational and tourism assets. Partner with private investors for adaptive reuse to return historic properties to active use. Seek state and federal funding to reduce restoration costs. 	6–10 years	Planning Dept, Historical Societies, Private Developers	\$\$	DCED, PHMC, Federal Historic Tax Credits
	3. Adopt or amend official maps for recreation	<ul style="list-style-type: none"> Update municipal maps to proactively reserve land for future parks and trails. Coordinate mapping with subdivision approvals to secure right-of-way for paths and greenways. Partner with DCNR and local foundations to fund parkland acquisition. 	3–5 years	Planning Dept, Parks Dept, County Planning	\$\$	DCNR, Local Foundations, DCED
	4. Expand parks and recreation programming	<ul style="list-style-type: none"> Survey residents to identify unmet recreational needs. Develop inclusive programs to serve all ages and abilities. Partner with schools and nonprofits to share staff and facilities. 	Ongoing	Parks Dept, Recreation Boards, Nonprofits	\$\$-\$	DCNR, Local Sponsors, Foundations

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
B. Elevate Resources	5. Use preserved stream corridors for passive recreation	<ul style="list-style-type: none"> Improve access to preserved stream corridors to allow trails and low-impact activities. Install signage and benches to make natural areas welcoming and educational. Partner with watershed groups to maintain ecological integrity. 	3–5 years	Parks Dept, Conservation District, Watershed Groups	\$	DCNR, Watershed Grants, Local Sponsors
	6. Link historic and cultural preservation with civic zones	<ul style="list-style-type: none"> Integrate cultural resources into civic and mixed-use projects to reinforce sense of place. Highlight historic features in redevelopment plans to preserve local identity. Develop public art or interpretive signage to educate residents and visitors. 	3–5 years	Planning Dept, Historical Societies, Civic Groups	\$	DCED, Tourism Grants, Local Sponsors
	7. Promote small-scale outdoor event infrastructure	<ul style="list-style-type: none"> Install portable stages, tents, and lighting in flexible sites to support diverse community events. Identify suitable temporary use zones to host pop-up markets and performances. Partner with local groups to expand event programming. 	0–2 years	Parks Dept, Civic Groups, Event Committees	\$	DCED, Local Sponsors, Foundations
C. Elevate Connectivity	1. Plan infrastructure to integrate residential, commercial, and industrial uses	<ul style="list-style-type: none"> Map connectivity gaps between key land uses to create a unified and efficient transportation network. Develop multimodal circulation plans to balance roadway, transit, bike, and pedestrian needs. Coordinate land use approvals with transportation planning to ensure projects are well integrated. Incorporate freight and commuter needs together to avoid conflicts and support economic growth. 	3–5 years	Planning Dept, MPO, PennDOT, Local Businesses	\$\$	DCED, PennDOT Multi-modal, Federal DOT
	2. Align transportation infrastructure with industrial and office zones	<ul style="list-style-type: none"> Identify freight corridors and nearby residential areas to design routes that minimize neighborhood impacts. Design truck routes and buffers to protect residents from noise, traffic, and safety hazards. Coordinate with PennDOT and MPO partners to secure funding and align regional freight investments. Install screening and landscaping along industrial edges to reduce visual and environmental impacts 	3–5 years	Planning Dept, PennDOT, MPO, Industrial Operators	\$\$	PennDOT, DCED, Freight Mobility Grants

