# *Springettsbury Township Comprehensive Recreation, Park & Open Space Plan*

Prepared for:
Springettsbury Township, PA

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2008

# Acknowledgements


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# Executive Summary

## Overview

The *Springettsbury Township Comprehensive Recreation, Parks and Open Space Plan* was created through a year-long strategic planning process that included public participation, an assessment of facilities and programs, and an evaluation of management and funding. Community input was sought through interviews with key stakeholders, group forums, a community survey and a community workshop. The Committee met regularly in open public meetings to provide insight, guidance, community contacts, direction for reports and to serve as promoters for the planning process.

As a part of the Comprehensive Plan process completed in 2006, Springettsbury Township retained the services of Kise Straw & Kolodner in collaboration with YSM and Toole Recreation Planning to assist the community in defining a vision and set forth goals for parks, recreation services and open space in the municipality.

## Key Findings

The key findings of the Plan include:

- The Township offers a diverse mix of high quality recreation programs and services that are well-attended by residents and participation is rapidly increasing,
- Additional land is needed for sports fields and new community parks,
- The community has expressed the need for an indoor community recreation facility,
- Opportunities exist for a greenway/trail network throughout portions of the community beginning with sidewalk extensions to neighborhood parks,
- The Township's park budget per acre of parkland is lower than average which affects facility maintenance,
- A formal employee development program should be included in the parks budget to invest in staff and labor,
- A maintenance management system is needed for parks and recreation facilities, and
- Open space and natural resource protection is a priority as the Township reaches build-out.

## Goals and Vision

With an increasing population, diminishing open space and a growing demand for recreation opportunities, the *Springettsbury Township Comprehensive Recreation, Parks and Open Space Plan* seeks to provide the Township with a roadmap towards meeting the community's needs through effective management and quality facilities and services.

Within the next 10 years, the *Springettsbury Township Comprehensive Recreation, Parks and Open Space Plan* will guide the Township to meet the following vision:

> *Springettsbury Township provides a premiere park, recreation, and open space system meeting the needs of its citizens and provides opportunities for life-long recreation to enhance the quality of life of residents. The system includes parks, natural areas, trails, and greenways that connect the community and bring residents together.*

**General Recommendation**

The Plan sets forth recommendations for parkland and open space, recreation facilities, greenway and trails, programs and services, management and finances. These recommendations include:

- Acquisition of at least 165 acres of additional parkland,
- Access improvements and amenity upgrades to existing parks and recreation facilities,
- Development of master plans for underutilized and acquired parkland,
- Conducting a feasibility study for an indoor community recreation center,
- Creation of a connected system of trails and protected natural resources,
- Expansion of the Springettsbury Township Parks & Recreation Department,
- Development of a program and service management plan,
- Development of a maintenance system for parkland and facilities, and
- Exploration into a mix of tax funds, partnerships, sponsorships and non-tax funds to support, parks and recreation.

**Conclusion**

The Springettsbury Township Comprehensive Recreation, Park and Open Space Plan is intended to be a dynamic and flexible course of action. With committed leadership, Springettsbury Township can achieve the plan goals and vision for a premiere park, recreation, and open space system. Cooperation and communication between Township officials, staff, residents, community institutions, and governmental agencies are key to the implementation of this Plan.

# I. Introduction

**Plan Purpose and Goals**

As a part of the Comprehensive Plan process, Springettsbury Township retained the services of Kise Straw & Kolodner in collaboration with YSM and Toole Recreation Planning to assist the community in defining a vision and set forth goals for parks, recreation services and open space in the municipality. Funding for the Plan was acquired through Pennsylvania's Department of Conservation and Natural Resources (PA DCNR).

The initial plan goals include:

- Focus on a strategic plan to position the Township to move ahead into implementation. Emphasis will be on creating options and strategies rather than on data collection.
- Review the current municipal planning documents. Evaluate implementation and determine areas in which the Township wishes to focus.
- Ascertain the Township's recreational and park development needs for the next 10 years.
- Assess the need and desires of the community using information from the Comprehensive Plan process along with results of our citizen participation process.
- Build consensus among diverse interests regarding parks and recreation goals and strategies.
- Evaluate existing conditions of parks and recreation areas and determine potential of facilities based upon needs assessment.
- Determine future park and recreation facility and resource protection needs, updating existing facilities to meet future needs, and defining potential pathways and linkages to create a connected community.
- Coordinate planning with the school districts as appropriate.
- Work with the Parks & Recreation Department to assess their roles and functions with an eye towards helping them to enhance their performance in meeting public needs while having a manageable workload.
- Position the programs and services to meet leisure service delivery needs of the future.
- Evaluate financing and alternatives with a mix of public and private funds.
- Address facility management. Because about 75% of the lifetime cost of a park is in maintenance, we believe that it is important to address this in planning facilities.

**Planning Process and Public Participation**

A 14-member Committee made up of residents and representatives from the Parks and Recreation Board, local sports leagues, the Central York school district and York County guided the planning process. Township staff gave technical and administrative support. The Committee met regularly in open public meetings to

provide insight, guidance, community contacts, direction for reports and to serve as promoters for the planning process.

In addition to the Committee meetings, community input was sought through interviews with key stakeholders, group forums, a community survey and community workshops. Three separate group forums were held in the summer of 2006 with students, senior citizens and sports providers to explore recreation opportunities and address the specific interests of each group. The community survey was mailed to all residents in the Summer 2006 Parks and Recreation Township Newsletter to further inform the process and prioritize planning efforts. The first of two community workshops was held in December 2006 to review the planning process and critical issues and to gather public input on the preliminary recommendations.

**The Plan as a Guide**

The *Comprehensive Recreation, Park and Open Space Plan* serves as a road map for Springettsbury Township to create a top-notch system of parks, facilities and open space opportunities. It is the product of a community-driven process and an extensive analysis of existing resources and opportunities. The Plan is intended to be a dynamic and flexible course of action.

The plan is organized by chapters. Chapter II provides an overview of population and land use trends and existing planning efforts. From Chapter III through to Chapter VIII, the reader will find an in-depth analysis of existing resources and needs, followed by a series of recommendations. These recommendations are clearly outlined in Chapter VIII under a series of goals and objectives.

The steps towards realization of these recommendations can be found in the implementation matrix in Chapter IX and the Capital Improvement Plan in Appendix A. These sections outline key participants, funding sources, cost estimates and a projected timeframe.

**Plan Recommendations**

The recommendations in this Plan combine realistic and achievable goals with potential projects. The recommendations throughout the Plan address the following:

- Establishing a vision for parks and recreation system of the 21st century.
- Developing a plan to move form vision to reality through strategic implementation.
- Positioning the Parks and Recreation Department for a leadership role to bring the plan to fruition.
- Documenting the true value of parks, recreation and open space in the Community.
- Developing alternatives to traditional ways of delivering parks and recreation services.
- Building commitment to improving the system through partnerships and consensus building.
- Being creative with funding sources through a mix of public and private support.

- Achieving functional and realistic actions for immediate-, medium-, and long-range time frames for year round recreation for the residents comprehensively, i.e. for programs, facilities, management, maintenance, and financing.

**Related Plans**

The *Comprehensive Recreation, Parks and Open Space Plan* builds upon the Township's existing planning efforts, including the *Comprehensive Plan Update* (2006). In Fall/Winter 2004-2005, the Parks and Recreation Board developed a "Blueprint of Recreation Priorities" for incorporation into the Comprehensive Plan. After listening to community and sports groups, reviewing needs and current projects, the Parks and Recreation Board identified high, medium, and low recreation priorities for the Township overall as well as high priority improvements to specific facilities and programs.

The Plan was also produced in coordination with the York *County Open Space and Greenways Plan* (2006) and the *Rocky Ridge County Park Master Plan* (2003).

# II. Community Profile

This chapter outlines data on population, demography, housing and economic conditions in Springettsbury. Where appropriate, comparisons are made to York County and the Commonwealth of Pennsylvania. The data for this analysis has been derived from a number of sources, most notably the United States Census.

### Population Trends

Springettsbury Township has the second largest population in York County smaller only than York City. Through the 1960s, Springettsbury was one the fastest growing municipalities in the County. Its growth was stagnant in the 1970s and began accelerating again in the 1980s, with a population increase of nearly 10% between 1980 and 1990. Growth during the 1990s remained steady at nearly 11%.

**Table 2-1 Springettsbury Township Population Trends**

| Year | Population | Percent Growth |
|---|---|---|
| **2000** | **23,883** | **10.8%** |
| 1990 | 21,564 | 9.5% |
| 1980 | 19,687 | 1.5% |
| 1970 | 19,399 | — |

*Source: US Census*

From 1990 to 2000, the population of Springettsbury grew by 10.8% to 23,883 persons with a density of 1,474 persons per square mile. This growth is slightly less than the County's 12.4% growth rate, but considerably more than the Commonwealth and York City.

