



Bradford County Comprehensive Plan Update



Bradford County Department of
Community Planning &
Mapping Services

Goals, Recommendations and Actions

Adopted August 2018

**THE
EADS
GROUP**

Doug McLinko, Chairman
Daryl Miller, Vice Chairman
Ed Bustin, Commissioner



Michelle Shedden, Chief Clerk
Jonathan Foster Jr., Solicitor

**Bradford County Commissioners Office
RESOLUTION No. 2018-08
Bradford County Board of Commissioners**

A resolution adopting the Bradford County Comprehensive Plan Update dated June 2018, as prepared by the Bradford County Planning Commission, Bradford County Planning Advisory Committee and facilitated by The EADS Group, Inc.

WHEREAS, the Pennsylvania Municipalities Planning Code (MPC) requires that County comprehensive plans be updated every ten (10) years; and

WHEREAS, the MPC outlines content and procedural requirements associated with the preparation, review and approval of County comprehensive plans that have been followed in this County Plan Update process; and

WHEREAS, the Bradford County Planning Commission coordinated the preparation of the Bradford County Comprehensive Plan Update that has been published in two (2) documents entitled *Existing Conditions and Goals, Recommendations and Actions*, both dated June 2018 and comprised of maps, charts, textual matter and narratives, and other matters that form the whole of the County Plan Update; and

WHEREAS, the Bradford County Planning Commission and Planning Advisory Committee conducted a robust and inclusive public participation and engagement process; and

WHEREAS, the Proposed Bradford County Comprehensive Plan Update was submitted to the school districts within and contiguous to Bradford County, and contiguous counties and was otherwise made publically available for municipal and citizen review and comment; and

WHEREAS, the Bradford County Planning Commission adhered to the Public Meeting and Public Hearing requirements of the MPC in finalizing the County Plan Update; and

WHEREAS, the Bradford County Planning Commission duly noted and considered all public comments received in finalizing the County Plan Update; and

NOW THEREFORE BE IT RESOLVED, that the County Commissioners of Bradford County hereby adopt the Bradford County Comprehensive Plan Update that has been published in two (2) documents, entitled *Existing Conditions and Goals, Recommendations and Actions*, both Dated June, 2018 and comprised of maps, charts, textual matter and narratives that form the whole of the County Plan Update and fulfills County responsibilities under the MPC.



Doug McLinko, Chairman

Date: August 9, 2018




Daryl Miller, Vice Chairman

Attest:



Ed Bustin, Commissioner


Michelle Shedden, Chief Clerk

GOALS, RECOMMENDATIONS AND ACTIONS

Bradford County Comprehensive Plan Update

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Acknowledgments

The *Bradford County Comprehensive Plan update* consists of two documents, this *Goals, Recommendations and Actions* volume and the companion *Existing Conditions*. Funding for the preparation of these documents, including the narratives, tables and maps contained within, was provided by a Municipal Assistance Program (MAP) grant from the Pennsylvania Department of Community and Economic Development (DCED) and from Bradford County.

The *Bradford County Comprehensive Plan update* reflects an assets-based and issues-oriented approach for planning, which is encouraged by the Pennsylvania Department of Community and Economic Development (DCED). The Plan represents the culmination of planning efforts spearheaded by the *Bradford County Department of Community Planning & Mapping Services* in conjunction with the *Bradford County Commissioners*, the *Bradford County Planning Commission* and a *Planning Advisory Committee*.



Plan Kick-Off Meeting

Bradford County Board of Commissioners:

- Ed Bustin
- Daryl Miller
- Doug McLinko

Bradford County Planning Commission:

- | | |
|------------------|----------------|
| • Glenn Aikens | • Raul Azpiazu |
| • Andrew Bishop | • Warren Knapp |
| • Don Murray | • Mary Neiley |
| • Robert Storch | • Steve |
| • Scott Williams | Westbrook |



Plan Meeting at the Bradford County Airport

The *Bradford County Department of Community Planning & Mapping Services* was responsible for guiding the planning process and is credited with providing steady leadership and for bringing a local perspective to the planning process:

- | | |
|--|--|
| • Matthew Williams, County Planning Director | • Megan Johnson, Planning Administrative Assistant |
| • Scott Molnar, GIS Coordinator | • Josh Madigan, Planning Intern |
| • Emily Vollmer, County Planner | • Megan Wanck, Planning Intern |
| • Rich Lasko, GIS Planning Analyst | |

A *Planning Advisory Committee* convened for this Plan update was also instrumental in completing an action oriented planning process. The Committee assisted in identifying key trends and issues allowing for the creation of a Comprehensive Plan that focuses on issues, assets, opportunities and current needs of Bradford County, while also laying out a path towards a prosperous future. The Committee members well represented important areas of interest in the County including Land Use, Community Facilities, Housing, Economic Development, Transportation, Tourism and Historic Preservation.

Land Use -

Real Estate:

- Steve Westbrook
- Raul Azpiazu

Agricultural:

- Kathy Yeakal
- Mark Madden

Surveyor:

- Scott Williams

Community Facilities -

Sewer/Water Authority:

- Kyle Lane (TMA)
- Mary Neiley

Municipal Officials:

- Marvin Mateer
- Dan Close

Municipal Parks Rep.:

- Jeff Bower (Alparon Park)

Community Development:

- Ethan Sexton (NTRPDC)

Bradford County Emergency Management:

- Bob Barnes
- Jo Ann Daly
- Rob Repasky

Economic Development -

Progress Authority:

- Tony Ventello
- Chris Brown

NTRPDC:

- Rachel Hauser
- Lauren Egleston

Farmland Preservation Program:

- Amy Kneller

Housing -

Housing Authority:

- Dan Styborski

Rural Utility Service:

- Bobbi Kilmer (Claverak REC)

County CDBG:

- Robyn D'anna
- Amanda Boyer

Transportation -

PennDOT:

- Justin Batiuk (District Rep)
- Brian Lamphere (Bradford County)

Northern Tier RPO:

- Brian Baker (RPO Manager)

Bradford County Airport:

- Heather Bloxyl

Bike and Pedestrian Rep:

- Chris King

Historic Preservation -

Wyalusing Historic District:

- Mary Skillings

Endless Mountains Heritage Region:

- Annette Schultz (Director)
- Hillary Robinson

Riverside Cemetery Association:

- Marguerite Fox Picou

At Large Members -

- Cain Chamberlain (Rocket Courier)
- Matt Hicks (The Daily Review)
- Johnny Williams (The Morning Times)
- Jody Place (Penelec)
- Nicole Carman (Mt. Pisgah)
- Robyn Chamberlain (Bradford County Tourism Bureau)
- Cindi Newman (Ag. Coalition)
- Frank Pinkosky – Guthrie Medical Group

Goals, Recommendations and Action Steps – Introduction

Current planning philosophy in Pennsylvania emphasizes what is called *real-world planning*, which means that planning should be related to issues and opportunities of local interest and importance to Bradford County, its municipalities and ultimately its residents. Embraced in the *real-world planning* approach followed for this County Plan Update is an *emphasis* on building a set of implementable *goals, recommendations and actions* evolved out of a robust public engagement process. A rather simple set of principals underlies the methodologies and the approach followed for developing the goals, recommendations and actions steps included in this section of the Plan:

- **Identify the Plan's Focus Areas** – results of the public engagement process conducted for this Plan, including input from the Planning Advisory Committee, were heavily considered and used to identify an initial set of issues, assets and opportunities that were collectively thought of as the initial focus areas of the Plan. The initial focus areas were broader in nature and included the following:
 - Recreation, Heritage, Natural and Open Space Resources
 - Business and Economic Development
 - Education
 - Housing and Real Estate
 - Natural Gas Development
 - Health Care and Senior Services
 - Tourism and Marketing
 - Agriculture
- **Evolve the Focus Areas into Meaningful Goals, Recommendations and Actions** - The broader focus areas were discussed and refined in a rather in-depth set of nine (9) Focus Group sessions held as part of the multi-day Community Workshop No. 2. The outcomes of these Focus Group sessions were taken into account by the Planning Advisory Committee and the Bradford County Department of Community Planning & Mapping Services. Together, they further developed and evolved the initial focus areas into a set of more meaningful recommendation and action statements, including:
 - Coordination amongst and across groups
 - Connecting natural, heritage, historic and community resources
 - Acknowledge and support existing heritage tourism entities
 - Build capacity among the chambers of commerce
 - Focus on technical training and improving telecommunication service.
 - Improve the county's website
 - Eliminate barriers between industries and education stakeholders
 - Understand why employees are leaving the county
 - Revitalize communities through private-public partnerships
 - Natural gas pipeline safety
 - Improve transportation access to health care providers
 - Enhance agricultural education and agri-tourism opportunities

- ***Organization of the Goals, Recommendations and Actions to Reflect Local Thinking*** – To add a level of clarity and organization to the Plan, the *recommendations and actions* included in the following sections are concisely described in a ‘*to the point*’ and ‘*understandable*’ manner. Intent is made to make this Plan relatable to Bradford County residents, officials and planning department staff and ultimately to those that will be involved with its implementation. And in addition, the recommendations and actions are also organized into the two (2) relatable Goal categories. These overarching Goal Categories were introduced by participants in the Focus Group sessions and members of the Planning Advisory Committee early in the planning process. These Goal categories include:

Goal - Achieve Greater Coordination Amongst and Across Groups that are Actively Working on Improving Various Aspects of Bradford County –

A key outcome of this planning process was realizing that the Plan did not have to provide specific details on every single outcome/solution and that the Bradford County Department of Community Planning & Mapping Services did not have to be solely responsible for every implementing action included in this Plan. What was realized is that the Plan should clearly define recommendations and action steps and should provide a level of implementation guidance, but should also include enough flexibility that will allow *partnerships to be formed* with existing agencies/organizations, other experts and/or groups that are already working in a particular focus that area and *collaboration to occur* so that the best solutions/approaches to implement the recommendations and actions can be developed in an on-going manner. Therefore, this Plan includes a set of recommendations and actions that establishes priorities and improvement areas and emphasizes the need to form partnerships and to bring similarly focused groups, agencies/organizations and departments together to allow them to collaborate on solutions and to identify implementation resources.