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
C. Elevate Connectivity	3. Expand and improve road networks for freight and industry	<ul style="list-style-type: none"> Conduct traffic and freight flow studies to prioritize improvements at critical corridors. Add turning lanes, wider shoulders, and improved signage to enhance safety and efficiency for trucks. Phase roadway upgrades alongside industrial projects to match infrastructure with demand. Pursue freight mobility grants to offset the high costs of heavy truck improvements. 	6–10 years	Public Works, PennDOT, MPO, Engineers	\$\$\$	Federal Freight Grants, PennDOT, DCED
	4. Balance vehicle flow with pedestrian and cyclist safety	<ul style="list-style-type: none"> Apply complete streets principles to design roads that serve drivers, walkers, and cyclists. Install traffic calming measures to protect vulnerable users in retail and mixed-use areas. Prioritize safe crossings near schools, retail, and civic centers to encourage walking and biking. Coordinate with bicycle and pedestrian plans to ensure consistent and connected mobility networks 	Ongoing	Public Works, Planning Dept, PennDOT, Schools	\$\$	DCNR, PennDOT Multimodal, Transportation Alternatives
	5. Enhance pedestrian and bicycle connectivity in Centers	<ul style="list-style-type: none"> Identify missing sidewalks and trail gaps to close barriers to safe and active transportation. Develop wayfinding systems to help residents navigate between neighborhoods and destinations. Install bike racks, crosswalks, and protected lanes to make cycling and walking more accessible. Partner with DCNR and community groups to secure funding for pedestrian and bicycle projects. 	0–2 years	Planning Dept, Public Works, DCNR, Community Groups	\$–\$\$	DCNR, Transportation Alternatives, Local Foundations
	6. Develop truck-optimized intersections and corridors	<ul style="list-style-type: none"> Upgrade signal timing and turning radii to improve truck flow and reduce congestion. Provide direct access routes from industrial sites to corridors to keep heavy traffic off local streets. Coordinate with PennDOT on interchange improvements to strengthen regional freight access. 	3–5 years	PennDOT, MPO, Public Works, Freight Operators	\$\$\$	PennDOT, FHWA Freight Funds, DCED

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
C. Elevate Connectivity	7. Prioritize transportation in Health and Assisted Living zones	<ul style="list-style-type: none"> Conduct accessibility audits to identify mobility challenges for seniors and vulnerable groups. Improve paratransit stops, curb ramps, and crosswalks to make healthcare sites safer and more accessible. Partner with healthcare providers on shuttles to meet transportation needs for patients and staff. Phase mobility upgrades near facilities to address growing senior population needs. 	0–2 years	Planning Dept, Healthcare Providers, Senior Services	\$–\$	PennDOT, DCED, Aging Services Grants
D. Elevate Vitality	1. Encourage reuse and redevelopment within Development Areas	<ul style="list-style-type: none"> Conduct an inventory of vacant and underutilized buildings to target redevelopment where it will have the greatest impact. Establish incentives such as tax abatements and façade grants to reduce barriers and attract private investment. Partner with developers and nonprofits to repurpose obsolete structures to create mixed-use and community-serving facilities. Pursue brownfield assessment and remediation funding to prepare contaminated sites for safe redevelopment. Phase redevelopment based on infrastructure capacity to ensure projects are cost-effective and sustainable. 	3–5 years	Planning Dept, Economic Development Office, Local Developers	\$\$\$	DCED, USDA, Private Investment, Brownfield Funds
	2. Support diverse housing options within Centers	<ul style="list-style-type: none"> Assess housing needs across demographic groups to ensure new housing addresses community demand. Update zoning to allow varied housing types to expand choices for families, seniors, and the workforce. Encourage mixed-income and age-friendly developments to promote inclusive and resilient neighborhoods. Partner with housing authorities and nonprofits to expand affordable housing opportunities. Establish design guidelines for new housing to ensure compatibility with existing neighborhood character. 	3–5 years	Planning Dept, Housing Authority, Nonprofits	\$\$	DCED, PHFA, HUD, Local Incentives

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
D. Elevate Vitality	3. Align infrastructure investments with Centers and Corridors	<ul style="list-style-type: none"> Prioritize water, sewer, stormwater, and broadband upgrades to support targeted growth areas. Coordinate capital improvement plans across departments to direct resources where demand is highest. Partner with PennDOT and utilities on roadway and utility upgrades to align infrastructure with redevelopment. Phase investments ahead of development projects to prepare sites for private investment. Monitor infrastructure capacity annually to guide zoning updates and development approvals. 	Ongoing	Public Works, Planning Dept, PennDOT, Utility Providers	\$\$\$	PennVEST, DCED, PennDOT, Federal Infrastructure Funds
	4. Update zoning ordinances to enable mixed-use development	<ul style="list-style-type: none"> Conduct a zoning audit to identify and remove barriers to walkable, mixed-use projects. Create overlay districts or form-based codes to promote compact and pedestrian-oriented centers. Revise parking standards to encourage shared parking and reduce unnecessary land consumption. Provide density or height bonuses to incentivize public amenities like open space and affordable housing. Engage the community in testing zoning scenarios to build support and ensure realistic outcomes. 	0-2 years	Planning Dept, Zoning Board, Community Stakeholders	\$	DCED, Local Planning Grants
E. Elevate Cooperation	1. Streamline municipal services	<ul style="list-style-type: none"> Share emergency response, public works, and code enforcement to reduce duplication and save costs. Formalize shared service agreements to ensure reliable long-term delivery. 	Ongoing	Township Supervisors, Borough Councils, County Planning	\$\$	DCED, Shared Municipal Services Grants
	2. Strengthen regional grant competitiveness	<ul style="list-style-type: none"> Collaborate on multi-municipal grant applications to access larger funding pools. Build shared project lists to align regional priorities for funding. 	Ongoing	County Planning, Local Governments, COGs	\$	DCED, Federal Grants, Foundations