**Table 2-2 Population Change, 1990 - 2000**

| Jurisdiction | 1990 | 2000 | Percent Change |
|---|---|---|---|
| **Springettsbury** | **21,564** | **23,883** | **10.8%** |
| York City | 42,192 | 40,862 | -3.2% |
| York County | 339,574 | 381,751 | 12.4% |
| Pennsylvania | 11,881,643 | 12,281,054 | 3.4% |

*Source: US Census*

According to projections by the York County Planning Commission, Springettsbury is expected to continue to grow, but at a decreasing rate, by 9.0% between 2000 and 2010 and 7.1% by 2020. County population is expected to increase by a total of 18.6% in the same period, and York City is expected to grow by less than 1%.

| Table 2-3 Springettsbury Township Population Projections, 2000-2020 | | |
|---|---|---|
| **Year** | **Population** | **Percent Change** |
| **2000** | **23,883** | **—** |
| 2010 | 26,032 | 9.0% |
| 2020 | 27,881 | 7.1% |

*Source: York County Planning Commission*

### Age Profile

With a median age of 42.1 years, Springettsbury residents are older than County, York City and Pennsylvania residents. While the entire nation is aging as Baby Boomers grower older and family size shrinks, Springettsbury's older demographic profile will significantly impact community service and housing needs and the employment base over the next 10 to 20 years.

| Table 2-4 Springettsbury Township Median Age, 2000 | |
|---|---|
| **Jurisdiction** | **Age in Years** |
| **Springettsbury** | **42.1** |
| York City | 31.3 |
| York County | 37.8 |
| Pennsylvania | 38.0 |

*Source: US Census*

Youth under the age of 20 years comprise 22.2% of the Township's total population. The recreational needs of this age group vary greatly between toddlers, school-age children, pre-teens and teenagers. 55% of the under 20 age cohort are pre-teens and teenagers.

| Table 2-5 Springettsbury Township Population Under 20, 2000 | | |
|---|---|---|
| **Age Cohort** | **Population** | **Percent of Total Population** |
| **Under 20** | **5,312** | **22.2%** |
| 0-4 | 1,015 | 4.2% |
| 5-9 | 1,355 | 5.7% |
| 10-14 | 1,499 | 6.3% |
| 15-19 | 1,443 | 6.0% |

*Source: US Census*

Population projections by the York County Planning Commission reflect the growing older demographic. They also reflect flat growth in school age children, which conflicts with some findings of recent studies by the school districts. Central York and York Suburban school districts have funded detailed studies that predict district-wide growth in school age children. These projections are based on past enrollment trends, live birth data, projected housing construction, and projections of immigration based on the character of existing housing stock.

| Table 2-6 Springettsbury Township Population Projections by Age, 2000-2020 | | | | | |
|---|---|---|---|---|---|
| **Year** | **0 – 4** | **5 - 19** | **20 - 44** | **45 - 64** | **65 +** |
| **2000 Population** | **1,015** | **4,297** | **7,819** | **5,855** | **4,897** |
| Percent | 4.2% | 18.0% | 32.7% | 24.5% | 20.5% |
| 2010 Population | 1,149 | 4,176 | 7,125 | 7,743 | 5,839 |
| Percent | 4.4% | 16.0% | 27.4% | 29.7% | 22.4% |
| 2020 Population | 1,207 | 4,295 | 6,649 | 8,148 | 7,555 |
| Percent | 4.3% | 15.4% | 23.9% | 29.3% | 27.l% |

*Source: York County Planning Commission*

Central York School District predicts the greatest rate of increase in school age children, but nearly all of the increase is attributed to new development occurring and projected to occur in Manchester Township, meaning that the District expects little growth in enrollment to come from Springettsbury.

Spring Garden Township and the areas of Springettsbury served by York Suburban School District are largely built out. Future enrollment in the York Suburban District will depend less on absolute changes in population and more on changes in household composition. The District expects modest growth in enrollment between 2005 and 2015. Projections attribute most of this growth to changes in home occupancy. Much of the housing in the district is comprised of smaller, somewhat older homes currently owned by older residents. As the housing stock turns over, it can provide good starter housing stock for young families.

As current residents age and sell existing homes, many are being sold to families with young children, a pattern already observed in demographic analysis and projections prepared for the district by the Pennsylvania Economy League (PEL) in 2004. PEL observed an increase in number of children per housing unit between 1990 and 2005 and projects that the trend will continue through 2015.

It is unlikely that York County's population projections were able to consider recent immigration and development patterns at the level of detail completed by the school districts. As such, for planning purposes,

the Township should assume some growth of school-aged children between now and 2020. Further, the Comprehensive Plan recommends that the Township implement programs and tools to attract first time homebuyers to Haines Acres and similar neighborhoods with smaller housing stock as a way to maintain neighborhood stability. These smaller, older homes will be attractive to investors as well as first time homebuyers. Maintaining a high level of home ownership will help to maintain and increase investment in these homes over time and maintain neighborhood stability.

**Land Use Trends**

The Township comprises a mix of residential, industrial and manufacturing uses (including the Harley Davidson Motorcycle Plant), several major shopping complexes, and open space. In terms of land area coverage, residential land uses dominate with close to 40% of land in residential use, the vast majority of that single-family residential. Agricultural and open space land covers over one-quarter of the Township's land area, providing a "Town and Country" environment within Springettsbury's boundaries. Commercial uses encompass about 12% of the total land area, while industrial and "exempt" uses (typically churches, schools and other non-profit uses) each cover about 9% of the Township's land area.

| Table 2-7 Land Use | | |
|---|---|---|
| **Total Acreage** | **9,289.9** | **100.0%** |
| Single-family Residential | 3,675.9 | 39.6% |
| Farm/Open Space | 2,533.9 | 27.3% |
| Commercial | 1,133.5 | 12.2% |
| Industrial | 875.7 | 9.4% |
| Exempt/Insitutional | 859.5 | 9.1% |
| Multi-family/Apartment | 164.4 | 1.8% |
| Utility | 47.1 | 0.5% |

*Source: York County GIS (2004); updated by Kise Straw & Kolodner (2005)*

Market Street and Route 30 frame the primary commercial and industrial land use corridors with most of these uses along or between these two major arterials. Additional industrial development is located along the Codorus Creek and Stonewood Road. South of Market Street, Springettsbury is largely residential, with well-established neighborhoods constructed between 1940 and 1975. Other residential concentrations include the Pleasureville neighborhood along the western Township boundary and the Stony Brook Heights neighborhood between Market Street and Route 30.

The densest residential development occurs near the boundary shared by York City and Spring Garden Township. Residential development north of Route 30 is generally less dense and intermingled with more

open space due to topographic and other environmental factors. Development east of Mount Zion Road tends to be the lowest density found in the Township with considerable rural and open space.

Commercial uses are generally concentrated together along major transportation corridors including Route 30, Mount Rose Avenue, and Market Street. The commercial land uses in the Township include a predominance of regional shopping with the York Marketplace and York Mall on Market Street and the York Galleria on Mt. Zion Road near Route 30. There are numerous national chain stores, big-box and lifestyle retailers and strip malls, most of which are located along Market Street.

The amount of open space in the Township is substantial. With the economic feasibility of agriculture diminishing in the region and residential development continuing, the Township should take specific steps to maintain at least portions of this scenic landscape as open space to preserve the Township's mix of urban and rural character that stakeholders have identified as an important community asset.

**Community Trends**

While the Township's population continues to grow, its demographic make up is shifting considerably. In 2000, just over 20% of residents were 65 and older, compared to 14% for York County and 16% nationally. The percentage of residents 65 and older is expected to grow to 27% in 2020. This demographic shift will result in a continued decrease in workforce participation and changing housing, social and community service needs.

Much of the predominantly single-family housing stock is reaching an age at which it will require significant maintenance. Older residences may also experience higher turnover rates as older residents seek more suitable housing, suggesting that the Township should consider strategies to ensure older housing stock is adequately maintained and attractive to new owner-occupants, particularly first-time homebuyers.

In terms of the local economy, Springettsbury is still dominated by an industrial employment base. The Township and York County have succeeded in attracting and retaining relatively complex industries that are dependent on knowledgeable and skilled labor. As the Township moves forward in its economic development efforts, it will be critical to understand and accommodate the changing needs of these types of industries. Looking to the future, the Township should identify areas in which it makes sense to partner with the County and surrounding municipalities to maximize economic development opportunities and benefits.

# III. Parks & Recreation Facilities

Springettsbury Township is located just east of the City of York in York County. The municipality is extensively developed with residential, commercial, and industrial uses. Only small pockets of open space remain, primarily in the northeast quadrant of the community. The Township has long had a professionally managed park and recreation department, which oversees its 10 park sites and provides many recreation programs for citizens throughout the year.

The municipality has made significant investments in its sites, most notably with the redevelopment and expansion of Springettsbury Township Park. In addition to municipal parks, approximately half of Rocky Ridge Park, a York County facility, is located in Springettsbury Township. The continued residential growth that is projected for Springettsbury Township will impact the need for recreation opportunities in the community. How the municipal parks and recreation facilities serve the citizens of the municipality is explored in this chapter.

**Parks Contribute to Quality of Life**

Owing to new technology and less dependence on traditional downtown commercial centers, people and businesses can locate anywhere they want. As a result, quality of life amenities are essential to attract and retain citizens and businesses. Parks, greenways, trails, and recreation opportunities help define a community's quality of life.

Springettsbury Township retains the qualities that many look for in a place to live. Established neighborhoods, easy access to open space, convenient employment centers, efficient City services, and the availability of parks and recreation facilities make Springettsbury Township an attractive locale. As growth continues, maintaining and enhancing these features will be critical to the quality of life for residents in the future.

**Springettsbury Township Park and Recreation Facility Assessment**

An assessment of parks and recreation facilities evaluates the recreation opportunities in terms of meeting community needs and determines if current recreation needs are being met. Springettsbury Township's public facilities have been assessed to determine how they could be improved or expanded, and what changes must be made to comply with safety and accessibility standards. Areas of the municipality that need facilities will be identified, along with strategies for linking facilities to a Township-wide greenway network.