Goal - Improve the Competitiveness of Bradford County –

A second key outcome of this planning process was realizing that the County is competing with surrounding counties for residents, visitors and employees. Members of the Planning Advisory Committee identified a number of areas, including but not limited to, telecommunications, housing, community amenities, sources of county marketing, job retention, natural resource connections, that surrounding counties either had better or more of, offered a higher level of service or provided residents better access too. The Committee members rightly said that Bradford County was in competition with surrounding counties for attracting and retaining residents and for attracting and retaining employees. Therefore, this Plan includes a set of recommendations and actions that identify priority focus areas and that provides guidance on how to improve conditions within the County so it can better compete with surrounding Counties.

Provide a Context and Suggested Priorities and Timetables for Implementation Actions – An emphasis of this Plan was to develop a set of *implementable* recommendations that will stimulate actions to occur. In other words, it should be thought that completion of the Bradford County Plan Update is not the ending point of the planning process but rather the beginning of the *doing* part of the planning process. The Bradford County Department of Community Planning & Mapping Services is critical to the coordination of follow-up activities and implementation efforts. However, as noted previously, the Department cannot implement the Plan alone. Organizations and groups, members of the Planning Advisory Committee and other experts, local stakeholders and residents must now be actively involved in its implementation. This Plan recommends that the Planning Advisory Committee remains intact and active by continuing to meet on a regular semi-annual basis. The Bradford County Department of Community Planning & Mapping Services will schedule and facilitate these meetings. The purpose of the meetings will be to receive timely reports and updates regarding Plan implementation, including any achievements and in-progress efforts. These meetings will also provide opportunities for the Bradford County Department of Community Planning & Mapping Services to obtain external input and guidance on their direct implementation efforts and to collaborate on developing and identifying key members of various implementing subcommittees.

The Plan provides flexibility, meaning that the recommendations and actions items do give a level of guidance and direction on how to move forward, but in most cases, numerous task specific requirements or directives are not provided. This allows those involved with implementation to maintain a level of control over the implementation process.

A matrix summarizing the recommendations, action items, priorities (timetables), suggested roles/partnerships and the page reference for the recommendations and actions is included to provide additional clarity and understanding and to ultimately aid in implementation efforts. Priorities and timetables are difficult to categorize and may change over time. Still, information on priorities and timetables are noted in the following manner in the summary matrices.

- Immediate: can be considered an early action item of the Plan;
- Short-term: 1 - 3 years;
- Mid-term: 4 - 6 years;
- Long-term: 7 - 10 years; and
- Continuing: an on-going implementation measure that will continue after the initial implementation effort.

The priorities (timetables) are not hard and fast and can be subject to change. They are shown as a means of categorizing actions in relation to the level of immediacy perceived as a result of input and discussion during the planning process.

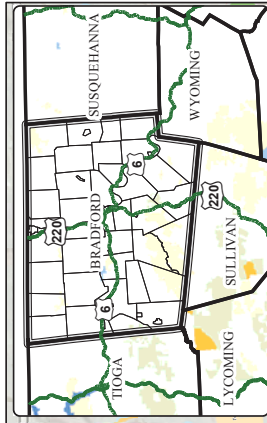
Future Land Use

The Pennsylvania Municipalities Planning Code (MPC) requires that County Comprehensive Plans treat future land uses in some fashion. Gradually it has been recognized that future land use recommendations at the County level are somewhat more conceptual, especially in counties like Bradford where land use decisions are primarily local municipal matters. The future land use recommendations are suggested as guidance for local municipal decision-making. The MPC also requires counties to identify land uses as they relate to important natural resources and for the preservation and enhancement of prime agricultural land and to encourage the compatibility of land use regulations and land developments with existing agricultural operations.

The *Future Land Use Map* on page 6 reflects the synthesis of information from the *Existing Conditions* section of this Comprehensive Plan, specifically data layers from the *Development Constraints*, *Public Sewer and Water*, *Traffic Volumes* and *Existing Land Use* mapping. The following guidance is offered on the interpretation and application of the conceptual land use categories used in the *Future Land Use Map*:

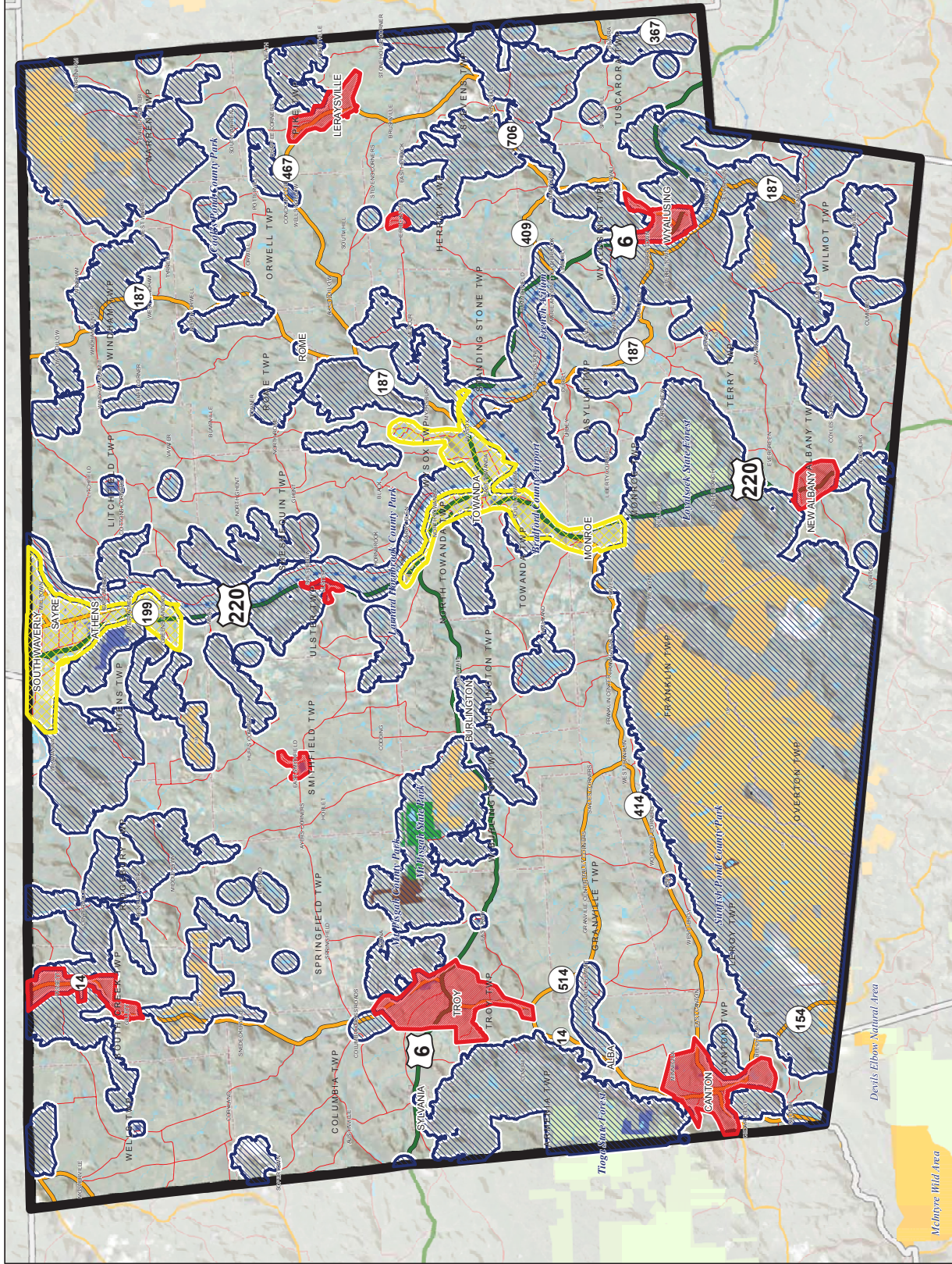
- **Community Revitalization and Growth Area** – These areas generally encompass the South Waverly – Sayre - Athens area in the north central portion of the County and the Towanda – Wysox – Monroe area in the central portion of the County. These areas have community infrastructure, accessibility and developmental history and the perceived capacity and developmental pressures to sustain more commercial and/or highway-oriented retail, community amenities, desired housing types and larger scale development and redevelopment activities, subject in part to sound site planning and land development activities. Supporting and enhancing on-going efforts to expand municipal water and sewer infrastructure and services into and thru the revitalization and growth areas and efforts to maintain the existing infrastructure system and level of service is encouraged. This category reflects that younger residents, recent college graduates entering the workforce and young professionals will be attracted to live in proximity to accessible and vibrant community settings with amenities, services and housing choices.
- **Community Preservation and Growth Area** – These areas largely comprise the boroughs of the County, smaller towns and villages and surrounding areas with existing development and having public sewer and/or water service and other infrastructure components. This category reinforces that communities and towns where residential and other types of neighborhood scale mixed use development exists are important focal points in the County. Communities and towns can often relieve the development pressures from surrounding rural and agricultural areas. Efforts to attract additional community-serving businesses, retail and services and efforts to preserve the important community setting are encouraged. Efforts to expand and maintain the existing infrastructure network is also encouraged. All of the communities within this category have a key supporting role in sustaining the quality of life of County residents.

- ***Natural Resources Protection Area*** – These areas comprise the State Gamelands, State Forests and State Park as well as County and municipal park areas in the County. Also included are areas identified in the County’s Natural Area Inventory as having outstanding natural features and natural habitats and areas identified as being intact Forest Blocks over 1-square mile in size. Operations or practices that result in the significant conversion of this land area into more developed uses are discouraged. This category emphasizes the desire to protect the natural resources in Bradford County. Supporting and assisting municipalities with on-going and new resource protection efforts through technical, administrative, mapping and other means of support and assistance is encouraged. It is anticipated that technical assistance and/or other support will be related, but not limited to, Agricultural Security Areas (ASAs), Agricultural Easements and Floodplain protection, management and flood mitigation efforts.
- ***Rural/Agricultural Preservation Area*** – This category encompasses the remainder of Bradford County and primarily includes active agricultural land, scattered low-density residential and open space lands. Continuation of less intense land uses associated with rural land devoid of community infrastructure is suggested. Efforts to preserve agricultural land including, but not limited to, Agricultural Security Areas (ASAs) and Agricultural Easements in this area are also encouraged.



This map was created using County of Bradford Geographic Information System digital data, but this is a secondary product and has not been verified and is not authorized by the County of Bradford.