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
E. Elevate Cooperation	3. Coordinate land use and zoning policies	<ul style="list-style-type: none"> Align ordinances across borders to reduce conflicts and promote cohesive growth. Develop shared overlay districts to unify development standards. 	3–5 years	Planning Depts, Zoning Boards, County Planning	\$	DCED, Local Planning Grants
	4. Develop shared infrastructure investments	<ul style="list-style-type: none"> Plan stormwater, road, and broadband projects jointly to benefit multiple communities. Share financing tools to reduce individual municipal burdens. 	6–10 years	Township Supervisors, Borough Councils, Utility Providers	\$\$\$	PennVEST, DCED, Federal Infrastructure Funds
	5. Enhance public communication and engagement	<ul style="list-style-type: none"> Create regional communication platforms to share information transparently across municipalities. Host joint public meetings to encourage collaborative decision-making. 	Ongoing	County Planning, Local Governments, Civic Groups	\$	DCED, Local Foundations, Regional Nonprofits
	6. Build regional identity and branding	<ul style="list-style-type: none"> Promote the NorLACK region as a unified destination to attract business, tourism, and cultural activity. Coordinate marketing materials and branding to reinforce regional pride. 	3–5 years	Economic Development Office, Tourism Boards, Civic Groups	\$\$	DCED, Tourism Grants, Private Sponsors
	7. Increase capacity for long-term planning	<ul style="list-style-type: none"> Pool staff and technical expertise to strengthen data-driven decision-making. Partner with regional organizations to professionalize long-range planning efforts. 	Ongoing	County Planning, COGs, Municipalities	\$\$	DCED, Federal Planning Grants
	8. Cross-Jurisdictional Projects	<ul style="list-style-type: none"> Align efforts with shared service and infrastructure upgrades with neighboring municipalities to promote better cooperation and universal access for the residents. Align zoning and design guidelines across borders for continuity and unified identity. Focus joint efforts on trail connections, signage, stormwater, and economic development initiatives to improve overall life quality of the residents. Evaluate and pursue multi-municipal planning grants and implementation funding to support development and financial goals. 	Ongoing	Township Supervisors, Planning Commissions, County Planning, Adjacent Municipalities	\$\$	DCED, Shared Municipal Services Grants

INDIVIDUAL FEEDBACK AND GOALS

Setting both composite and specific community objectives for each community is important to foster synergy and responsiveness. While individual goals give unique identity to municipalities to foster respect, shared vision offers impetus for region wide growth, infrastructure development, investment, environmental rehabilitation, and economic advancement. Regardless of whether it is rural, suburban, or urban in character, each community has its own set of assets and constraints, and paints a slightly different version of the desired future. For example, Greenfield Township would want to maintain its sparsely developed infrastructure and open landscapes, while Carbondale Township focuses mostly on the redevelopment of industrial areas and better access along corridors. These considerations enhance adaptability rather than creating a rigid and universal framework.

Adaptability alongside integration of composite goals encourages local ownership, trust, and commitment towards implementation by reflecting the values of every municipality on the regional vision. In addition, these goals inform the planning decisions made at the local level regarding land use zoning, as well as funding, ensuring relevance to local efforts without compromising cohesion to broader planning. In conjunction with individual goals, and along with the overarching goals, they ensure cohesive responsiveness at multiple scales.