The analysis of parks and recreation facilities, as presented in this plan, was developed by:

- Conducting on-site investigations,
- Evaluating park and facility conditions,

- Assessing the distribution of parkland throughout the Township, and
- Exploring trends and community needs for recreation facilities through public participation.

**Seven-Factor Assessment**

Seven factors guided the park and recreation facility assessment in Springettsbury Township. They included:

1. Configuration of parks,
2. Amount of parkland,
3. Location of parks,
4. Connection between parks,
5. Recreation facilities,
6. Conditions of parkland, and
7. Park and recreation facility trends.

**Park Factor 1: Configuration of Parkland**

Different types of parks provide various opportunities for the residents of the Township. Springettsbury Township has community, neighborhood, and mini parks as identified in **Table 3-1** on the next page. Locations of parks, schools, and community institutions are illustrated in **Figure 3-1**, the Park and Community Facilities Map. **Table 3-3** presents the Springettsbury Township Classification System. It shows the range of park types, their benefits, appropriate facilities, and the maintenance levels appropriate for the type of park and resources available. The classifications for Springettsbury Township consider the 1995 National Recreation and Park Association classification categories and how the parks are used in the community. The following conclusions can be drawn from the analysis of the Springettsbury Township Classification System:

- Only Springettsbury Township Park, at 51 acres, contains the recommended acreage for a community park.
- Two parks in the Township are classified as mini parks: Rockburn Park and August Schaefer Park.
- Seven parks are classified as neighborhood parks. Although Pleasureville Park and Fayfield Park have less than the suggested five acres of land, both sites function as neighborhood parks.
- Three of the neighborhood parks, Stonewood, Penn Oaks, and Camp Security Parks, function more as community parks due to competitive athletic events at the sites.
- There are no sports complexes, school/community parks, greenways and trails, or natural resource areas/preserves in the community.
- The Northern Extension of the York Heritage Rail Trail County Park, which is currently under construction, will provide the first trail in the community.
- The Codorus Creek presents opportunities for resource-based recreation; however, the municipality does not own parkland with creek frontage.

- York County Rocky Ridge Park is located in the municipality and offers passive resource-based recreation opportunities.

**Table 3-2** inventories school sites within Springettsbury Township. **Table 3-4** lists Rocky Ridge Park as the only other public park in the municipality. There are no State Parks, State Game Lands or other lands of the Commonwealth in the municipality. **Table 3-5** lists private parklands and semi-protected open space.

**Table 3-1**
**Springettsbury Township Park/Recreation Land Inventory**

| Park | Acreage | Park Type | Characteristics/Facilities | Location/ Planning District | Comments |
|---|---|---|---|---|---|
| Camp Security Park | 11 | Neighborhood | Picnic shelter, multi-purpose athletic field, playground, parking, nature area | Locust Grove Road & Eastern Blvd. | Facilities do not meet ADA standards |
| Fayfield Park | 5 | Neighborhood | Picnic shelter, baseball field, basketball court, playground | 5th Avenue and Keesey Street | Bocce court could potentially be added |
| Kingston Park | 4 | Neighborhood | Picnic shelter, basketball court, multi-purpose athletic field, playground | Kingston Road & Sundale Drive | Kingston Road is busy |
| Stonewood Park | 9 | Neighborhood | Picnic shelter, basketball court, accessible wetland area, boardwalk, multi-purpose field, playground | Stonewood Road & Orchard Road | |
| Rockburn Park | 1 | Mini | Picnic shelter, basketball court, playground, open lawn area | Rockburn Street & Industrial Hwy. | Basketball court has new posts and playground has new swings, new sidewalk, open space too small for org. practice area |
| Penn Oaks Park | 16 | Neighborhood | Picnic shelter, basketball court, baseball field, multi-purpose field, playground | Kingston Road & Edenbridge Road | |
| Springetts Oaks Park | 11 | Neighborhood | Picnic shelter, basketball court, trail, multi-purpose athletic field, playground | Pleasant Valley Road & Springetts Drive | |
| August Schaefer Park | 2 | Mini | Picnic shelter, basketball court, baseball field (245'/265'), playground | Lynbrook Drive | No ADA accessible or easy circulation route, park needs improvement |
| Pleasureville Park | 4 | Neighborhood | Picnic shelter, basketball court, playground, parking | North Sherman Street | Old playground equipment. Property leased from Commonwealth Fire Company. Park needs improvement. |
| Springettsbury Township Park | 51 | Community | 3 Sand volleyball courts, 3 basketball courts, 6 tennis courts, adult baseball/multi-purpose field, 2 youth baseball fields, softball field, in-line hockey rink, 2 picnic shelters, playground, concessions stand, amphitheater, restrooms, parking | Pleasant Valley, Whiteford & Williams Roads | |
| **Sub-Total** | **114** | **Sub-Total- Springettsbury Township Parkland excluding the North Hills Open Space parcel** | | | |
| North Hills Open Space | 38 | Natural Resource Area | Undeveloped | Camelot Way & East Street | Municipal debris and spoil area |
| **Total** | **152** | **Total Springettsbury Township Parkland including North Hills Open Space parcel** | | | |