- Community Revitalization and Growth Area
- Community Preservation and Growth Area
- Natural Resources Protection Area
- Rural/Agricultural Preservation Area (areas not within one of the above categories)
- State Park
- State Gameland
- State Forest
- County Park
- Local Park
- Municipal Boundary
- Bradford County



Goal – Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County

Bradford County is fortunate to have dedicated people, organizations, agencies and businesses in place that can address important issues facing the County. A primary outcome of this Plan is a recognized need for improving the coordination amongst and across a number of these individuals, groups and agencies that seem to be working independently on projects or initiatives within the County. As evidenced during many of the Focus Group sessions held during the planning process, there are groups and organizations that share similar areas of concern, including agricultural, community revitalization and connecting/promoting natural, heritage and historic resources. It was found that many of these groups and organizations are working on addressing their common areas of concern using different approaches from different perspectives and not cohesively or collectively. It was further evidenced that many of these groups and organizations were seemingly unaware of each other or that there were even other organizations focused on the same area of concern. It was found that even when different groups are aware of each other, they lack an overarching coordinating framework that can help to break down communication or organizational boundaries and that can foster cooperation and collaboration. The Focus Group sessions also highlighted that the expertise, resources and on-going efforts of established regionally based agencies, partnerships, business/industries and service providers, such as B/S/S/T Area Agency on Aging, BeST Transit, Guthrie Heath Care System, the Susquehanna Greenway Partnership, US Route 6 Alliance and the Endless Mountains Heritage Region must be harnessed and directed together in a similar fashion to address important issues in the County. It is acknowledged that developing solutions to address important issues identified in this Plan is not as simple as relying on a single agency or organization to take the lead. Collaboration amongst several partners is needed to achieve successful outcomes.

The Bradford County Plan emphasizes the need for a coordination framework that provides opportunities for groups, organizations and agencies with similar focus areas to work in conjunction with each other to tackle important issues for the betterment of the County. It is suggested that this framework be established and managed by the Bradford County Department of Community Planning & Mapping Services but ran by the community participants themselves. The County will create this framework by identifying, inviting, engaging and maintaining communication with common organizations and groups and will otherwise help to connect resources together. The County's role will also be to administer, facilitate and guide meetings and to offer technical advice and add a level of realism to the results and outcomes.

The following set of recommendations highlights the priority focus and issue areas identified in the planning process within this Goal category. They also identify some of the key groups and organizations identified as being associated and/or an important contributor to each focus area. Action steps are provided that will help to guide the pending collaboration process.

Recommendation – Coordinate with Transportation, Health Care and Senior Service Providers on the Cooperative Delivery of Transportation Services

Input received during the planning process suggests that there is a perceived gap in transportation services for senior residents and those needing access to health care services. Senior aged residents in Bradford County often are often not able to drive themselves or have an alternative, dedicated, means of transportation to assist them access their health care service providers. Guthrie Medical is the major medical services provider in Bradford County with services provided out of their Guthrie Robert Packer Hospital in Sayre and well as through clinics and offices throughout the County. Guthrie does have their own transportation system but this is limited for use by cancer patients and disabled patients. Guthrie is also increasing the use of telemedicine approaches to reach more patients remotely and has developed a web-based application (eGuthrie) to help patients manage their care (appointments, medicines, prescriptions schedules) without needing to travel to an office or facility. The Bradford, Sullivan, Susquehanna, and Tioga (B/S/S/T Area Agency on Aging, Inc) provides resources for seniors and their families in the region and has a goal to provide information and to connect seniors to available services in Bradford County and the surrounding region. BeST Transit currently serves and operates the public transportation system through the County and provides fixed route service as well as door to door shared rides service for senior aged residents and persons with disabilities. Even with the advances in telemedicine described above and the types of existing transportation resources available to senior residents in Bradford County through BeST and B/S/S/T Area Agency on Aging, there is still a significant need to improve transportation services to allow senior residents better access to health care services.

A detailed evaluation of the transportation system gap was not completed and a specific solution on how to address this issue was not proposed during the planning process. There was general consensus that improved and continued coordination among Guthrie and other health care providers, BeST Transit and the B/S/S/T Area Agency on Aging and allowing them to define the transportation services gap and to propose solutions to address would be a good pragmatic approach to dealing with this issue. Taking this into consideration, the following actions are suggested to assist this coordination effort.

- **ACTION:** The County forms a Transportation Task Force with representatives from Guthrie Heath System and other health care providers, BeST Transit and the B/S/S/T Area Agency on Aging. The Task Force will collaborate together to identify specific transportation needs of senior aged residents and other residents needing dependable access to health care services and existing service gaps.
- **ACTION:** The Transportation Task Force works together to develop an effective survey method to gather information from senior residents on how they obtain and consume information regarding available health care services and transportation services available in the County. It is anticipated that the results of this survey will provide guidance to the Task Force on how to effectively connect those in need of transportation with available services.

- **ACTION:** Ultimately, the County encourages the Transportation Task Force to improve and maintain a transportation system that provides dependable transportation to senior aged residents and other residents needing dependable transportation access to health care services.

Recommendation – Establish Private-Public Partnerships Amongst the County, Communities, the Guthrie Health Care System and other Business/Industries to Complete Community Revitalization Efforts

There was considerable discussion during the Planning Advisory Committee meetings and the Real Estate Focus Group Session held during the planning process on topics including attracting young professionals and employee recruitment efforts and the role that the availability of desired housing types and community amenities has on those efforts. Real Estate representatives identified that there is a known demand for newly constructed, non-income and/or age based, housing that is 1,400 sf in size and has 2-3 bedrooms and good utilities, at the \$200,000 price point in the County. It is also known that young professionals are looking for this type of housing to be their started home and older residents are also looking for this type of home so they can to downsize from their current residences. Representatives from the Guthrie Health System identified that this type of housing will provide opportunities for more new nurses, doctors and other employees to live and work in Bradford County. The planning process also revealed that young professionals and potential employees are seeking to locate to areas where active community revitalization efforts are providing housing opportunities and a range of desired amenities, including gathering places, parks and greenspaces, outdoor recreation and pedestrian walkability improvements, local tourism and historic preservation efforts, newer restaurants and shopping opportunities. It is known that the lack of desired housing types and community amenities is an identified impediment for the Guthrie Health System and other larger businesses and industries in their efforts to recruit new- and retain- existing younger and talented employees to the area. Guthrie Health System and other larger businesses and industries are beginning to realize they need to have a more active and direct role in assisting and supporting communities and developers to provide the wanted type of housing and for initiating community revitalization efforts. This Plan recommends that Private-Public partnerships be formed to assist and support desired community revitalization and growth efforts in the South Waverly-Sayre-Athens and the Towanda-Wysox-Monroe communities in the County.

- **ACTION:** The County facilitates partnerships with and amongst Guthrie, Industries, Real Estate experts, other stakeholders and representatives from the South Waverly-Sayre-Athens and Towanda-Wysox-Monroe communities to form a partnership group that jointly focuses on community revitalization efforts. It is suggested that the County and its partners encourage these communities to work with their planning commissions to develop reuse plans and strategies for vacant storefronts and commercial properties. These efforts can be modeled after the work being completed in Corning, NY (Corning Inc).
- **ACTION:** The partnership group works together to develop a set of incentives or other methods to subsidize home building projects that will increase the Return on Investment (ROI) for new home construction projects meeting the in-demand housing type described above. These types of incentives will need to be developed through collective partnerships between the County, Industries, Guthrie and others.

- **ACTION:** The partnership group works together to develop an investment strategy and/or financial support system to directly fund and complete projects or to financially assist the municipalities with obtaining grants or other types of funding to develop new and/or enhance and maintain existing quality of life amenities desired and needed in the community revitalization areas, including municipal parks, green spaces, trail facilities and features to improve the visual quality and walkability of the communities. Actions, projects and initiatives focused on interconnecting assets and resources and better connecting residents, employees and visitors to assets and resources within the community revitalization areas is also a priority.
- **ACTION:** The partnership group also works together to support efforts to expand and maintain the public sewer and water, road and sidewalk, flood protection, telecommunication and related infrastructure systems within the community revitalization areas.

Recommendation – Coordinate with the Bradford County Tourism Promotion Agency and members of the Agricultural Community to Enhance Agricultural Tourism Opportunities

The planning process revealed a strong connection between the agricultural community and tourism promotion efforts in the County. Those involved with agriculture pursuits and tourism promotion appear to have recognized that there opportunities to mutually benefit from increasing the types agricultural based tourism offerings in the County. A key topic of discussion during the Agricultural Focus Group session held as part of the planning process centered on identifying and developing new agri-tourism style opportunities for farmers to pursue. An example of a viable agri-tourism opportunity suggested during the session included developing a driving tour or tours similar to the existing Wine Tour and Quilt Tour models that would focus on connecting residents and visitors alike to places where agricultural products are made and sold, such as farmers markets, flea markets, various types of in-door markets and artisan retailers. Attendees noted that this type of Agricultural Tour would naturally be compatible to the types of experiences already promoted by the Bradford County Tourism Promotion Agency. It was further discussed that an Agricultural Tour could be promoted together with the Wine and Quilt Tours and that, together, these tours would create a unique experience within he County that would be significant draw for local and regional visitors.

- **ACTION:** The Bradford County Department of Community Planning and Mapping Services brings together the Bradford County Tourism Promotion Agency, representatives of the Wine and Quilt tours, representatives for existing flea and farmers markets (including the large farmers market in Sayre) and other artisans and craft producers to form an Agri-Tourism Collaboration Group.
- **ACTION:** It is suggested that the Agri-Tourism Collaboration Group focus on the following:
 - Expand the size/frequency of existing farmers markets and add new markets to enlarge the network of farmers markets in the County.
 - Explore the potential for creating stand-alone indoor farmers markets and/or coupling with existing in-door flea markets.
 - Develop and promote farmers market (agricultural product) tours. Consider connecting the tours with similar resources including flea markets, antiques and artisan makers/retailers.

Recommendation – Form Partnerships with the Agricultural Community to Develop Youth Education and Mentorship Programs

Participants in the Agricultural Focus Group session effectively discussed that agriculture education and the process of introducing a range of different opportunities available in the agricultural industry must start with early education programs targeted for elementary, middle and high school students. Participants emphasized that agricultural education programs are being lessened from school district based core curriculums and that the value of agricultural programs offered by the Bradford County Conservation District, local 4H clubs and FFA (Future Farmers of America) are becoming more important. It was also emphasized that additional and creative agriculture education opportunities are needed to reach students who may not already exposed to 4H or FFA organizations. Methods identified as viable, non-curriculum based, methods for reintroduce agricultural topics to school students include growing the number of school and community garden sites and related growing opportunities, establishing model agricultural plots and incorporating *agricultural sciences* into existing STEAM (science, technology, engineering, art, and mathematics) programs and to develop agricultural science based STEM competitions at the 4H level modeled after existing STEM competitions typically held amongst school districts.