City of Carbondale

The City of Carbondale faces significant challenges stemming from an aging population, property blight, and economic strain. With 24% of residents aged 65 and older and many retired, properties increasingly fall into disrepair, compounded by 25% of the population living below the poverty line and a per capita income of \$28,000—far below national and county averages. Deteriorating infrastructure, including unpaved streets and aging utilities, further frustrates long-term residents, many of whom have lived in the area for over 20 years. Accessibility issues are pressing, as 18.2% of residents under 65 are specially-abled. Despite a desire to preserve Carbondale's small-town character, residents strongly support small-scale commercial and recreational development near their homes rather than large industrial projects. Existing parks are valued, but there is growing demand for expanded and well-maintained public spaces, particularly for seniors who rely on accessible recreational areas. Economic challenges are exacerbated by limited commercial and industrial zoning, which restricts local employment opportunities. Balancing the community's need for economic growth, improved infrastructure, and expanded recreational spaces while preserving its rural identity remains a critical focus for Carbondale's future.

1. Coordinate utility and right-of-way upgrades to ensure long-term resilience and cost-efficient infrastructure restoration.

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	1. Flood Resilience Projects	<ul style="list-style-type: none"> Monitor flood-prone areas and coordinate agency map updates as applicable. Plan, design, and implement green stormwater infrastructure “best practices” in the public realm such as rain gardens, bioswales, and permeable pavement. Coordinate with municipalities, county and other related agencies on watershed and stormwater management efforts to support local goals and community needs. Assess and pursue potential funding sources to address costs and pursue applicable partnerships for assistance in development and maintenance. 	3-5 years	Planning Dept, Public Works, Conservation District, DEP, FEMA	\$\$\$	DCED , DEP, FEMA, PennVEST
B. Elevate Resources	1. Expand Trails and Riverfront Access	<ul style="list-style-type: none"> Extend local segments of the Lackawanna River Heritage Trail system, prioritizing gaps in continuity. Plan and design for wayfinding, rest areas, and lighting for safety and usability under the plan for development. Assess and apply for grants to address funding costs and create applicable partnerships for assistance in the development and maintenance of trails and other related infrastructure. 	6-10 years	Planning Dept, Trail Organizations, DCNR, Local Stakeholders	\$\$	DCNR, Transportation Alternatives, Local Foundations

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
C. Elevate Connectivity	1. Downtown Redevelopment	<ul style="list-style-type: none"> • Prepare a feasibility analysis to identify the physical and fiscal opportunities and constraints of owning/maintaining potential road(s) in the redeveloped site. • Identify key infill and redevelopment sites for mixed-use projects. • Update zoning or overlay districts to support future developments for walkability and housing diversity. • Discuss the applicability and scale of form-based guidelines to reinforce safe and unified design with the public realm. 	3-5 years	Planning Dept, Finance Department, Local Developers	\$\$\$	Private Investment
	2. Public Realm Enhancements	<ul style="list-style-type: none"> • Continue to audit public infrastructure to assess current condition and prioritize areas needing significant upgrades (sidewalks, lighting, benches). • Launch a phased streetscape improvement plan to align with the local identity and align the prioritization. • Partner with artists and community groups for public art installations. 	0-2 years	Public Works, Planning, Local Arts Council, Community Organizations	\$\$	DCED, Local Foundations, Main Street Funds, DCNR
	3. Wayfinding and Identity	<ul style="list-style-type: none"> • Develop a wayfinding master plan to build local identity and compliment other communities' systems of the NorLACK region that includes branding, signage, and digital assets. • Determine "types" of wayfinding (vehicular versus pedestrian) based upon intended audiences. • Coordinate signage across transportation modes (pedestrian, bike, vehicular) using a phased strategy. • Highlight neighborhoods, cultural/historic sites, and recreational areas. 	3-5 years	Planning Dept, Tourism Board, Design Consultants	\$	DCED, Tourism Grants
D. Elevate Vitality	1. Economic Development Incentives	<ul style="list-style-type: none"> • Create a multi-year funding strategy tied to capital improvement program initiatives. • Determine, prioritize and pursue public-private partnerships for redevelopment. • Coordinate with regional economic development organizations. 	Ongoing	Economic Development Office, Finance Dept, Chamber of Commerce	\$\$	DCED, USDA, Local Tax Incentives

Carbondale Township

Carbondale Township is a close-knit community defined by its long-term residents, strong family ties, and rural character. With 66% of the population aged 18-66 and 20% over 65, the Township reflects a mix of working-age individuals and retirees. Most residents have lived in the area for over 20 years, with 80% of homes owner-occupied and a low vacancy rate of 13%, underscoring a stable residential base. Residents value preserving the Township's small-town identity by maintaining rural landscapes for agricultural or woodland use and opposing industrial development that could disrupt the area's peaceful nature. While the community enjoys a relatively stable per capita income of \$35,000 and a low poverty rate of 3.9%, property maintenance and improved public services are growing concerns, particularly for the 20% of residents with disabilities who require accessible and well-maintained infrastructure. Additionally, residents emphasize the need to foster local job opportunities to reduce reliance on external employment, as reflected in the average commute time of 21.7 minutes. The community supports low-impact, community-focused growth that aligns with its values while addressing priorities like infrastructure improvements and economic development to sustain its rural charm and enhance quality of life.