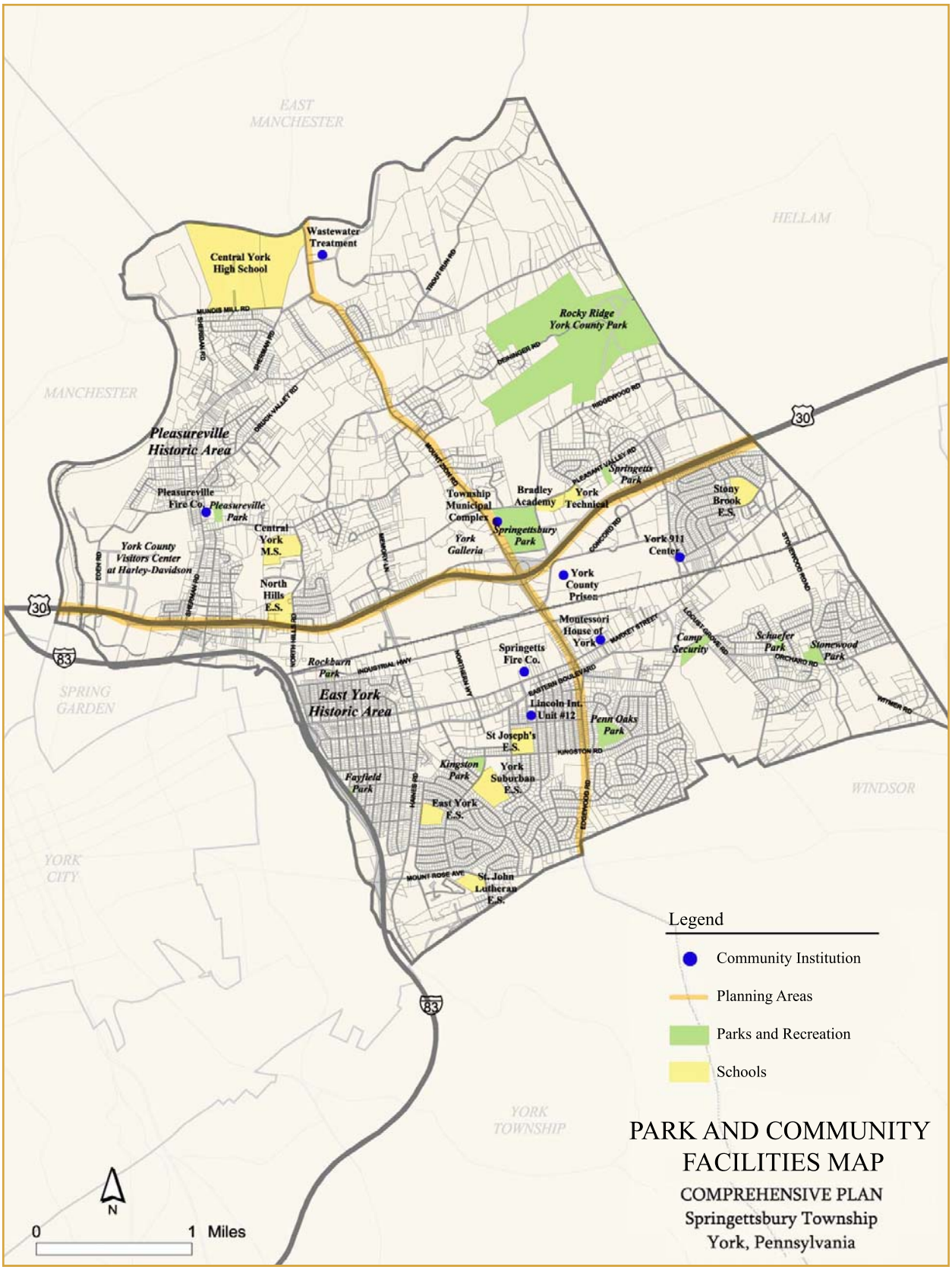



**Figure 3-1:** Park and Community Facilities Map.

| Table 3-2<br>School District Recreation Land Inventory In Springettsbury Township | | | | | |
|---|---|---|---|---|---|
| **School District/ Type of School** | **School in Springettsbury Township** | **Acreage** | **Characteristics/Facilities** | **Location/ Planning District** | **Comments** |
| Central York School District | Central York High School | 135 | 6 tennis courts, 1 lighted football field with track, 2 basketball courts, 1 lawn volleyball court, 1 lighted soccer field, 3 multi-purpose fields, 2 skinned infield ball fields and 1 lawn infield ball field. | 601 Mundis Mill Road | New, top of the line facilities<br>Swimming pool pending |
| Central York School District | Central York Middle School | 22.3 | 1 multi-purpose field, one aggregate track, 2 half basketball courts. | 1950 North Hills Road | |
| Central York School District | North Hills Elementary School | 7.23 | 2 multi-purpose fields, 3 half court basketball courts, 1 large playground, 1 full basketball court and 1 overgrown skinned infield ball field and 1 skinned infield ball field. | 1330 North Hills Road | Basketball backstops have no hoops. Multi-purpose fields overlap ball field outfields and playground is located behind first base of one ball field. |
| Central York School District | Stony Brook Elementary School | 14.33 | Funnel ball, basketball court, 2 playgrounds, 4 swings, 2 skinned infield ball fields, potential for one overlapping multi-purpose field in ball out fields, outdoor classroom. | 250 Silver Spur Drive | School under construction, eliminating one ball field. |
| Central York School District | District Education Center | 1.59 | Open field | Corner of Marion and Pleasant View Road | |
| York Suburban School District | East York Elementary School | 10.42 | 2 small ball fields with 2 overlapping multi-purpose fields, large playground and 2 small basketball courts. | 701 Erlen Drive | |
| York Suburban School District | York Suburban Middle School | 23.12 | 2 half court basketball courts, 1 full court basketball court, 4 tennis courts, 1 ball field with skinned infield, 2 large multi-purpose fields. | 455 Sundale Drive | Ball field was nicely maintained with stone dugout and outfield fence. |
| York Suburban School District | Lincoln Intermediate Unit #12, former Yorkshire ES | 1.93 | Pavilion, play equipment, overgrown former lawn infield ball field. | Mills Street and 5th Avenue | Pavilion is in bad shape and ball field is under - maintained, but large. |
| Parochial School | St. Joseph's Elementary School | 14.62 | 1 small multi-purpose athletic field and 1 large multi-purpose athletic field, a playground, 3 parking lot basketball hoops, 4 parking lot funnel ball structures and wetland area. | 2945 Kingston Road | |

**Park Factor 2: Amount of Parkland**

Springettsbury Township has 114 acres of public parkland within ten park sites. Additionally, the municipality owns an open space parcel, North Hills Open Space at 38 acres, which was acquired as parkland and remains undeveloped. The parkland acreage equates to just under five acres (4.77 acres) of parkland per 1,000 residents based on the 2000 U.S. Census population numbers.

| Table 3-3<br>Springettsbury Township Park Classification System | | | | | |
|---|---|---|---|---|---|
| **Type/Size/ Service Radius** | **Definition** | **Benefits** | **Appropriate Amenities** | **Springettsbury Township Parks** | **Maintenance Level** |
| Mini Park<br>*0-5 acres*<br>*¼-mile service radius* | Smallest park type, addresses limited recreation need. | Provides close to home recreation | Playground<br>Benches, seating area | Rockburn Park<br>August Schaefer Park | High level of maintenance associated with well developed park and playground and reasonably high visitation |
| Neighborhood Park<br>*5-15 acres minimum*<br>*½-mile service radius* | Focus of neighborhood; in walking/ biking distance of visitors. | Provides access to basic recreation opportunities<br>Contributes to neighborhood identity<br>Establishes sense of community | Play areas<br>Ballfields<br>Game courts<br>Picnic/seating<br>Pathways<br>Community gardens | Fayfield Park<br>Camp Security Park<br>Kingston Park<br>Stonewood Park<br>Penn Oaks Park<br>Springetts Oaks Park<br>Pleasureville Park | High level of maintenance associated with well-developed park and reasonably high visitation. |
| Community Park<br>*30-50 acres, preferably 50-80 acres*<br>*2-mile service radius* | Large park for active & passive recreation; serves residents citywide. Accommodates large groups. | Variety of recreation opportunities for all ages and interests<br>Space for organized, large scale, high participation events<br>Family destination<br>Fitness and wellness opportunities | Play areas<br>Organized sports facilities<br>Pavilions<br>Permanent restrooms<br>Lighting<br>Amphitheaters<br>Pools, rinks<br>Parking | Springettsbury Township Park | Moderate level of maintenance associated with moderate level of development, budget restrictions, inability to perform higher levels of maintenance. Try to get park friends or establish adopt-a-park. |
| School/ Community Park<br>*Varies* | Parkland adjoining a school used for both recreation and education. | Combines two public entities for expanded, year-round recreation.<br>Maximizes public resources<br>Expands recreation opportunities | Youth-oriented game courts and ball fields<br>Play areas<br>Seating<br>Pathways<br>Lighting<br>Parking | N/A | Moderate level of maintenance associated with moderate level of development, budget restrictions, Try to get cooperative agreement with school. |
| Sports Complex<br>*30+acres; preferably 50-80 acres* | Consolidates sports fields and related facilities in a centralized location. | Economy of scale<br>Improved management<br>City showcase<br>Attracts visitors who stimulate local economy | Ball fields<br>Lighting<br>Spectator areas<br>Restrooms, concessions<br>Landscaping<br>Parking | N/A | State of the art maintenance applied to high quality facilities. Associated with high visitation; revenue generating facilities, tourism. |
| Special Use Facility<br>*Varies* | Facility for a single purpose use. | Provides special focus recreation opportunities<br>Contributes to community identity | Depends on purpose | N/A | High level of maintenance associated with well-developed park and reasonably high visitation. |
| Greenways and Trails<br>*Varies* | Tie park areas together to form a contiguous park environment. | Connects community<br>Reduces auto dependency<br>Improves air quality<br>Contributes most desired recreation facility for people throughout their lifetime<br>Attracts visitors | Pathways – multi-purpose<br>Trailheads<br>Support facilities<br>Signage | N/A | Lowest level of maintenance. Focus on trailheads and trail safety. |
| Natural Resource Areas/ Preserve | Natural areas for the protect and management of natural environment | Protect resources<br>Provide wildlife habitat<br>Offer opportunities for environmental education | Trails<br>Signage<br>Support facilities | N/A | Lower level of maintenance. |

**Table 3-4**
**County Park, Recreation Land, and Open Space Inventory In Springettsbury Township**

| Park | Acreage | Characteristics/Facilities | Location/ Planning District | Comments |
|---|---|---|---|---|
| Rocky Ridge County Park | 750 acres in Springettsbury and Hallam Townships | 12 miles of multiuse trails, scenic observation decks, softball field, sand volleyball court, ADA playground, 13 pavilions, horseshoe pits and fitness trail. | Deininger Road | County Park with resource-based recreation opportunities. |
| Camp Pennwood | 65+ | Summer camp for disabled children with overnight facilities and pavilions. | Druck Valley Road | County-owned land leased to camp. There are sewer issues at site. |

**Table 3-5**
**Private Park, Recreation and Semi-Protected Open Space Land Inventory in Springettsbury Township**

| Park, Recreation Area or Protected Land | Acreage | Ownership | Characteristic/Facilities | Location/ Planning District | Comments |
|---|---|---|---|---|---|
| Harley Davidson Open Space | 228.03 | Harley Davidson | Fenced area of tree rows and open understory. | Eden Road | Former riding track for plant, possible soil contamination area |
| Faith Alive Community Church | 0.74 | East York Faith Missionary | Skate Park, pavilion, playground, old ball field, and parking lot basketball. | 1401 Williams Road | Pavilion and ball field backstop in disrepair; skate park has two movable elements |
| First Church of the Brethren | 8.44 | First Church of the Brethren | Large ball field, playground, gymnasium. | 2710 Kingston Road | Located next to York Suburban Middle School and across Sundale Road from Kingston Park |
| Brenneman Field | 25.475 | SB2H Holdings LP | 90' baseline skinned infield with 250' outfield, dugouts and batting cage, scoreboard. | 693 North Hills Road | Shared parking for both fields with industry's parking lot |
| Shipley Field | - | SB2H Holdings LP | 60' baseline skinned infield with 200' outfield, concessions, dugouts, score board. | 693 North Hills Road | Concession and dugouts are new, both fields have wooden bleachers |
| Mt. Zion UCC | 11.62 | Mt. Zion Evangelical | Volleyball court, multiuse open lawn area. | 1054 Ridgewood Road | Property abuts North Hills Open Space |
| Pine Ridge Swim Club | 6.0 | William Turner | Swimming pool with water slide, concessions, pavilion and lawn parking area. | 2454 Pleasant View Road | |
| Penn Oaks Pool | 2.83 | Penn Oaks Swim Club | Swimming pool, concessions buiding. | 3445 Kingston Road | Pool's parking area is adjacent to Penn Oaks Parks |
| Pleasurville Hawks Field | 6.9 | Hawk Gunning Club | 1 large ball field and 1 multi-purpose field. Potential for 2nd multi-purpose field in outfield. | 2700 N. Sherman Street | Used by the Boy Scouts of America Troop #20 |
| Camelot Arms Apartments | 1.0 | North Hills Village Association | Swimming pool, pavilion and playground. | 1810 North Hills Road | Apartment complex adjacent to North Hills Open Space |
| Suburban Park Apartments | 15.15 | New SP Associates LP | Swimming pool, tot lot. | 2685 Carnegie Road | Apartment complex |
| Cantebury Court Apartments | 7.43 | Canterbury Court Associates | Swimming pool. | 198 Silver Spur Drive | Apartment complex |
| Springetts Manor Apartments | 17.06 | Springetts Manor Limited Partnership | Swimming pool, tennis courts, community room. | 50 Eisenhower Drive | Apartment complex |
| Commonwealth Fire Company | 6.8 | Springettsbury Township Volunteer Fire Co. | Community room. | 2045 North Sherman Street | Used by Township |
| Springetts Fire Company | 2.05 | Springettsbury Township Volunteer Fire Co. | Community room. | 3013 East Market Street | |

*Over the past 30 years, it has been the accepted practice within the recreation and park profession to adopt a uniform national land standard such as 10 acres per thousand.*

*NRPA Park, Recreation, and Open Space Guidelines 1995*

A population-based analysis typically is used to evaluate active public parkland only. Passive parks, greenways and trails, and nature preserves are not evaluated using an acreage standard because their size often relates to the area necessary to protect the resource and make it available for public enjoyment. Active recreation includes ball fields and game courts and the use and need for these facilities relates to the population of a community.