Participants also identified that agricultural education programs should not just be focused on school age students. It was noted that continuing education and opportunities must also be available to those emerging farmers (generally considered to be those active in the agricultural industry and approximately 30 years of age) who are beyond youth education programs but who still need continuing agricultural education. Strong enthusiasm was revealed over creating an agricultural mentorship program that would provide opportunities for emerging farmers to be connected with and mentored by more experienced and older members of the agricultural community who have a desire to assist and to support the next generation of farmers to succeed in the County.

- **ACTION:** The Bradford County Department of Community Planning and Mapping Services brings together several members of the agricultural community including farmers themselves, 4H, FFA and conservation district representatives, school district representatives, superintendents, and other partners including members of the Master Gardeners program and Penn State Extension to form an Agricultural Education Working Group.
- **ACTION:** It is suggested that the Agricultural Education Working Group focus on youth education and mentorship activities including:
 - Work with various partners to develop school and community gardens and agricultural plots with the help of Penn State extension.
 - Identify appropriate methods to develop programming to incorporate into STEAM related.
 - Conduct outreach to established farmers to gauge interest in supporting an Agricultural Mentorship Program.
 - Define a management framework for the Agricultural Mentorship Program.

Recommendation – Bring Together Representatives of Natural, Heritage, and Local Historic Resources to Collaborate on Building Connections Among the Resources

Bradford County offers a number of nature based, regional heritage and local historic resources and open space resources including a State Park, State Gamelands, State Forests and a substantial River and Greenway System and a robust County and Municipal Park System. These together form the Natural and Heritage Resource base in the County. Parks, Gamelands and Forests are spread across the County. The Susquehanna River and Greenway extends north-south and covers a majority of the central portion of the County. The US Route 6 Heritage Corridor extends out from US Rt. 6 and includes a spur along US Rt. 220 north up to Sayre while the Endless Mountains Heritage Region includes the entire County. Participants in the Tourism and Marketing and Historic and Heritage Preservation Focus Group sessions acknowledged and agreed that these resources are truly County assets and that better coordination and connections amongst are needed to fully realize their value to current and prospective residents and employees and as an attraction to regional visitors. The results of the Bradford County Community Survey definitively shows that natural resources and associated open space resources along with history and heritage are among the top attributes and strengths appreciated by residents. At the same time, input from the Planning Advisory Committee recognized that connecting residents to existing County assets and resources, including State Lands, County and local parks would serve as an important attractant and reason why younger residents and those in the millennial age category (approx. 18-34 yrs) would want to stay in Bradford County. Overall, Bradford County residents appreciate the natural and heritage resources in the County and they attribute and accept them as a part of their quality of life.

Participants in this planning process identified some realistic steps that could be completed to improve connections including improving river access and observation points, installing additional wayfinding signage to all resources and engaging in shared communication and promotion efforts. The role of local historic assets (examples: former cattle factory in Troy, war gravesites, other artifacts) and the need to connect residents and visitors to these assets via bus tours, school field trips, and driving tours was also identified as a priority.

The dynamics of the planning process and input received from Planning Advisory Committee discussions, Focus Group sessions, Community Workshops and Community Survey findings identified a number of recommendations and actions to strengthen the ties between and amongst the Natural, Heritage, Historic and Community Resources in Bradford County. The following actions are designed to encourage the types of awareness, utilization, and appreciation of the Natural, Heritage, Historic and Community Resources and facilities desired by County residents.

- **ACTION:** The Bradford County Department of Community Planning and Mapping Services brings together representatives from the Pisgah State Park, the Bradford County service forester, Pennsylvania Game Commission's (PGC)

Northeast Region, the US Route 6 Alliance, the Endless Mountains Heritage Region, the Susquehanna River Greenway Partnership, local historic districts and related assets and the Bradford County Tourism Promotion Agency to form an Resource Connection Partnership Group.

- **ACTION:** Resource Connection Partnership Group facilitates actions towards connecting and promoting Natural, Heritage, Historic and Community resources. It is suggested the Group focuses on the following:
 - Developing approaches to jointly sponsor/host, coordinate and cross-promote information on education activities, special events and programming initiatives.
 - Align driving tours that will loop residents and visitors through the County and to the nature-based and heritage/historic resources noted previously. The routes should be signed, marked and promoted to aid in their use.
 - Develop and display a set of itineraries matching the driving tours and keyed to certain experiences that will help to keep users engaged and that will help to build a user's experiences on the routes.
 - Install local and regional wayfinding and interpretive markers tied to the driving tours.
 - Develop a set of walking tours modeled after the Towanda Historic District Walking Tours that ties residents and visitors to local historic assets.
- **ACTION:** Inventory all existing trail systems and associated access points at the Mt. Pisagh State Park, State Gamelands, State Forests and County Parks and obtain, or create new, a set of digital trail maps on a common platform so they can be distributed easily and uniformly displayed on websites including the Bradford County Tourism Promotion Agency and local Chambers of Commerce.
- **ACTION:** Initiate discussions with the Endless Mountains Heritage Region regarding identifying options for expanding their sign initiative associated with the Susquehanna Greenway River Town Program to other areas in the County.
- **ACTION:** Initiate discussions with the US Route 6 Alliance to identify options to maintain, improve and expand wayfinding signage for resources along the corridor in Bradford County in a manner consistent with both the overall corridor themes and local unique Character Area qualities.
- **ACTION:** Prepare a centralized inventory and directory of nature and heritage resources, businesses associated with and/or of interest to users of these resources, activities of interest to these users and events catering to these users. Some elements exist and/or are referenced on certain individual websites (i.e., Bradford County Tourism Promotion Agency, Chambers of Commerce, Northern Tier Regional Planning and Development Commission (NTRPDC, PA Route 6 Alliance, Endless Mountains Heritage Region, etc.) but are not uniformly and thematically presented or collectively branded as the Bradford County Nature and Heritage resource base. The inventory and mapping should be provided to

the Bradford County Tourism Promotion Agency in hard copy and electronic formats. Bradford County Tourism Promotion Agency will consider the information provided and will incorporate the information at their discretion into their current promotional materials describing Things To Do in the County.

- **ACTION:** Initiate discussions with local historic resource representatives to identify specific ways the County can support their efforts to develop and promote their resources. As suggested previously, this may include assisting with bus tours, school field trips, and incorporating local resources into the county-wide driving tours identified previously. This may also include directly provided technical support and providing mapping services and helping to connect representatives with interns and students from area colleges, such as Mansfield University, to complete field work activities.

Recommendation – Promote and Encourage Awareness, Utilization and Appreciation of Natural and Heritage Resources

Building upon the previous Recommendation, this Plan also emphasizes the need to- and value of- better appreciating, promoting and incorporating its unique natural, historic and heritage resources. Three existing nature and heritage based organizations, including the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership, are viewed as primary resource areas/agencies associated with Bradford County. As noted previously, the Susquehanna River and Greenway extends north-south and covers a majority of the central portion of the County. The US Route 6 Heritage Corridor extends out from US Rt. 6 and includes a spur along US Rt. 220 north up to Sayre while the Endless Mountains Heritage Region includes the entire County. Participants in the planning process repeatedly noted that Bradford County's heritage and natural resources can and should be better developed (i.e. capitalized on) within the County and incorporated into promotional efforts to attract regional visitors to the County. The Bradford County Comprehensive Plan equally acknowledges the US Route 6 Heritage Corridor, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership and includes a rather straightforward approach for better coordinating with these nature and heritage based organizations so that the resources can be better developed within the County and better incorporated into promotional efforts.

- **ACTION:** Bradford County will initiate and/or continue discussions with the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership to identify how the County can better partner with them to implement on-going and proposed projects and initiatives within the County. It is suggested that an achievable outcome of this effort would be to convene a set of meetings with these entities to jointly identify mutually beneficial partnering opportunities.
- **ACTION:** Bradford County will actively partner with the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership to implement projects and initiatives within the County.

Recommendation – Emphasize and Renew a Focus on Natural Gas Pipeline Safety

Although natural gas drilling activity in Bradford County has seemingly been lessening over the past several years, it is still very much active and as reported by participants in the Natural Gas Focus Group session, drilling and distribution of gas products remains at a consistent level in the County. Participants in the Natural Gas Focus Group session reported that current shale gas activity consists primarily of some new well pad development and new well drilling on existing pads while future activity is anticipated to include more ‘downstream’ activity including constructing compressor stations, CNG stations, larger electric generation and related facilities. It is acknowledged that impacts on housing, community resources and land use patterns from the past boom in gas development are still being felt in the County and that taking some action to lessen their continuing impacts would be valuable. However, moving forward, the primary concern coming out of the planning process focused on long-term pipeline safety and integrity, corrosion of an ever aging infrastructure system and line strikes from private development projects.

- **ACTION:** Information and mapping of all existing gathering and transmission lines is incomplete at the County level. The Bradford County Department of Community Planning & Mapping Services develops a regulatory approach requiring Gas operators to provide locational information on their gathering lines and compressor stations. This information will become part of the Department’s mapping database.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services coordinates with the industry, local officials, environmental groups, communities and site developers to identify appropriate methods and opportunities for disseminating information about gas line locations.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services formalizes communication channels with shale gas operators to ensure they are adhering to industry standard pipeline safety and integrity standards.
- **ACTION:** Coordinate with industry representatives, local officials, environmental groups, and first responders to identify appropriate methods and opportunities for conducting pipeline strike response training for first responders/EMS.
- **ACTION:** Coordinate with industry representatives, local officials, environmental groups, communities and first responders to identify corridors/areas in the County with a significant volume of gas pipelines and those corridors/areas those generally void of that type of infrastructure.
- **ACTION:** Bradford County continues to focus on legacy pipeline safety issues and concerns including line strikes, pipeline corrosion and integrity and implement actions that will lessen the potential of impacts.