1. Align policies to encourage retention of natural areas in the eastern portion of the Township to enhance ecological character and open space connectivity.
2. Support compact, infrastructure-aligned development near the highway interchange as a first-priority growth area.
3. Prioritize infrastructure improvements and explore strategies to address legacy environmental conditions in redevelopment zones, while recognizing the pacing of private-sector investment.
4. Secure and provide corridor right-of-way access to support long-range connectivity and development alignment.

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	1. Water Infrastructure Projects	<ul style="list-style-type: none"> Conduct a detailed study of existing water infrastructure and service capacity to assess current conditions and gaps. Align the study findings with future development goals and cost projections to support local goals and community needs. Identify opportunities for partnerships with water authorities or surrounding jurisdictions to work towards long-term maintenance and/ or funding. Use findings of the studies to apply for infrastructure improvement grants for future improvement goals. 	3-5 years	Township Supervisors, Water Authority, Planning Dept, Engineers	\$\$\$	DCED, PennVEST, USDA
	2. Flood Resilience Projects	<ul style="list-style-type: none"> Monitor flood-prone areas and coordinate agency map updates as applicable. Plan, design, and implement green stormwater infrastructure “best practices” in the public realm such as rain gardens, bioswales, and permeable pavement. Coordinate with municipalities, county and other related agencies on watershed and stormwater management efforts to support local goals and community needs. Assess and pursue potential funding sources to address costs and pursue applicable partnerships for assistance in development and maintenance. 	3-5 years	Planning Dept, Public Works, Conservation District, DEP, FEMA	\$\$\$	DCED, DEP, FEMA, PennVEST
B. Elevate Resources	1. Scenic Resource Protection	<ul style="list-style-type: none"> Adopt or update zoning ordinance to include conservation overlays for sensitive areas. Identify and map significant scenic corridors and natural resource areas to align future developments to minimize impact on the resources. Engage property owners and the community on stewardship and conservation tools. Partner with organizations such as land trusts and environmental groups that expand capacities to implement protections. 	6-10 years	Planning Dept, Environmental Advisory Council, Township	\$	DCNR, Land Trusts, Local Foundations

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
C. Elevate Connectivity	1. Route 6 Corridor Planning	<ul style="list-style-type: none"> Develop or amend ordinances to guide/ prioritize access management along Route 6. Identify priority intersections or nodes for redevelopment to align design and safety considerations. Develop a wayfinding master plan to build improved functionality and local identity that complements other communities' systems of the NorLACK region that includes branding, signage, and digital assets. Align efforts with PennDOT and county agencies on infrastructure investments to support current and future development goals. 	3-5 years	Planning Dept, PennDOT, County Planning, Local Businesses	\$\$	PennDOT Multimodal, USDA
	2. Streetscape and Sidewalk Upgrades	<ul style="list-style-type: none"> Conduct a pedestrian safety audit to identify missing links and ADA barriers. Prioritize sidewalk segments in line with active transportation efforts to provide coordinate and safe access routes within the municipality. Assess the financial and other implications to improve infrastructure such as lighting, crosswalks, and street trees to enhance walkability for the residents. Align efforts with phasing improvements and apply for pedestrian infrastructure grants to support local and community access and mobility. 	0-2 years	Public Works, Planning Dept, Community Groups	\$\$	DCNR, Transportation Alternatives
D. Elevate Vitality	1. Character Building Initiatives	<ul style="list-style-type: none"> Reinforce branding rooted in Carbondale Township's history and vision to promote township events that reflect shared values and heritage. Engage schools and civic organizations in celebrating community milestones. Install consistent signage at gateways, parks, and public buildings to build improved functionality and local identity. 	3-5 years	Planning Dept, Historical Society, Civic Groups, School District	\$	DCED, Tourism Grants, Local Sponsors