The prevailing standard for the last three decades for active parkland acreage is 10 acres per thousand-population, as a minimum and this standard has been used to evaluate Springettsbury Township's parkland. A case can be made to increase the acreage standard based on the recreation trends and use patterns of park and recreation facilities today. As summarized in Park Factor 7: Park and Recreation Facility Trends, there are many factors that have changed over the past 30 years which place higher demands on existing recreation facilities, such as increased female participation, expanding sports seasons, emergence of new sports, etc. The 10-acre standard should be considered a minimum for Springettsbury Township and targeting a higher ratio of parkland for the population is recommended to align with recreation needs of today's communities and the quality of life desired by residents.

**Table 3-6** compares the parkland acreage for the two major park types, based on 2000 U.S. Census population figures and forecast populations, to the actual parkland acreage of Springettsbury Township. The mini parks have been included in the neighborhood park acreage for analysis purposes.

For assessment purposes the 10 acres is divided between community parks (8 acres) and neighborhood parks (2 acres). Using the 10-acre standard and based on year 2000 population of 23,883, Springettsbury Township should have approximately 239 acres of active public parkland. The current acreage is approximately 114 acres as shown on **Table 3-4**. This includes all parkland in mini, neighborhood, and community parks excluding the North Hills Open Space parcel. The parkland deficiency expands to 146 acres in 2010 and 165 acres by 2020 based on population projections.

When the parkland acreages are compared to the 10-acre/1,000 population standard the following conclusions can be drawn:

- Springettsbury Township Park contributes 51 acres to the parkland acreage total as the municipality's only community park. Based on the analysis, there is a current deficit of 140 acres of community parkland, or two community parks.

- Based on the current parkland acreage and neighborhood park classification, Springettsbury Township had a surplus of 15 acres of neighborhood parkland in 2000. This excess of neighborhood parkland is maintained through the projected analysis.
- Springettsbury Township has a current deficit of parkland overall, calculated at 125 acres based on the 2000 population. With the continued growth of the municipality projected into the future, Springettsbury Township will need to acquire in excess of 165 acres to meet current and projected recreation needs and will not meet the national standard until this acreage is fully developed and available for public recreation uses.

**Table 3-6**
**Parkland Acreage/NRPA Standards Analysis**

| Park Type | Existing Active Parkland Acreage | Recommended Acres/2000 Population (23,883) | 2000 Deficit (-) Excess (+) | Recommended Acres/2010 Forecast Population (26,032)* | 2010 Deficit (-) Excess (+) | Recommended Acres/2020 Forecast Population (27,881)* | 2020 Deficit (-) Excess (+) |
|---|---|---|---|---|---|---|---|
| Community Parks @ 8 Acres/1,000 Population – Total acreage | 51 | 191 | -140 | 208 | -157 | 223 | -172 |
| Neighborhood Parks @ 2 Acres/1,000 Population | 63 | 48 | +15 | 52 | +11 | 56 | +7 |
| Totals (Total community park + neighborhood park) | 114 | 239 | -125 | 260 | -146 | 279 | -165 |

*Source: York County GIS (2004); updated by Kise Straw & Kolodner (2005)*

Springettsbury Township is in a growing area of York County. The park acreages of nearby municipalities, as well as other selected municipalities in the Central Pennsylvania region, are shown on **Table 3-7**. The table illustrates that Springettsbury Township's acquisition of parkland based on population has not kept pace with other similar municipalities in the region.

**Park Factor 3: Location of Parks**

Springettsbury Township is a well-developed municipality with numerous established neighborhoods. The parkland distribution analysis evaluates potential barriers to easy convenient access to park sites. Planning areas are designated for the municipality based on neighborhood boundaries and effective barriers to access. The amount and type of parkland acreage is evaluated within each Planning Area.

**Figure 3-1**, the Park and Community Facilities Map, illustrates the locations of the parks throughout the Township. Roadways traverse Springettsbury Township dividing it into several distinct areas. These roads segregate areas of the municipality and create barriers that limit easy, convenient access to community facilities. It is important to consider the location of parkland in relation to these barriers and how they serve

| Table 3-7<br>Comparisons of Park Acreage by Population and Park Acreage as Percentage of Municipality | | | | | | |
|---|---|---|---|---|---|---|
| Municipality | Total Parkland Acres | Total Active Parkland Acres | 2000 Population | Active Acres/ 1,000 Population | Municipal Acreage | Total Parkland Acreage as Percentage of Municipal Acrage |
| **Selected York County Municipalities** | | | | | | |
| Springettsbury Township | 152 acres | 114 acres | 23,883 | 4.77 | 10,688 | .014 |
| Lower Windsor Township | 31 acres | 31 acres | 7,405 | 4.19 | 16,064 | .002 |
| Manchester Township | 146 acres | 141 acres | 12,700 | 11.10 | 10,176 | .014 |
| West Manchester Township | 105 acres | 89 acres | 17,035 | 5.22 | 12,864 | .008 |
| York Township | 157 acres | 125 acres | 23,637 | 5.29 | 16,512 | .010 |
| **Selected Cumberland County Municipalities** | | | | | | |
| Silver Spring Township, Cumberland County | 196 acres | 178 acres | 10,592 | 16.8 | 20,800 | .009 |
| South Middleton Township, Cumberland County | 266 acres | 160 acres | 12,939 | 12.37 | 31,680 | .008 |
| Lower Allen Township | 166 acres | 131 acres | 17,437 | 7.52 | 6,592 | .025 |
| Upper Allen Township | 93 acres | 72 acres | 15,338 | 4.68 | 8,448 | .011 |

neighborhood areas. The Park and Community Facilities Map divides Springettsbury Township into four Planning Areas (neighborhoods).

U.S. Route 30 and Pennsylvania Route 24 (Mt. Zion Road north of Route 462 and Edgewood Road, south of Route 462) are the two main arteries that split the municipality into four Planning Districts. Other significant roadways that create barriers to easy access in the community include Route 462, Route 83, Haines Road, and the active Conrail rail line.

Service radiuses have been applied to **Figure 3-2**, the Park Service Area Map, based on the Springettsbury Township classification system, further illustrating the gaps in recreation service. As the map illustrates, parkland is not evenly distributed between the four quadrants of the community. The service radius for community parks is not affected by barriers to access but neighborhood parks are typically affected by these barriers.

Springettsbury Township Park is somewhat centrally located and has a service radius that covers the majority of the community. The neighborhood parks are clustered in the densely populated residential areas of the community, south of Route 30. The northern portion of the municipality, above Route 30, is under-served by neighborhood parkland but generally has larger lot sizes and is less developed with residential uses. The western and northern boundary of the community is outside of the two-mile community park service radius. This area is seeing significant residential growth, especially in the area of the new Central York High School.

**Northeast Quadrant Planning Area**

The Northeast Quadrant Planning Area is located north of Route 30 and east of Mt. Zion Road and continues to the municipal boundary.

- This area contains the municipality's only community park.
- One neighborhood park (Springetts Park) is located in the southern most portion of this area.
- A portion of York County Rocky Ridge Park is located in this area.
- The northern boundary of this Planning Area is the Codorus Creek.

**Southeast Quadrant Planning Area**

The Southeast Quadrant Planning Area is located south of Route 30 and east of Mt. Zion/Edgewood Road.

- This area contains four neighborhood parks (Stonewood, August Schaefer, Camp Security, and Penn Oaks).
- There are no community parks in the area.
- Stony Brook Elementary School is located in the area.
- Small streams and tributaries to Kreutz Creek are located in this area.

**Southwest Quadrant Planning Area**

The Southwest Quadrant Planning Area is located south of Route 30 and west of Mt. Zion/Edgewood Road. Route 83 and Mill Creek form the western boundary of the area.

- Three neighborhood parks (Kingston, Fayfield, and Rockburn) are located in this Planning Area.
- There are no community parks.
- Portions of Mill Creek fall within this area but are generally inaccessible due to Route 83.
- St. Joseph Elementary School, York Suburban Middle School, East York Elementary School, St. John Lutheran Elementary School, and Lincoln Intermediate Unit #12 are located in this Planning Area.

**Northwest Quadrant Planning Area**

The Northwest Quadrant Planning Area is located west of Mt. Zion Road and north of Route 30. The Codorus Creek forms the western and northern boundary of this district.