Goal – Improve the Competitiveness of Bradford County

Many statements were made about Bradford County during the planning process, but none was so telling than when it was said that Bradford County is in competition with surrounding counties for residents, tourists and employees. It is accurate to think that a functioning telecommunication system that is accessible throughout the County, a technically proficient workforce and connecting graduating students and young professionals to available career opportunities in the County all play a role in elevating the ability of Bradford County to better compete with its neighboring Counties. The ability of residents, visitors and potential employees to readily locate information about Bradford County, its tourism, heritage and economic development resources is equally as important in this respect.

Members of the Planning Advisory Committee noted that Bradford County is losing jobs and residents to its surrounding Counties and that this trend will continue until strategic improvements are made. Committee members encouraged that the Bradford County Plan identifies implementable approaches that the County can take to help it better compete with surrounding entities.

The following set of recommendations highlights the priority focus and issue areas identified in the planning process within this Goal category. These range from expanding the telecommunication service area to providing additional ways to access information about the County to ways to better understanding why former employees and residents left the County. The recommendations also identify some of the key groups and organizations identified as being associated and/or an important contributor to each focus area. Action steps are provided that will help to guide the pending implementation process.

Recommendation – Build Capacity Among the Five (5) Chambers of Commerce to Allow them to Better Serve as a Source of Tourism, Heritage, Recreation and Economic Development Information

Bradford County is served by five (5) Chambers of Commerce that are dedicated to improving their local communities and providing opportunities for business and economic development to occur. The Chambers include the Central Bradford County Chamber of Commerce, Canton Area Chamber of Commerce, Greater Wyalusing Chamber of Commerce, Greater Valley Chamber of Commerce and the Troy Chamber of Commerce. The Planning process identified that visitors and residents often search for community, tourism and economic development related information first on local area websites and then at the county level. Participants in the planning process identified that the Chambers of Commerce websites could be that first source of local information and could also provide common messaging and content for Bradford County as a whole. The participants also identified that the current versions of the Chambers of Commerce websites do not equally provide this type of information at an appropriate level and that each would need updated to adequately serve in this envisioned role. The Bradford County Tourism Promotion Agency can assist in preparing the unique local and common County information that will be incorporated onto the websites. The Agency will also provide assistance and support in the development of the local community and tourism content. Resources from the US Route 6 Alliance, the Endless Mountain Heritage Region and the Susquehanna River Greenway should be used in developing the local promotion content. The Progress Authority and the Northern Tier Regional Planning and Development Commission will be called upon to provide consistent information on economic development related resources and opportunities including descriptions of each economic development entity, a concise list of programs and services provided and accurate contact information. It was suggested that data analytics technology also be incorporated into the websites so that information on where/why visitors are coming to the County could be tracked and shared with the Tourist Promotion Agency. The County Room Tax grant program was identified as a possible source of funding that could be used to collectively update the websites and for creating the recommended content and for adding the data analytic functionality.

- **ACTION:** The Bradford County Tourism Promotion Agency and the Bradford County of Planning & Mapping will collectively meet with the Chambers of Commerce to introduce the website improvement concept described above and to educate them on the Room Tax Grant Program, including its application process, eligible projects and administrative requirements.
- **ACTION:** The Bradford County of Planning & Mapping will assist and support the Chambers prepare a joint Room Tax Grant application to obtain funding to professionally update each website, develop the unique local information and to incorporate the common County messaging and the economic development information.

Recommendation – Functionally Improve and Maintain the County Website

Participants throughout the planning process recognized the value of effective communication between the County and residents. It was emphasized that the County web-site is a primary way residents find out about County government happenings and can be an initial source of information for potential visitors and those outside of the County who are in need of basic information about the County, such as Department contact information. Members of the Planning Advisory Committee members centered on how the County's website is also the primary tool for providing important County related news and information, municipal contacts and related information, descriptions of County Departments and a Calendar of Events. It was noted that often information on the web-site was outdated, especially the municipal contact information, or did not accurately provide contact information or updated information on County Departments. Comments were also received regarding that the user friendliness and ease of navigation of the County web-site needs to be improved. Members of the Planning Advisory Committee and other stakeholder identified that the County is in the process of updating the layout and functionality of their website. As of the completion of this planning process, the updates to the County website had not been implemented.

- **ACTION:** Taking the above information into account and the on-going efforts of the County to make improvements to its web-site, the following guidance is provided to assist the County in making effective improvements to their website and for maintaining the site's functionality over the long term.
 - Ensure that the resources and staff are in place to ensure the continual maintenance of the new web-site is completed.
 - Information provided on the web-site should be updated regularly to ensure that accurate information, to the extent practical, is provided. Specific focus is placed on the accuracy of municipal information, economic development information and information provided on the Calendar of Events.
 - User friendliness and ease of navigation should be a priority.
 - County Departments should have editorial and quality control over the content provided in their own sections. They should also have access necessary to update their information and to post appropriate links and related materials.

Recommendation – Complete Telecommunication Improvements and Connections Focused On Supporting and Enhancing On-Going Middle Mile Efforts, While Also Preparing to Deploy Last Mile Efforts Once the First Phase of Development is Complete

Bradford County's Economy is centered on agriculture, agri-business, manufacturing and natural resource based businesses. Small business and entrepreneurial development is also a growing segment of the County's economic base. The availability of high speed and reliable telecommunication services are vitally connected to the retention/growth of the existing businesses and industries in the County and to the recruitment of new businesses/industries and for the success of small businesses and entrepreneurial development efforts. The planning process revealed that efforts to improve the telecommunications infrastructure along the main corridors in the County and in the areas immediately surrounding are on-going and will adequately provide needed services when development of the infrastructure system in those areas is completed. Areas just outside the local loop infrastructure system are referred to as the *middle mile* areas where end users are connected to the local loop within the main system corridor. Installing telecommunication infrastructure along the main corridors to create the local loop will facilitate that system connections be made to immediately surrounding areas and to the schools, business and industries located in these areas.

A significant gap in the County's telecommunication system was identified to exist in the more rural areas in the County where a majority of the important agricultural activities are located. The major role that accessible telecommunications plays in the agricultural industry and how younger farmers are trained to heavily rely on advanced technologies to manage their farming operations was thoroughly discussed in the planning process. In the 21st Century, adequate mobile phone, internet and related telecommunication service is not a luxury, but is a basic expectation of existing and potential farmers, residents and entrepreneurs. This not only affects the attraction and retention of farmers but of small home-based and small businesses also located in these rural areas. The rural areas of Bradford County are identified as the *last mile* areas of the telecommunication system. The *last mile* refers to the part of the infrastructure system that connects the network to end users typically located outside of the main system corridor. This Bradford County Comprehensive Plan emphasizes the need to continue supporting on-going *middle mile* enhancement and connection efforts while also preparing to support enhancements to the *last mile* areas once the *middle mile* areas are adequately served.

The dimensions of the telecommunication system issues should be better understood and localized to a degree beyond what was described above. With this in mind, specific actions were not identified in the planning process for how to complete enhancements and connections to the *middle mile* area or how to ultimately extend the telecommunication system to connect the *last mile* area. However this Plan does suggest that The Bradford County Department of Community Planning and Mapping Services works closely with and support as necessary the Progress Authority to build momentum towards extending the system to the rural areas of the County.

Recommendation – Renew a Focus on Technical Skills Based Work Force Training

Participants in the Business and Economic Development Focus Group Session held during Community Workshop #2 identified that the Northern Tier Regional Planning and Development Commission's Workforce Development efforts have moved away from a technical skills training focus and are now focused on providing desirable professional skills (i.e. soft-skills) to job seekers. Various opinions regarding this workforce training approach were offered during the planning process. Most participants agreed that professional skills are necessary and important for job seekers to possess in order to be viable and successful in today's job market. However, it was identified that having a well-trained (meaning technically trained) workforce is more important to the future success of the County and the businesses and industries that operate within. It was also relayed that a technically trained worker will be more able to enter into a family sustaining wage type of career. It was also emphasized that a well trained work force will be better able to adapt and capitalize on the changing needs of many industries. Taking the above into consideration, the Bradford County Comprehensive Plan emphasizes the need to refocus workforce training back to technical skills approach.

- **ACTION:** The Bradford County Department of Community Planning & Mapping Services will work with business and industries, school districts, superintendents and training providers to identify ways to provide more technical based training programs and opportunities for county workers and recent graduates.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services will work with businesses and industries to identify their specific training needs and job requirements so that effective technical skills training programs can be identified and/or developed.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services along with other stakeholders and partners continue to build relationships with school districts, businesses and industries with the intent of increasing awareness of available job and career opportunities within the county and to better defined the skills and training required of them.

Recommendation – Improve Communication Between Industry and Education Stakeholders

The Planning Advisory Committee established retaining talented youth and young professionals in Bradford County as a priority of this Plan. Participants in the Education Focus Group session also believe that strengthening educational and industry partnerships by aligning career pathway opportunities in the County with young professionals and students is vital to the long term success of the County. Participants in this session believe that this must start with educating younger professionals, students and, perhaps most importantly, their parents on available job and career opportunities that are historically available in the County. They also feel strongly that identifying and reducing communication barriers (whether perceived or real) that may exist between business/industries, education stakeholders and ultimately students, parents and younger professionals in the County is of equal importance. They suggested that building partnerships and relationships between School Districts and in particular High School administrators and guidance counselors, post-secondary training providers, superintendents, and industries/businesses in the County is a key step in this process. The intent is to be continually identifying relationship building opportunities aimed at allowing for more wide-spread and effective awareness of available job openings, internships and apprentice programs, and other viable career paths available in the County. An example that illustrates the value of connecting young professionals to an existing career path opportunity was provided by Guthrie Health System representatives on the Planning Advisory Committee. The Guthrie Health System offers a number of medical, administrative and Information Technology (IT) field related internships and has a number of nursing clinicals available at their Guthrie Robert Packer Hospital. These internships and clinicals represent a substantial opportunity for Bradford County residents to enter into a medical profession. They also represent a substantial opportunity for Guthrie to retain for full employee talented professionals after completion of their internship or clinical.

- **ACTION:** The Bradford County Department of Community Planning & Mapping Services will work to bring business and industry representatives to the table along with School District and post-secondary training providers to begin the process of identifying communication barriers amongst them and for identifying solutions for overcoming them.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services also serves as the facilitator amongst business, industry, school district and training provider representatives to identify appropriate methods and opportunities that allow these groups to better coordinate and communicate with each so that more information is available to students and young professionals.