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
E. Elevate Cooperation	1. Cross-Jurisdictional Projects	<ul style="list-style-type: none"> Align efforts with shared service and infrastructure upgrades with neighboring municipalities to promote better cooperation and universal access for the residents. Align zoning and design guidelines across borders for continuity and unified identity. Focus joint efforts on trail connections, signage, stormwater, and economic development initiatives to improve overall life quality of the residents. Evaluate and pursue multi-municipal planning grants and implementation funding to support development and financial goals. 	Ongoing	Township Supervisors, Planning Commissions, County Planning, Adjacent Municipalities	\$\$	DCED, Shared Municipal Services Grants

Mayfield Borough

Mayfield Borough is a close-knit community that values its quiet, safe, small-town atmosphere, with deep ties to family, friends, and traditions. Most residents have lived in the township for over 20 years, contributing to its strong sense of community spirit. While 66% of the population falls within the working-age range of 18–66, many commute outside the borough for work, averaging 28.2 minutes of travel time, while 15% of the population is over 65, creating a demand for both family-oriented and senior-friendly recreational facilities. Despite a stable per capita income of \$39,000, 11.5% of residents live below the poverty line, highlighting the need for improved infrastructure and development. The borough enjoys high homeownership, with 84% of homes owner-occupied, but residents have raised concerns about road conditions, sidewalks, and street signage, particularly in residential areas. Balancing development with the preservation of its small-town charm is a priority for residents, who advocate for mixed-use spaces, including small businesses, coffee shops, and event venues, while also emphasizing the need for upgraded parks and playgrounds. These efforts aim to enhance safety, mobility, and the overall quality of life, ensuring the borough remains vibrant and sustainable for families and retirees alike.

1. Expand opportunities for small-scale commercial growth to balance the tax base and provide financial relief to residents.
2. Coordinate utility improvements with right-of-way restoration to ensure efficient infrastructure investment.
3. Address infrastructure needs and redevelopment opportunities in existing developed areas to support revitalization and economic potential.

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	1. Flood Resilience Projects	<ul style="list-style-type: none"> Monitor flood-prone areas and coordinate agency map updates as applicable. Plan, design, and implement green stormwater infrastructure “best practices” in the public realm such as rain gardens, bioswales, and permeable pavement. Coordinate with municipalities, county and other related agencies on watershed and stormwater management efforts to support local goals and community needs. Assess and pursue potential funding sources to address costs and pursue applicable partnerships for assistance in development and maintenance. 	3-5 years	Planning Dept, Public Works, Conservation District, DEP, FEMA	\$\$\$	DCED , DEP, FEMA, PennVEST
	2. Storm Water Improvements	<ul style="list-style-type: none"> Identify critical areas of stormwater overflow and flooding to develop a strategic plan for improvements. Set short- and long-term goals for upgrades and green infrastructure to align efforts, strategies and monetary flow towards future improvement objectives. Implement phased improvement strategies and coordinate with adjacent drainage networks to allow for collaboration and shared responsibility. Assess and apply for grants to address funding costs and create applicable partnerships for assistance in the development and maintenance of the infrastructure. 	3-5 years	Borough Council, Public Works, Engineers, Conservation District	\$\$\$	DEP, PennVEST, FEMA, DCED
	3. Certifications	<ul style="list-style-type: none"> Apply for FEMA certification for the existing levee in the Borough. 	5-10+ years	Borough Council, DEP, Army Corps of Engineers	Varies	DEP, Army Corps of Engineers, Others

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
B. Elevate Connectivity	1. Transportation Safety	<ul style="list-style-type: none"> Identify priority intersections or nodes for redevelopment to align design and safety considerations. Conduct a pedestrian safety audit to identify missing links and ADA barriers. Prioritize sidewalk segments in line with active transportation efforts to provide coordinate and safe access routes within the municipality. Assess the financial and other implications to improve infrastructure such as lighting, crosswalks, and street trees to enhance walkability for the residents. Align efforts with phasing of improvements and apply for pedestrian infrastructure grants to support local and community access and mobility. Align efforts with PennDOT and county agencies on infrastructure investments to support current and future development goals. 	3-5 years	Public Works, Police Dept, PennDOT, Planning Dept	\$\$	PennDOT, Transportation Alternatives
C. Elevate Vitality	1. Neighborhood Revitalization	<ul style="list-style-type: none"> Outline a range of criteria applicable for conducting a block-by-block 'windshield-style' survey related to the built environment; assess conditions accordingly. Call upon tools such as code enforcement, grants, and programs to improve built environment quality to promote access for all. Engage with property owners to inform them of the wide range of community-scale issues and potential strategies associated with planning goals. 	6-10 years	Code Enforcement, Housing Authority, Nonprofits	\$\$	
	2. Economic Development Incentives	<ul style="list-style-type: none"> Create a phased multi-year funding strategy tied to capital improvement program initiatives. Determine, prioritize and pursue public-private partnerships for redevelopment. Coordinate with regional economic development organizations to develop a long-term strategy to fill existing gaps. 	6-10 years	Borough Council, Economic Development Agency, Chamber of Commerce	\$\$	DCED, USDA, Local Incentives