- There is one neighborhood park (Pleasureville) in this Planning Area.
- There are no community parks.
- The North Hills Open Space parcel is located in this area but is not available for recreation purposes.
- The Northern Extension of the Heritage Rail Trail County Park is located along the Codorus Creek from Route 30 to the area of Rudy Park in Manchester Township.
- Central York Middle School, North Hills Elementary School, and the Central York High School are located in this area.

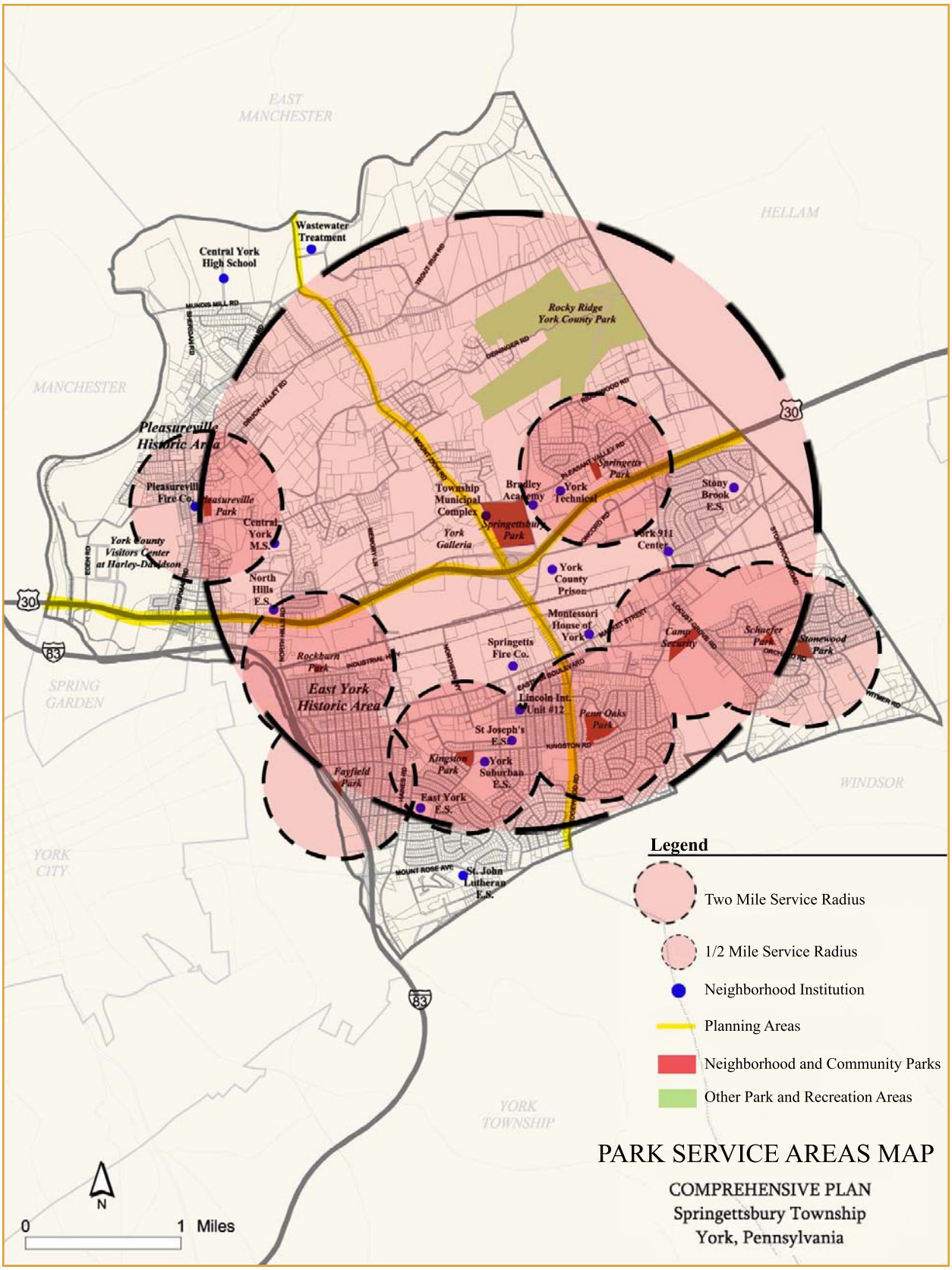



**Figure 3-2:** Park Service Area Map

**Additional Parkland Location Observations**

- There are areas of the municipality that are not served by community or neighborhood parkland.
- The Northwest Quadrant Planning Area is served by a single neighborhood park, Pleasureville Park, which provides only a limited recreation opportunity based on the facilities and park condition.
- Rocky Ridge York County Park offers passive, resource-based recreation opportunities.

**Park Factor 4: Connections between Parks**

Trails and greenways provide passive recreation opportunities and green corridors of protected open space. Easy access to trails facilitates exercise and fitness, as well as safe linkage to connected locales. Connecting the parks of Springettsbury Township with trails and greenways will add to the livability and quality of life for citizens. The stream and utility corridors throughout the municipality are linear resources that can facilitate connections between parks and community destinations. Greenways and trails are discussed further in Chapter IV: Open Space, Greenways and Trails.

**Park Factor 5: Recreation Facilities**

Recreation facilities should be provided within a community to meet the needs and demands of individuals, families, community groups, and organized adult and youth leagues. The appropriate number of park facilities in a community should be based on need, as defined by current facility usage and local trends in recreation and leisure activities.

An analysis of facilities should be considered in the context of the municipality and the trends and popularity of the sport that the facility serves. Facility trends and observations in Springettsbury Township further illustrate the need for additional recreation facilities.

**Facility Findings from the Citizen Survey**

"What additional improvements in the parks would you like to see?" The majority of responses included the following:

- Indoor community recreation center,
- Comfort facilities (restrooms, water fountains),
- Library,
- Splash pad,
- Dog park,
- Winter sports facilities (sledding, skiing), and
- Swimming pool.

"What kind of programs would you or members of your household be likely to participate in the future?" The majority responses included the following:

- Programs for senior adults, and
- Programs for families.

**Facility Assessment**

Following is the facility assessment for Springettsbury Township by activity:

**Softball –** The girls' softball program is run by York Little League. Softball has been popular throughout York County for some time but specific participation trends for the sport in Springettsbury Township were not provided as part of this planning process. Softball has a long history of popularity as an adult sport in the County with most of the activity occurring at Memorial Park in York City. Softball facilities currently are provided in Springettsbury Township Park. Based on the general popularity of the sport in the area, additional softball fields are recommended at neighborhood parks for informal, non-scheduled use and in community parks for programmed leagues.

**Baseball –** Six baseball fields exist in the Township. One adult baseball field and two youth baseball fields are provided at Springettsbury Township Park; one youth baseball field is provided at Fayfield Park; one at August Schaefer Park; and one at Penn Oaks Park. Two organizations provide youth baseball programs in the community: York Little League and Pleasureville North Hills/Springetts Youth Sports Association. The association notes that its participation numbers are increasing, and anticipates the need for an additional field in the future. Baseball fields should be provided in community parks and provided with lights as appropriate.

**Basketball –** Twelve basketball courts exist in the Township. Courts are available in every park except Camp Security Park. Springettsbury Township Park has three courts and Kingston Park has two courts. Basketball is popular in the community and additional courts are recommended in new community parks. Courts should be located in banks of at least two courts and located near parking areas, if possible, and separated from younger children and passive activity areas. There is a need for both indoor and outdoor courts. Court lighting will extend play time and lights are suggested in community parks where appropriate.

**Soccer –** The popularity of soccer continues to grow in Springettsbury Township. Several organizations provide youth soccer programming in the community to include Panther Soccer, Trojan Soccer, Metro Soccer, and United Parrish Soccer. Seven multi-purpose fields which accommodate soccer are provided in municipal parks: one at Camp Security Park, one at Kingston Park, one at Springetts Oaks Park, one at Penn Oaks Park, one at Stonewood Park, and one overlapping the senior baseball field in Springettsbury Township Park.

Several of the soccer organizations play year-round and have difficulty securing fields and gymnasium time for training and winter use. Additional soccer fields are needed to meet the continued growth in the sport. Soccer fields should be developed in new community parks. Field lights are suggested in community parks to extend playing times and maximize the use of existing facilities. Neighborhood parks should have open space configured for informal, non-scheduled field use.

**Football / Cheerleading –** There is one football field in the municipal parks, at Springettsbury Township Park. Eastern York County Football (EYC) provides the youth football program in the community. Currently, EYC reports that its field needs are met at the existing football field but are concerned that future growth in the community could necessitate additional fields to maintain the program. EYC also noted that cheerleading has increased by approximately 11% over the past three years and that access to a gymnasium for practice is important. EYC did note that, at times, parking is insufficient for games and that a storage building to store equipment near the field is needed.

Residents report a desire for a community recreation center. If developed, the center should include gymnasium/multi-purpose space for activities, such as cheerleading and sports training. Additionally, multi-purpose fields should be provided in community parks for emerging sports such as rugby, lacrosse, and field hockey. The multi-purpose fields should be sized to accommodate each of these sports as well as football. Additionally, as described above, open space in neighborhood parks should be configured to accommodate multi-use fields.