- **ACTION:** The Bradford County Department of Community Planning & Mapping Services will also specifically reach out to the School District Advisory Councils and the Northern Tier Career Counselor Initiative and will collaboratively work with them to identify opportunities and methods for translating and distributing career and job related information coming from businesses and industries down to the student level.
- **ACTION:** The Bradford County Department of Community Planning & Mapping Services will also specifically reach out to the School Districts, superintendents, and technical training providers and will encourage them to conduct more career fairs, host additional information sessions, distribute information in different formats and to conduct additional campus tours for middle and junior high grade levels.

Recommendation – Define Employee Migration Trends

The Planning Advisory Committee and other stakeholders identified that a key factor in retaining and attracting younger, educated and skill workers in the County was to have an understanding of why they were originally attracted to the County, what is keeping them in the County and, if they decided to leave the County for another opportunity, what were some of the causal reasons behind that decision. Creating a Survey program was identified during the planning process as being a practical and implementable way to directly collect this type of information from current and former members of the workforce and recent graduates. The focus here is also on evaluating and sharing the information so that effective work force development and related economic development programs along with business and employee recruitment efforts can be developed and implemented. The information can also be used to effectively direct community level revitalization efforts and County improvement initiatives.

- **ACTION** - Develop a County sponsored Survey program designed to acquire information from current employees, former employees and recent High School or Post-Secondary School graduates:
 - *Current Employees* – the goal is to learn what attracted them to the County. Was it solely the Job Opportunity, was there a family connection and/or did characteristics of the County have any role. The Survey should be designed to identify what characteristics of the County were factored into their decision to locate in Bradford County.
 - *Former Employees* – the goal is to define the causal reasons for their departure. Was it solely a better opportunity elsewhere, was there a specific impediment (housing choice, community amenities, out-door recreation) to living in the County or were other factors at play. The intent would be to identify specific issues and trends related to why they left Bradford County.
 - *Recent Graduates* - the goal here is to learn where (i.e. the county/state) they are considering migrating to for employment and why they are choosing that particular area. In is anticipated the information will reflect a desire to stay within Bradford County. The intent is to know whether their intended decision to stay or leave the County is solely job opportunity based or do the characteristics/amenities of a certain area play a factor.
- **ACTION** – Prepare an inventory of selected business, industries, service providers and School Districts that would be agreeable to assisting the County administer the Survey program to their current employees and to those employees preparing to leave for another opportunity out of Bradford County. The later most likely could occur during an exit interview or through a mailed survey format if a forwarding address is known. Industries and businesses approached to help implement the Survey should be representative of the types found through the County. School Districts should be approached to gauge their interest in administering the Survey to pending and recent graduates and to their alumni base.

- **ACTION** – Analyze and evaluate the information obtained with the purpose of identifying common themes, issues and reasons. The intent would be to prepare a concise results reporting method that can be easily updated and distributed to a range of end users.
- **ACTION** – The County should be prepared to use the information obtained in the Survey by working in partnership with relevant stakeholders to address common themes and issues identified as being primary reasons for leaving the County.
- **ACTION** – The County should also be prepared to work with partners to better promote, maintain and enhance those key resources and amenities identified by the survey participants as being reasons they were attracted to stay in the County.

Bradford County Comprehensive Plan - Implementation and Recommendations Summary

Goal – Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County				
Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Coordinate with Transportation, Health Care and Senior Service Providers on the Cooperative Delivery of Transportation Services	Bradford County forms a Transportation Task Force with representatives from Guthrie Heath System and other health care providers, BeST Transit and the B/S/S/T Area Agency on Aging. The Task Force will collaborate on transportation needs of senior aged residents and other residents needing dependable access to health care services and existing service gaps.	Immediate & Continuing	Transportation Task Force Guthrie Heath System Other health care providers BeST Transit B/S/S/T Area Agency on Aging	8
	The Transportation Task Force works together to develop an effective survey method to gather information from senior residents on how they obtain and consume information regarding available health care services and transportation services.	Short-term		8
	Bradford County encourages the Transportation Task Force to improve and maintain a transportation system that provides dependable transportation to senior aged residents and other residents needing dependable transportation access to health care services.	Long-term		9
Establish Private-Public Partnerships Amongst the County, Communities, the Guthrie Health Care System and other Business/Industries to Complete Community Revitalization Efforts	Bradford County facilitates partnerships with and amongst Guthrie, Industries, Real Estate experts, other stakeholders and the South Waverly-Sayre-Athens and Towanda-Wysox-Monroe communities to jointly focus on community revitalization efforts.	Immediate & Continuing	Guthrie Heath System Larger Businesses and Industries Real Estate Experts Community Representatives	10
	The partnership group works together to develop a set of incentives or other methods to subsidize home building projects that will increase the Return on Investment (ROI) for new home construction projects meeting the in-demand housing type described above.	Short-term & Continuing		10
	The partnership group works together to develop an investment strategy and/or financial support system to directly fund and complete projects or to financially assist the municipalities with obtaining grants or other types of funding to develop new and/or enhance and maintain desired quality of life amenities.	Short-term & Continuing		11
Coordinate with the Bradford County Tourism Promotion Agency and members of the Agricultural Community to Enhance Agricultural Tourism Opportunities	The Bradford County Department of Community Planning and Mapping Services brings together the Bradford County Tourism Promotion Agency, representatives of the Wine and Quilt tours, representatives for existing flea and farmers markets (including the large farmers market in Sayre) and other artisans and craft producers to form an Agri-Tourism Collaboration Group.	Immediate	Agri-Tourism Collaboration Group Bradford County Department of Community Planning and Mapping Services Representatives of the Wine and Quilt tours Representatives for existing flea and farmers markets Other artisans and craft producers	12
	It is suggested that the Agri-Tourism Collaboration Group focus on the following: <ul style="list-style-type: none"> Expand the size/frequency of existing farmers markets and add new markets to enlarge the network of farmers markets in the County. Explore the potential for creating stand-alone indoor farmers markets and/or coupling with existing in-door flea markets. Develop and promote farmers market (agricultural product) tours. Consider connecting the tours with similar resources including flea markets, antiques and artisan makers/retailers. 	Long-term & Continuing		12

Goal – Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County

Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Form Partnerships with the Agricultural Community to Develop Youth Education and Mentorship Programs	The Bradford County Department of Community Planning and Mapping Services brings together several members of the agricultural community including farmers themselves, 4H, FFA and conservation district representatives, school district representatives and other partners including members of the Master Gardeners program and Penn State Extension to form an Agricultural Education Working Group. It is suggested that the Agricultural Education Working Group focus on youth education and mentorship activities including: <ul style="list-style-type: none"> Work with various partners to develop school and community gardens and agricultural plots with the help of Penn State extension. Identify appropriate methods to develop programming to incorporate into STEAM related. Conduct outreach to established farmers to gauge interest in supporting an Agricultural Mentorship Program. Define a management framework for the Agricultural Mentorship Program. 	Immediate	Agricultural Education Working Group Bradford County Department of Community Planning and Mapping Services 4H FFA Conservation District Representatives School District Representatives Master Gardeners Program Penn State Extension	13
		Short-term & Continuing		13
Bring Together Representatives of Natural, Heritage, and Local Historic Resources to Collaborate on Building Connections Among the Resources	The Bradford County Department of Community Planning and Mapping Services brings together representatives from the Pisgah State Park, the Bradford County service forester, Pennsylvania Game Commission's (PGC) Northeast Region, the US Route 6 Alliance, the Endless Mountains Heritage Region, the Susquehanna River Greenway Partnership, local historic districts and related assets and the Bradford County Tourism Promotion Agency to form an Resource Connection Partnership Group. Resource Connection Partnership Group facilitates actions towards connecting and promoting Natural, Heritage, Historic and Community resources. It is suggested the Group focuses on the following: <ul style="list-style-type: none"> Developing approaches to jointly sponsor/host, coordinate and cross-promote information on education activities, special events and programming initiatives. Align driving tours that will loop residents and visitors through the County and to the nature-based and heritage/historic resources noted previously. The routes should be signed, marked and promoted to aid in their use. Develop and display a set of itineraries matching the driving tours and keyed to certain experiences that will help to keep users engaged and that will help to build a user's experiences on the routes. Install local and regional wayfinding and interpretive markers tied to the driving tours. Develop a set of walking tours modeled after the Towanda Historic District Walking Tours that ties residents and visitors to local historic assets. 	Short-term	Resource Connection Partnership Group Bradford County Department of Community Planning and Mapping Services Representatives from the Pisgah State Park Bradford County service forester Pennsylvania Game Commission's (PGC) Northeast Region US Route 6 Alliance Endless Mountains Heritage Region Susquehanna River Greenway Partnership Local Historic Districts Tourism Promotion Agency	14
		Long-term		15

Goal – Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County

Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Bring Together Representatives of Natural, Heritage, and Local Historic Resources to Collaborate on Building Connections Among the Resources (cont.)	Inventory all existing trail systems and associated access points at the Mt. Pisagh State Park, State Gamelands, State Forests and County Parks and obtain, or create new, a set of digital trail maps on a common platform so they can be distributed easily and uniformly displayed on websites including the Bradford County Tourism Promotion Agency and local Chambers of Commerce.	Short-term	Bradford County Tourism Promotion Agency Chambers of Commerce	15
	Initiate discussions with the Endless Mountains Heritage Region regarding identifying options for expanding their sign initiative associated with the Susquehanna Greenway River Town Program to other areas in the County.	Immediate	Endless Mountains Heritage Region Susquehanna Greenway River Town Program	15
	Initiate discussions with the US Route 6 Alliance to identify options to maintain, improve and expand wayfinding signage for resources along the corridor in Bradford County in a manner consistent with both the overall corridor themes and local unique Character Area qualities.	Immediate	US Route 6 Alliance	15
	Prepare a centralized inventory and directory of nature and heritage resources, businesses associated with and/or of interest to users of these resources, activities of interest to these users and events catering to these users. Some elements exist and/or are referenced on certain individual websites but are presented or collectively branded as the Bradford County Nature and Heritage resource base.	Short-term	Bradford County Tourism Promotion Agency Chambers of Commerce Northern Tier Regional Planning and Development Commission (NTRPDC) PA Route 6 Alliance Endless Mountains Heritage Region	15
	Initiate discussions with local historic resource representatives to identify specific ways the County can support their efforts to develop and promote their resources.	Short-term & Continuing	Bradford County Department of Community Planning and Mapping Services local historic resource representatives	15
Promote and Encourage Awareness, Utilization and Appreciation of Natural and Heritage Resources	Bradford County will initiate and/or continue discussions with the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership to identify how the County can better partner with them to implement on-going and proposed projects and initiatives within the County.	Short-term & Continuing	Bradford County Department of Community Planning and Mapping Services	17
	Bradford County will actively partner with the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership		US Route 6 Alliance Endless Mountains Heritage Region Susquehanna River Greenway Partnership	17
Emphasize and Renew a Focus on Natural Gas Pipeline Safety	Information and mapping of all existing gathering and transmission lines is incomplete at the County level. The Bradford County Department of Community Planning & Mapping Services develops a regulatory approach requiring Gas operators to provide locational information on their gathering lines and compressor stations.	Short-term	Bradford County Department of Community Planning and Mapping Services	18
	The Bradford County Department of Community Planning & Mapping Services coordinates with the industry, local officials, environmental groups, communities and site developers to identify appropriate methods and opportunities for disseminating information about gas line locations.	Short-term & Continuing	Bradford County Department of Community Planning and Mapping Natural Gas Industry representatives Local officials Environmental groups Communities Site developers	18