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
D. Elevate Cooperation	1. Cross-Jurisdictional Projects	<ul style="list-style-type: none"> Align efforts with shared service and infrastructure upgrades with neighboring municipalities to promote better cooperation and universal access for the residents. Align zoning and design guidelines across borders for continuity and unified identity. Evaluate and pursue multi-municipal planning grants and implementation funding to support development and financial goals. 	Ongoing	Borough Council, Neighboring Municipalities, County Planning	\$\$	DCED, Shared Services Grants

Jermyn Borough

Jermyn Borough is a community cherished for its affordability, small-town charm, and strong family ties, with most residents having lived there for over 20 years. While 71% of homes are owner-occupied, a 10% vacancy rate presents opportunities for redevelopment to revitalize neighborhoods. The population, primarily working-age (59%) with 21% over 65, highlights the need for family-friendly spaces, amenities for older residents, and social venues like cafes, parks, and event centers. Employment trends show most residents work outside the township in manufacturing, healthcare, and warehousing, with an average commute of 19.5 minutes, underscoring the need for local job creation to reduce economic dependence. Residents emphasize infrastructure improvements, including sidewalks, road maintenance, and addressing pollution from trucks and warehouses, to enhance livability while maintaining the township's character. Public concerns also include improved communication of borough news, managing feral cat issues, and balancing industrial and residential needs. Supported by responsive local government and trusted police services, residents advocate for clustered commercial growth near existing infrastructure, ensuring that development aligns with the township's charm and fosters economic resilience.

1. Promote small-scale commercial opportunities to strengthen the local tax base and support community-serving businesses.
2. Pursue coordinated improvements to aging infrastructure, with a focus on right-of-way and utility upgrades.
3. Encourage reinvestment in underutilized areas to improve infrastructure performance and support sustained, community-focused redevelopment.

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Systems	1. Storm Water Improvements	<ul style="list-style-type: none"> Identify critical areas of stormwater overflow and flooding to develop a strategic plan for improvements. Set short- and long-term goals for upgrades and green infrastructure to align efforts, strategies and monetary flow towards future improvement objectives. Implement phased improvement strategies and coordinate with adjacent drainage networks to allow for collaboration and shared responsibility. Assess and apply for grants to address funding costs and create applicable partnerships for assistance in the development and maintenance of the infrastructure. 	3-5 years	Borough Council, Public Works, Engineers, Conservation Bodies	\$\$\$	DEP, PennVEST, FEMA, DCED
B. Elevate Connectivity	1. Walkability Enhancements	<ul style="list-style-type: none"> Add pedestrian crossings, sidewalks and ADA accessibility in key areas to promote equitable access. Align efforts with PennDOT and county agencies on infrastructure investments to support current and future development goals. Assess and develop plans to include improvement costs in the Capital planning efforts. 	0-2 years	Public Works, Planning Dept, Community Organizations	\$\$	DCNR, PennDOT, Transportation Alternatives