**Lacrosse –** Lacrosse is a growing sport in York County and throughout the southern Pennsylvania region. Two school club leagues provide youth lacrosse programming in Springettsbury Township: Central York Lacrosse Club and York Suburban Lacrosse Club. Lacrosse is played on the multi-purpose field in Stonewood Park. Lacrosse fields should be developed with larger buffer areas around the playing area due to safety concerns with the play of the ball. Additional multi-purpose fields should be developed in community parks to accommodate this growing sport. Lacrosse has recently been designated as a Pennsylvania Interscholastic Athletic Association (PIAA) boy's team sport which will expose the sport to a wider audience and expand its popularity.

**Rugby** – York Youth Rugby plays on one of the multi-purpose fields at Camp Security Park. The small field accommodates the program for now because most of the participants are young.

**Volleyball –** There are three sand volleyball courts in the municipality located in Springettsbury Township Park. These courts are grouped in a bank, suitable for league plan. Volleyball is a popular sport with teens

and families. Courts should be installed as new parks are developed or existing parks renovated. Families and adults generally prefer lawn volleyball courts while teens and young adults prefer sand volleyball courts. Volleyball should accompany picnic pavilions, where room permits, and should be developed in banks of two or more in community parks for league play. Multiple volleyball courts for league play should be developed with lights because league play is typically in the evening.

**Tennis –** There are six tennis courts in Springettsbury Township at Springettsbury Township Park and additional courts are available at Central York High School and York Suburban Middle School. Tennis popularity has waned in recent years although it is a lifetime recreation activity. The courts at Springettsbury Township Park are well used. Tennis courts should be developed in banks of two or more and should be located in visually accessible areas preferably near parking areas and park entrances. Court lighting is recommended where site conditions are appropriate. If the popularity of the tennis courts at Springettsbury Township Park is sustained, additional courts should be considered for development in future community parks to align with the needs of the growing community.

**Swimming Pools –** There are no municipal swimming pools in Springettsbury Township; however, Penn Oaks Pool and Pine Ridge Swim Club are privately owned, membership-based swimming pools. In addition, Central High School is considering adding a pool to their campus. Swimming is a lifetime recreation activity and has important health and wellness attributes. The desire for a public swimming pool in the municipality emerged from the planning process for this project. As the Township explores development of a second community park or an indoor recreation center, the need for a swimming pool in the Township should be explored through a feasibility study. The study should assess the need for a pool based on other providers in the region, provide a funding strategy for development and operations, determine whether a pool should be an indoor or outdoor facility, and provide information on the overall community benefits of a swimming pool.

**Playgrounds –** Each park of the Springettsbury Township park and recreation system currently has a playground. Of the 10 park sites only two, Kingston Park and Camp Security Park, have age-segregated playgrounds. The Township has invested in capital upgrades over recent years to most of the playgrounds, with only Pleasureville Park and August Schaefer Park not addressed.

Springettsbury Township Park has a unique wooden playground structure that was community built and has been very popular. Wooden playgrounds of this type have been built through the eastern United States over the past two decades. Many of these structures require ongoing maintenance due to aging materials and high use. The structure in the Township Park is not age-segregated and parents have commented that it is difficult to maintain visual contact with their children within the complicated structure. The master plan for Springettsbury Township Park designates an area for a second playground that would be developed with

modular play equipment with lower maintenance requirements and a long life span. The existing wooden structure should be removed when ongoing maintenance cannot address the upgrades needed to provide a safe structure.

The playgrounds without equipment divided into the appropriate age-segregated groupings should be renovated to meet the current playground safety standards. There should be tot equipment suitable for children aged two to five years old and youth equipment for suitable for ages six to 12. The Consumer Product Safety Commission (CPSC) guidelines state, "In playgrounds intended to serve children of all ages the layout of pathways and the landscaping of the playground should show the distinct areas for the different age groups. The areas should be separated at least by a buffer zone, which could be an area with shrubs or benches."

Playgrounds should be designed to stimulate imaginative play as well as physical activity. Playgrounds should be bright, stimulating environments that engage children while providing convenience facilities for adults such as benches and shaded areas. Playgrounds must meet the CPSC guidelines for public playground safety and be developed with surfacing material that meets safety criteria. Playgrounds must also meet the requirements of the Americans with Disabilities Act (ADA) which requires that an accessible route be provided from the walkways/parking areas to the playground equipment and that a portion of the equipment offer activities that can be utilized by physically challenged children. Options include retrofitting the existing structures to comply with the guidelines, adding additional equipment as appropriate, and/or installing signs that direct use by specific age groups.

Additional playgrounds should be developed in all neighborhood and community parks, and each one should have safe, accessible walkways to link sidewalks, trails, and parking areas to playground areas. Playgrounds should be designed for safety and provide adequate separation from parking areas, any ball field's foul ball and home run territory, and drives/roadways.

**Pathways –** Pathways should be provided in every park for recreation purposes and to meet the requirements of the ADA. The ADA requires an accessible route from parking areas and drop-off areas to recreation facilities. Additionally, viewing areas for physically impaired spectators must be provided at sports fields and courts. In community parks where space allows, a trail at least eight feet wide is recommended to permit multiple users. Trails should be paved to provide multiple recreational opportunities such as bike riding, inline skating, jogging, and walking. Walking is an activity widely enjoyed by all segments of the population and, where space requirements can be satisfied, walking trails should be developed in each municipal park.

**Community Center –** Springettsbury Township does not have a community center to serve residents, community organizations, or the recreation department. Throughout the planning process, residents have

expressed their desire to have a community center to provide programmed activities for seniors, teens, and others; to accommodate community organizations; and for special event rentals. The vision expressed for a recreation community center is an inter-generational facility to serve the entire community. The center should provide programmed activities and serve as a drop-in facility for self-directed recreation. Desired amenities include multi-purpose room(s), a gymnasium, and a kitchen.

**General Facilities Observations –** With only one community park, many programmed sports activities are occurring in the neighborhood parks throughout Springettsbury Township, which is problematic given that neighborhood parks were designed for informal recreation. Significant issues include the lack of adequate parking for sports league practices and games, lack of comfort facilities, and athletic fields that were not designed for competitive play. Park users are parking on residential streets causing congestion and, in some cases, safety concerns. Portable restrooms are provided in some park sites to address the lack of comfort facilities. The leagues are using fields that were not developed for competitive play and, as such, may not have the appropriate slope, drainage, or safety zones. The overwhelming need for athletic fields in the community is forcing the use of any open areas that the leagues can find available. The wear and tear on these spaces and the lack of turf rest periods results in fields that are of lesser quality than preferred for league play.

**Park Factor 6: Conditions of Parkland**

Each park site was viewed during the tour of facilities and subsequent fieldwork. Generally, the parks offer many recreation facilities and park amenities that are well maintained. The findings of the facility inventory for each site have similarities that relate to accessibility and the regulations of the ADA, the safety guidelines of the CPSC, and recommendations to enhance the user experience through the addition of site amenities or park facility improvements or additions. Specific findings of site observations and recreation opportunities include the following.

**Camp Security Park**

| | |
|---|---|
| *Park Description:* | An 11-acre neighborhood park located between two residential neighborhoods in the southeast quadrant of the Township. The park offers active recreation facilities in a natural setting along a wooded creek corridor. |
| *Active Recreation Facilities:* | Two multi-purpose athletic fields and playground equipment. |
| *Passive Recreation Facilities:* | Stream access, earthen woodland trails, and picnic pavilion. |
| *Support Facilities:* | Aggregate parking area for 15+/- cars, pedestrian bridge, grill and shade. |
| *General Site Observations:* | The park is located in a central location between neighborhoods to the east, west and new condominium development directly north. |

The single aggregate parking area, park facilities, and earthen woodland paths do not meet ADA accessibility guidelines. The creek corridor is a geologic and ecologic asset with significant rock outcroppings and wildlife habitat. The wooded areas on site provide shade for the playground and sports fields, as well as enhancing the creek corridor. The park lacks a buffer from a private residential neighbor along its western edge, facing the large open multi-purpose field.

*Opportunities:*

Sidewalk or trail connections to the surrounding residential areas could be made. All facilities should be made ADA accessible and a trail encircling the park should be considered. The parking area should be paved with spaces delineated. The woodlands along the creek should be preserved and protected for ecological benefits. The creek and its unique rock outcroppings offer the potential for environmental education signage in the park. The "Camp Security" park name and local history could be interpreted through historic interpretive signs and displays in the park.

**Fayfield Park**

*Park Description:* A five-acre neighborhood park with active recreation facilities. The park is located in the southwestern edge of Springettsbury Township in a residential neighborhood bordering Interstate 83.

*Active Recreation Facilities:* 60' baseline/200'outfield ball field with skinned infield, basketball court, and playground equipment.

*Passive Recreation Facilities:* Picnic pavilion and approx. 190'x100' open lawn area.

*Support Facilities:* Street parking, two portable restrooms, water fountain, and grill.

*General Site Observations:* This neighborhood park is located on both sides of a 30' wide cul-de-sac. The park is gently sloping with several mature, healthy shade trees. The playground and pavilion are not ADA accessible. The road noise from Interstate 83 is very loud while in the park. The youth ball field is well maintained but appears to have a short outfield. No parking areas are delineated for the park and the central access street was fenced off from traffic during field observations. The playground is located in an exposed area with no shade. The open lawn area could be used for athletic purposes but it is too small to be used for organized play.

*Opportunities:* The park's drive could be developed into a small, organized parking area. The park facilities should be made ADA accessible. Consider moving the playground south to provide more shade, free the area for the expansion of the open lawn to make it more programmable and make room for other facilities such as a bocce court or horseshoe pits. Develop a vegetative buffer along Interstate 83.