Goal – Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County				
Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Emphasize and Renew a Focus on Natural Gas Pipeline Safety (cont.)	The Bradford County Department of Community Planning & Mapping Services formalizes communication channels with shale gas operators to ensure they are adhering to industry standard pipeline safety and integrity standards.	Short-term & Continuing	Bradford County Department of Community Planning and Mapping Natural Gas Industry representatives Local officials Environmental groups Communities Site developers	18
	Coordinate with industry representatives, local officials, environmental groups, communities and first responders to identify appropriate methods and opportunities for conducting pipeline strike response training for first responders/EMS.			18
	Coordinate with industry representatives, local officials, environmental groups, communities and first responders to identify corridors/areas in the County with a significant volume of gas pipelines and those corridors/areas those generally void of that type of infrastructure.			18
	Bradford County continues to focus on legacy pipeline safety issues and concerns including line strikes, pipeline corrosion and integrity and implement actions that will lessen the potential of impacts.			18

Bradford County Comprehensive Plan - Implementation and Recommendations Summary

Goal – Improve the Competitiveness of Bradford County

Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Build Capacity Among the Five (5) Chambers of Commerce to Allow them to Better Serve as a Source of Tourism, Heritage, Recreation and Economic Development Information	<p>The Bradford County Tourism Promotion Agency and the Bradford County of Planning & Mapping will meet with the Chambers of Commerce to introduce the website improvement concept and to educate them on the Room Tax Grant Program, including its application process.</p> <p>The Bradford County of Planning & Mapping will assist and support the Chambers prepare a joint Room Tax Grant application to obtain funding to professionally update each website, develop the unique local information and to incorporate the common County messaging and the economic development information.</p> <p>The following guidance is provided to assist the County in making effective improvements to their website and for maintaining the site's functionality over the long term.</p> <ul style="list-style-type: none"> o Ensure that the resources and staff are in place to ensure the continual maintenance of the new web-site is completed. o Information provided on the web-site should be updated regularly to ensure that accurate information, to the extent practical, is provided. Specific focus is placed on the accuracy of municipal information, economic development information and information provided on the Calendar of Events. o User friendliness and ease of navigation should be a priority. o County Departments should have editorial and quality control over the content provided in their own sections. 	Immediate & Continuing	Bradford County Department of Community Planning and Mapping Services Tourism Promotion Agency Chambers of Commerce	20
Functionally Improve and Maintain the County Website		Immediate & Continuing	Bradford County Department of Community Planning and Mapping Services Chambers of Commerce	20
Complete Telecommunication Improvements and Connections Focused On Supporting and Enhancing On-Going Middle Mile Efforts, While Also Preparing to Deploy Last Mile Efforts Once the First Phase of Development is Complete	<p>Bradford County coordinates with the Progress Authority and others to improve and implement telecommunication enhancements throughout the County.</p>	Short-term & Continuing	Bradford County Departments	21
		Immediate & Continuing	The Bradford County Department of Community Planning and Mapping Services Progress Authority	22
		Short-term		23
		Short-term	The Bradford County Department of Community Planning and Mapping Services Businesses and Industries School Districts Training Programs	23
Renew a Focus on Technical Skills Based Work Force Training	<p>The Bradford County Department of Community Planning & Mapping Services will work with business and industries, school districts and training providers to identify ways to provide technical based training programs and opportunities.</p> <p>The Bradford County Department of Community Planning & Mapping Services will work with businesses and industries to identify their specific training needs and job requirements.</p> <p>The Bradford County Department of Community Planning & Mapping Services along with other stakeholders and partners continue to build relationships with school districts, businesses and industries with the intent of increasing awareness of available job and career opportunities within the county and to better defined the skills and training required of them.</p>	Short-term		23

Goal – Improve the Competitiveness of Bradford County				
Recommendations	Action Steps	Priority	Suggested Partnerships	Page Reference
Improve Communication Between Industry and Education Stakeholders	The Bradford County Department of Community Planning & Mapping Services will work to bring business and industry representatives to the table along with School District and post-secondary training providers to begin the process of identifying communication barriers amongst them and for identifying solutions.	Short-term & Continuing	The Bradford County Department of Community Planning and Mapping Services Businesses and Industries School Districts	24
	The Bradford County Department of Community Planning & Mapping Services also serves as the facilitator amongst business, industry, school district and training provider representatives to identify appropriate methods and opportunities that allow groups to better coordinate and communicate with each so that more information is available to students and young professionals.	Short-term & Continuing	The Bradford County Department of Community Planning and Mapping Services Businesses and Industries School Districts	24
	The Bradford County Department of Community Planning & Mapping Services will reach out to the School District Advisory Councils and the Northern Tier Career Counselor Initiative and will collaboratively work with them to identify opportunities and methods for translating and distributing career and job related information coming from businesses and industries down to the student level.	Short-term & Continuing	The Bradford County Department of Community Planning and Mapping Services School District Advisory Councils Northern Tier Career Counselor Initiative	25
	Reach out to the School Districts and technical training providers to encourage them to conduct more career fairs, information sessions, distribute information in different formats and to conduct additional campus tours for middle and junior high grade levels.	Short-term & Continuing	The Bradford County Department of Community Planning and Mapping Services Businesses and Industries School Districts	25
Define Employee Migration Trends	Develop a Survey program designed to acquire information from current employees, former employees and recent High School or Post-Secondary School graduates: <ul style="list-style-type: none"> o <i>Current Employees</i> – to learn what attracted them to the County. Was it solely the Job Opportunity, was there a family connection and/or did characteristics of the County have any role. o <i>Former Employees</i> – to define the causal reasons for their departure. Was is solely a better opportunity elsewhere, was there a specific impediment (housing choice, community amenities, out-door recreation) to living in the County. o <i>Recent Graduates</i> - the goal here is to learn where (i.e. the county/state) they are considering migrating to for employment and why they are choosing that particular area. In is anticipated the information will reflect a desire to stay in Bradford County. 	Short-term & Continuing	The Bradford County Department of Community Planning and Mapping Services Businesses and Industries School Districts	26
	Prepare an inventory of selected business, industries, service providers and School Districts that would be agreeable to assisting the County administer the Survey program to their current employees and to those employees preparing to leave for another opportunity out of Bradford County.	Short-term		26
	Analyze and evaluate the information obtained with the purpose of identifying common themes, issues and reasons.	Short-term & Continuing		27
	Use the information obtained in the Survey to address common themes and issues identified as being primary reasons for leaving the County and better promote, maintain and enhance those key resources and amenities identified by the survey participants as being reasons they were attracted to stay in the County.	Short-term & Continuing		27

Pennsylvania Municipal Planning Code Interface

Correlating planning goals, recommendations and actions with certain requirements of the Municipal Planning Code (MPC) underlies the planning process associated with updating the Bradford County Comprehensive Plan. In essence, the planning approach used in the collection, review, interpretation and application of data and information and public input is central to meeting the spirit and intent of various MPC requirements. In addition, the Comprehensive Plan prioritizes the goals, recommendations and actions into two (2) recommendation categories that target *Greater coordination across groups that are focused on improving Bradford County* and *Improving the Competitiveness of Bradford County*.

Land Uses Relating to Important Natural Resources/Minerals [301(a) (7) (i)]

The Land Use Profile and the Physical and Natural Features Overview within the *Existing Conditions* document references important natural resources, including Forest Resources, Important Farmland Soils and Farmland Preservations, Special Protection Streams and Watershed Areas, and Natural Heritage Inventory sites other important natural areas. These resources were identified, described and mapped individually and were further layered together to develop a *Developmental Constraints Map* (Existing Conditions - page 64) which summarizes and applies natural resource information, constraints and limitations and served as a base for future land use planning recommendations. Marcellus Shale Gas Drilling in Bradford County was identified as an active industry and the Comprehensive Plan recommends a renewed focus on Natural gas pipeline safety. The Natural Resources information and the subsequent *Developmental Constraints Map* were directly used to develop a generalized *Future Land Use Recommendations Map* (Goals, Recommendations and Actions – page 6). The Future Land Use information presented in the Plan will serve as a guide for developmental and conservation planning and project reviews at the county and local level.

Land Uses of Regional Impact and Significance [301(a) (7) (ii)]

The Economic Base Profile within the *Existing Conditions* compendium includes a subsection titled Tourism Profile (Pages 33-35) that reflects upon the significance of heritage and nature tourism in Bradford County. The Plan acknowledges that nature-tourism has long been an important component of the Bradford County economy and highlights that there is a significant amount of State owned public lands and numerous other public recreational opportunities and resources throughout Bradford County that create the nature-tourism experience. The Plan also recognizes that forested lands are significant to the County. The *Forested Areas Map* (Existing Conditions - page 51) highlights the forested areas in the County. The Plan also highlights the location of publically-owned land, including State Parks, Game Lands and Forests, County and Local Parks within the County on the *State Land and County and Local Parks Map* (Existing Conditions - page 61). Many of these resources are also highlighted on a *Public Outdoor Recreation Assets Map* (Existing Conditions - page 76).