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
C. Elevate Vitality	1. Wayfinding and Identity	<ul style="list-style-type: none"> • Develop a wayfinding master plan to build local identity and compliment other communities' systems of the NorLACK region that includes branding, signage, and digital assets. • Determine "types" of wayfinding (vehicular versus pedestrian) based upon intended audiences. 	3-5 years	Planning Dept, Tourism Partners, Local Artists	\$	DCED, Tourism Grants, Local Foundations
	2. Residential environment	<ul style="list-style-type: none"> • Outline a range of criteria applicable for conducting a block-by-block 'windshield-style' survey related to the built environment; assess conditions accordingly. • Partner with various organizations and players for outreach and assistance in developing a strategy for future improvements. • Assess and plan for ways to strengthen code enforcement for sustained impact. • Call upon tools such as code enforcement, grants, and programs to improve built environment quality to promote access for all. • Engage with property owners to inform them of the wide range of community-scale issues and potential strategies associated with planning goals. 	6- 10 years	Housing Agencies, Code Enforcement, Borough Council	\$\$	
	3. Economic Development Incentives	<ul style="list-style-type: none"> • Create a phased multi-year funding strategy tied to capital improvement program initiatives for infrastructure improvement goals. • Determine, prioritize and pursue public-private partnerships with focus on small businesses. 	6- 10 years	Economic Development Office, Chamber of Commerce	\$\$	DCED, USDA, Local Incentives

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
D. Elevate Cooperation	1. Cross-Jurisdictional Projects	<ul style="list-style-type: none"> Align efforts with shared service and infrastructure upgrades with neighboring municipalities to promote better cooperation and universal access for the residents. Develop a 'Best Practices' system for the Borough that complements and aligns with the other communities in the NorLACK region. Evaluate and pursue multi-municipal plans for technical and funding assistance. 	Ongoing	Borough Council, County Planning, Partnering Municipalities	\$\$	State Collaboration Grants

Greenfield Township

Greenfield Township is a peaceful, family-oriented community shaped by affordability, a small-town atmosphere, and strong local ties, with most residents living in the area for over 20 years. With 87% of homes owner-occupied and a stable residential base, the community balances a need for aesthetic and infrastructure improvements. The population includes a significant proportion of working-age adults (60%) and seniors (24%), highlighting the need for amenities that cater to both families and older residents, such as parks, recreational areas, and social spaces like cafes and community hubs. While healthcare, construction, and engineering dominate employment, most residents commute an average of 23 minutes, prompting interest in creating local job opportunities. Infrastructure improvements, particularly in sidewalks, roads, and neighborhood aesthetics, are a priority, alongside thoughtful planning to maintain the township's rural and residential character by avoiding industrial and institutional developments near homes. With a higher-than-average per capita income of \$49,000 and a low poverty rate of 7%, residents support grouping commercial developments near existing neighborhoods to enhance accessibility and functionality. Suggestions for efficient self-government and improved policing reflect a desire for greater trust, security, and community cohesion while preserving the township's charm and livability.

1. Highlight the Township's rural identity by aligning policies to encourage retain fallow fields, open landscapes, and the green character that define the community.

Key Themes	Key Projects	Implementation Ideas	Implementation Duration	Primary Participants	General Scale of Potential Investment	Potential Funding Sources
A. Elevate Resources	1. Farmland and Forest Preservation	<ul style="list-style-type: none"> Promote enrollment in state and county conservation easement programs to align with the township identity and provide assistance to the residents. Update comprehensive plan and zoning to support agricultural preservation through tools such as overlays, easements, etc. Identify priority conservation areas through mapping tools to define future development areas. 	6-10 years	Planning Dept, Conservation District, County Agricultural Boards	\$\$	DCNR, Farmland Preservation Programs
	2. Scenic Resource Protection	<ul style="list-style-type: none"> Adopt or update zoning ordinance to include conservation overlays for sensitive areas. Identify and map significant viewshed and ridgeline areas to align future developments to minimize impact on the resources. Partner with organizations such as land trusts and environmental groups that expand capacities to implement protections. 	6-10 years	Planning Dept, Township Supervisors, County Planning	\$	DCED, Local Foundations, Land Trusts
B. Elevate Connectivity	1. Residential Development	<ul style="list-style-type: none"> Establish rural development limits through updated zoning (e.g., large-lot, conservation design) to preserve the rural nature of the Township. Evaluate past subdivision proposals and their impact on natural resource to develop a framework for future approach to such proposals. 	6-10 years	Planning Commission, Township Supervisors	\$	Planning Assistance Programs
C. Elevate Vitality	1. Identity Building Initiatives	<ul style="list-style-type: none"> Develop a 'Best Practices' system for the Borough that complements and aligns with the other communities in the NorLACK region. Develop a wayfinding master plan to build local identity and compliment other communities' systems of the NorLACK region that includes branding, signage, and digital assets. 	6-10 years	Community Groups, Planning Dept, Schools	\$	DCED, Local Sponsors, Foundations