Preservation and Enhancement of Agriculture [301(a) (7) (iii)]

Agriculture land continues to be an important part of Bradford County's culture and economy. The *Farm Land Resources Map* (Existing Conditions - page 52) graphically depicts the location of Prime and Statewide Important Farmland soils, Agricultural Security Areas, and active agricultural land. It is a recommendation in the Plan to maintain partnerships with the agricultural community for the preservation and expansion of agricultural products, practices and markets as well as educating youth on the importance of agriculture. The Plan also recommends partnering with the Agricultural community to provide mentorship programs and youth education/engagement opportunities. The Comprehensive Plan recommends coordination between the Bradford County Tourism Promotion Agency and the members of the agricultural community to enhance Agricultural Tourism Opportunities in the County. The *Future Land Use Recommendations Map* (Goals, Recommendations and Actions – page 6) shows that most of the agricultural land in the County is included in the *Rural/Agricultural Preservation Area* that recommends that less intense land uses be continued and that efforts to preserve agricultural land including, but not limited to, Agricultural Security Areas (ASAs) and Agricultural Easements be encouraged.

Historic Preservation [301(a) (7) (iv)]

Bradford County is located within two (2) recognized heritage areas, including the Endless Mountains and the US Route 6 Heritage Areas. The Economic Base Profile within the *Background Conditions* compendium includes a review of the Economic Impacts that Heritage based tourism has on Bradford County. The importance of history and heritage in Bradford County was also reflective in the results of the Community Survey completed for the Plan. Respondents rated (84%) History and Heritage as a *quality of life* strength in the County. The Plan recommends *bringing together representatives of natural, heritage, and local historic resources to collaborate on building connections among the resources*. The Plan also suggests that representatives of the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership continue to coordinate together to implement initiatives and projects to achieve an outcome beneficial to Bradford County.

Planning for a Reliable Supply of Water [301 (b)]

Various sections in the *Existing Conditions* compendium reflect aspects of public water supply and source water protection. The Physical and Natural Features Overview describes and includes mapping of significant *Surface Water features* (page 56), *Source Water Protection Areas* (page 58), and *Floodplains* (page 60) in the County. The Infrastructure Profile section provides details on public water supply and provides a *Public Sewer and Water* map (page 82) that highlights service areas within the County. The Plan recommends that a Private-Public Partnership be formed comprised of County representatives, Community members, and business/industry representatives to coordinate community revitalization efforts and to support the expansion of public sewer, water, and related infrastructure systems throughout the County. Furthermore,

the *Future Land Use Map* (Goals, Recommendations and Actions – page 4) and accompanying recommendations encourage concentrated development to occur in and around the service areas of the public water and sewer systems and away from the sensitive regional water supply facilities. Implementation of the Plan will ensure the maintenance and sustainability of public water supplies, surface waters and headwater areas in Bradford County.

The MPC requires that Comprehensive Plans state that commercial agricultural production may impact water supply sources, and that lawful activities such as mineral extraction may also impact water supply sources and such activities are governed by other statutes that specify replacement and restoration of affected water supplies. These factors are hereby acknowledged in the Bradford County Comprehensive Plan.

Statement of Compatibility with Development in Contiguous Counties [301 (a) (5)]

The regional perspective is critical for all forms of planning and especially since Bradford County abuts Counties and School Districts in both Pennsylvania and New York states including the Counties of Tioga, Lycoming, Sullivan, Wyoming, and Susquehanna in Pennsylvania and Tioga and Chemung counties in New York and the Northern Tioga, Southern Tioga, Sullivan County, Tunkhannock, Elk Lake, Montrose, Athens, Canton, Northeast Bradford, Sayre, Towanda, Troy, and Wyalusing, Elmira City, Waverly central, Tioga Central, and Owego-Apalachin Central School Districts. Contiguous Counties and School Districts were provided with an opportunity to review the Plan and to provide comments relating to the compatibility between counties in terms of existing and proposed land uses, growth and development objectives and plans during the MPC required 45-day public review period. Overall, the Bradford County Comprehensive Plan and its Future Land Use recommendations are compatible with the contiguous counties.

❑ Tioga County, PA

Tioga County is located to the west of Bradford County. Tioga County designates most of the land on its border with Bradford as a Low Density Rural/Agricultural Area which is compatible to the adjoining Rural/Agricultural Preservation Area recommended in Bradford County's Future Land Use Plan. Bradford County designates the remainder of its land adjacent to Tioga as a Natural Resources Protection area which corresponds well to the adjoining Natural Resources Area designated in the Tioga County Future Land Use Plan.

❑ Lycoming County

Lycoming County is located to the southwest of Bradford County. Lycoming County's Vision Map designates the entire northern portion of the county including along its border with Bradford County as a Natural Resource Region. The types of land uses envisioned by Lycoming County are very compatible with the Natural Resources Protection Area and the Rural/Agricultural Preservation Area designated in the Bradford County Future Land map.

- ❑ Sullivan County, PA

Sullivan County is located to the South of Bradford County. The Sullivan County Comprehensive Plan shows that most of its land adjacent to Bradford County is either within a Resource Conservation category or contains portions of a State owned land that is located in both counties. These land uses match well with the Natural Resources Protection Area designated in the Bradford County Future Land map.
- ❑ Wyoming County

Wyoming County is located to the southeast of Bradford County. Wyoming County is currently updating their Comprehensive Plan to provide a *set of policies for future development and conservation* in the County. A handout from a plan meeting outlines the importance of conserving the natural resources and preserving the historic qualities that exists in the County. This is very consistent with the Bradford County Comprehensive Plan.
- ❑ Susquehanna County

Susquehanna County is located to the east of Bradford County. In June 2018, Susquehanna County completed a Comprehensive Plan update and identified goals and actions and land use recommendations similar to those made in the Bradford County Plan.
- ❑ Tioga County, NY

Tioga County, New York is located to the northeast of Bradford County. The *Tioga County Agricultural & Farmland Protection Plan Update 2015* emphasizes that agriculture is an industry of importance in the County and has exceptional potential for the future. That Plan notes that farms preserve rural character and open spaces that are essential to the quality of life for their residents. It also notes that farms and forests provide working self-sustaining landscapes which preserve and enhance environmental quality. Tioga County (NY) emphasizes that farms, forests and the agricultural industry are assets that need to be preserved. This is echoed in the Bradford County Comprehensive Plan Update.
- ❑ Chemung County, NY

Chemung County is located to the northwest of Bradford County. The *Chemung County, New York Agricultural Economic Development Plan* outlines the importance of preserving and strengthening the agriculture industry and recognizes the importance of planning for the economic aspect of the industry. Similarly to what is recommended in the Bradford County Plan, Chemung County identified that agricultural educational programs are important to ensuring current and future farmers succeed in the County.

Interrelationship among Plan Components [301(a) (4.1)]

Conventional planning categories (i.e. demographics, transportation, land use, community facilities, housing, etc.) were addressed in the data collection and analysis process used in part to prepare the *Existing Conditions* compendium. The *Goals, Recommendations and Actions* volume synthesized these conventional categories into two (2) recommendation categories that target *Greater coordination across groups that are focused on improving Bradford County* and *Improving the Competitiveness of Bradford County*. The improvements addressed in the Bradford County Comprehensive Plan address *real world* problems and issues, such as balancing natural resources protection with economic growth, improving telecommunications services and improving access to transportation. Some of the recommendations and actions provided in the Plan are directed towards certain specific functional ends, such as supporting the continual development of the County website and defining employee migration trends throughout the County, while others involve actions that will evolve over time, such as community revitalization and building connections between natural, heritage and local historic resources. The recommendations and actions made in the Plan have relationships and impacts on other planning components. Thus, the very underpinning of relationships among planning components is addressed in the approach and the body of this Plan. The matrix on the following page summarizes these relationships.

SUMMARY OF PLANNING COMPONENT INTERRELATIONSHIPS

Conventional Category	Goal <i>Achieve Greater Coordination Amongst and Across Groups that are Focused on Improving Various Aspects of Bradford County</i>	Goal <i>Improve the Competitiveness of Bradford County</i>
Land Use	The recommendation of establishing partnerships to complete community revitalization incorporates the development of desired land uses, housing and commercial activity while promoting the preservation of existing resources.	County Website enhancements will allow for easier distribution of updated land-use related information to the public for easy interpretation. The Plan recommends better coordination for continued maintenance after the website is activated.
Transportation	Short- and Long- range recommendations prioritize better coordination amongst transportation, health care and senior service providers on improving delivery of transportation services. The Plan encourages forming a Transportation Task Force to work on improving and maintaining a dependable transportation system for all residents.	Connecting the telecommunication system into the middle and last mile areas of the County will enhance and expand commercial, industrial, agricultural and residential activities. This will require a sufficient transportation infrastructure to be in place throughout the County.
Housing	The Plan recommends forming a Community Revitalization Partnership group to work together to develop a set of incentives or other methods to subsidize home building projects that will increase the Return on Investment (ROI) for new home construction projects meeting the in-demand housing type.	Defining employee migration trends will provide housing related information from current and former employees and recent graduates entering the County workforce. The employee survey will show desired housing information and show trends among the desired demographics.
Public Utilities and Infrastructure	The formed Community Revitalization Partnership group will work together to develop an investment strategy and/or financial support system to directly fund and complete projects or to financially assist the municipalities with obtaining grants or other types of funding to develop new and/or to enhance and maintain desired quality of life amenities.	The Plan integrates information on improving and implementing telecommunication enhancements throughout the County. Installing telecommunication infrastructure along the main corridors to create the local loop will facilitate that system connections be made to immediately surrounding areas including to schools, business and industries located in these areas and ultimately to the more rural areas in the County.
Economic Base	A recommendation is to expand the size/frequency of existing farmers markets and add new markets to enlarge the network of farmers markets in the County. The Plan also explores the potential for creating stand-alone indoor farmers markets and considers connecting the tours with similar resources including flea markets, antiques and artisan makers/retailers.	There is an emphasis on renewing a focus on technical skills based work force training (in addition to soft skills training), improving communication between industry and education stakeholders, and defining new employee migration trends.
Natural and Historic Resources	A recommendation is made to sustain a coordinated effort with natural, heritage and local resource representatives to develop a unified effort to preserve natural and historic resources and to build connections amongst the resources.	Recommendations address improving coordination among the chambers of commerce to allow them to serve as an initial source of information on natural and heritage resources and tourism assets as well as information on local historic assets.
Recreation and Public Services	The Plan recognizes the value of promoting and encouraging awareness of existing natural and historic based recreation resources in the County. Bradford County will actively partner with the US Route 6 Alliance, the Endless Mountains Heritage Region and the Susquehanna River Greenway Partnership.	The planning process revealed that outdoor, natural and recreation resources improve the <i>quality of life</i> of residents and that <i>quality of life</i> is intrinsically linked with the economy in Bradford County.