**Kingston Park**

*Park Description:* This four-acre neighborhood park with active recreation facilities located across Sundale Drive from York Suburban Middle School and The First Church of the Brethren.

*Active Recreation Facilities:* One multi purpose field, two basketball courts, and playground equipment.

*Passive Recreation Facilities:* Picnic pavilion.

*Support Facilities:* Grill, water fountain, bicycle rack, and benches.

*General Site Observations:* The park is heavily used. The playground equipment is new and the basketball courts were recently resurfaced and lined. Facilities are ADA accessible with narrow walkways through the park. The perimeter of the park has sidewalks along Kingston Road and Sundale Drive. There is no parking or access drive in the park. Street parking is available on the surrounding streets.

*Opportunities:* Provide a crosswalk and traffic warning signs from York Suburban Middle School across Sundale Drive. Consider making a loop trail around the multi-purpose field. The edges of the basketball courts should extend beyond the basketball posts for run-out room to prevent a tripping hazard. Besides shade trees, the park has little vegetation. Consider low maintenance perennial beds or flowering shrub borders to add color and more vegetation in the park.

**Penn Oaks Park**

*Park Description:* A 16-acre neighborhood park with large open lawn, exposed creek corridor and recreation facilities in the center of a residential neighborhood in southeastern Springettsbury Township.

*Active Recreation Facilities:* One softball field with a 60' baseline/175' outfield, multi-purpose field, one basketball court, and playground equipment.

*Passive Recreation Facilities:* Picnic shelter and large open lawn area east of the creek.

*Support Facilities:* Benches, water fountain, grill, and bicycle racks.

*General Site Observations:* The site is surrounded by residential yards with scattered perimeter screening. The creek banks are severely eroded in some areas and

devoid of vegetative cover. The large sloping open space east of the creek is informally used as a practice multi-purpose field. The slope of the open space does not allow organized play. No off-street parking is available for the park or its facilities. A private neighborhood association-owned pool borders the park to the north and has a 25+/- paved parking area.

*Opportunities:* The site has been master planned to explore what improvements are needed. The master plan proposes a 45- space parking area, streambank stabilization and riparian buffer, the addition of two bocce courts, community garden, and two large multi-purpose fields.

**Pleasureville Park**

*Park Description:* Pleasureville Park is a four-acre open space with a small recreation area, located behind the Pleasureville Heights Commonwealth Fire Company 17. The property is actually owned by the fire Company and leased to Springettsbury Township. The long-term lease was recently renewed.

*Active Recreation Facilities:* One basketball court and playground equipment.

*Passive Recreation Facilities:* Picnic shelter and large open lawn (approx. 200' by 280').

*Support Facilities:* Paved parking area shared with the fire company, pedestrian bridge, pavilion grill, benches, and a portable toilet.

*General Site Observations:* The park and facilities are not ADA accessible. Playground equipment is outdated, devoid of safety surfacing, and does not meet current American Society of Testing and Materials (ASTM) or CPSC guidelines. The site slopes gently to the northeast corner and drains to a small stream channel on the western border of the park. Some surface rock was noted during field observations. The park borders were well buffered from surrounding land use and several large shade specimen trees were noted.

*Opportunities:* Pleasureville Park has potential for the development of an athletic field

(youth baseball or multi-purpose) in the large open lawn area. The playground equipment should be removed or replaced with age-segregated equipment with surfacing that meets current safety and accessibility guidelines. The park and facilities should meet ADA requirements. The stream channel could be enhanced with native plantings and a perimeter loop trail could be developed around the park site.

**Rockburn Park**

*Park Description:* This small one-acre mini park with active recreation facilities is located on the northern edge of a residential area.

*Active Recreation Facilities:* One basketball court and playground equipment.

*Passive Recreation Facilities:* Picnic pavilion, open lawn area, and painted pavement games area.

*Support Facilities:* Pavilion grill, bicycle rack, portable toilet, fence along the Industrial Highway, and one off-street, handicap-accessible parking space.

*General Site Observations:* No street parking is permitted on bordering streets of the park. A furniture store parking lot across Rockburn Street from the park is used by some park patrons. The park has bordering sidewalks on the northern and eastern edge. The basketball court and play equipment is

new and well maintained. The open lawn area is too small to support any organized sports activity.

*Opportunities:* Rockburn Park is easily accessed on foot by the surrounding neighborhood and is small enough to not need a parking area. More benches or seating areas could be provided. Add more shade trees and shrubs along the park's northern border to further buffer the industrial highway. A small loop trail could be developed as a play element or mini tricycle track. Consider implementing small, low-maintenance perennial beds or flowering shrub borders to add more color and aesthetic interest in the park. Buffer the fencing along Industrial Highway with plantings.

**August Schaefer Park**

*Park Description:* Schaefer Park is a small two-acre mini park in the center of a residential block of homes. The park has mainly active recreation facilities and is accessed from Lynbrook Drive via a narrow pedestrian right-of-way.

*Active Recreation Facilities:* One ball field with a 60' baseline and 245'-265' outfield, playground equipment, and a basketball court.

*Passive Recreation Facilities:* Picnic pavilion.

*Support Facilities:* Pavilion grill, water fountain, and bleacher pad.

*General Site Observations:* Park and facilities are not ADA accessible. The playground equipment is outdated, lacking safety surfacing underneath, and does not meet current ASTM or CPSC guidelines. No off street parking is available and access to the park is not readily visible from Lynbrook Drive. The facilities in the park are not heavily buffered from surrounding residential yards. The basketball court and some surrounding homes are in foul ball range of the ball field.

*Opportunities:* The park is too small to safely accommodate all the facilities that are

there now. No competitive or adult play should be permitted on the ball field and the ball field should be eliminated when it can be replaced at a new park site. More buffers should be added around the ball field and park perimeters. The park and facilities could be made ADA accessible with a perimeter trail. The playground should be removed or replaced with equipment and surfacing that meets current safety standards. Signage along Lynbrook Drive would add visibility to the park entrance.

**Springetts Oaks Park**

*Park Description:* Springetts Oaks Park is an 11-acre neighborhood park and natural area located in eastern Springettsbury Township.

*Active Recreation Facilities:* One basketball court, age-segregated playground, and multi-purpose field.

*Passive Recreation Facilities:* Picnic pavilion and trails.

*Support Facilities:* Picnic grill, water fountain, benches, portable toilet, and pedestrian bridge.

*General Site Observations:* The park has no off-street parking area. Pleasant Valley Road dead-ends on the northwestern edge of the park. Pedestrian access through the park connects the eastern and western neighborhoods bordering the park. The park facilities are not ADA accessible. A small stream flows north to south through the wooded area on site, severe erosion was noted along its banks. Earthen trails exist through the wooded area. There were signs of the woodland trails being used by bicycles and as a hangout area with trash debris piles. The active facilities on site are in good condition and visible from the western neighborhood. A private loop trail is located behind condominium apartments on the western property bordering the site.

*Opportunities:* The dead end area of Pleasant Valley Road and a small portion of the

park along the road could be used for a small off-street parking area. A loop trail around the multi-purpose field and through the woodland should be established to meet ADA accessibility guidelines, connect to the adjacent private trail, and provide more passive recreation and woodland environmental opportunities in the park. Provide more shade in the playground area and park entrance, and convenience facilities such as benches and picnic tables. Strive to protect and preserve woodland and stream resources.

**Stonewood Park**

*Park Description:* Stonewood is a nine-acre neighborhood park in eastern Springettsbury Township located within three quarters of a mile from August Schaefer and Camp Security Parks.

*Active Recreation Facilities:* One basketball court, playground, and multi-purpose field.

*Passive Recreation Facilities:* Picnic pavilion and accessible wetland area.

*Support Facilities:* Picnic grill, wetland boardwalks, pedestrian bridge, and an aggregate parallel parking area along Stonewood Road for 10+/- cars.

*General Site Observations:* The park offers a balance of passive and active recreation facilities. The

wetland area provides a wildlife habitat and serves as a stormwater facility for the surrounding neighborhood watershed. The basketball court was recently resurfaced and the picnic pavilion is unique for its historic appearance and simple building materials. A small stream runs north to south along the eastern property line with severe erosion noted along its banks. Vehicular access for maintenance and first responder vehicles is provided with a crumbling concrete ford in the streambed. Shade is plentiful throughout the park, but several trees along the stream were in poor condition. None of the park facilities meet ADA accessibility guidelines.

*Opportunities:* The park facilities should be made ADA accessible with connecting

perimeter park trail. Enhance the wetland area through environmental educational signage and additional wildlife habitat enhancements. Paint 3-point court lines on the basketball courts and extend court pavement beyond the posts for run-out room. Add more benches and places for spectators along the multi-purpose field. The stream corridor could be used as a picnic area with shade and views into the park. Stabilize the steam banks and add picnic tables. Provide safe and easy access for maintenance and first responder vehicles across the stream into the park.

**Springettsbury Township Park**

*Park Description:* Springettsbury Township Park is the Township's only community park serving the entire Township and large amounts of users on a regular basis. This 51-acre park is a destination for residents with diverse recreation facilities and gathering areas.

*Active Recreation Facilities:* Three sand volley ball courts, three basketball courts, six tennis courts, one adult baseball/multi-purpose field, two youth baseball fields one with overlapping football field, one softball field, an in-line hockey rink, two picnic shelters, and a playground.

*Passive Recreation Facilities:* Two picnic pavilions, loop trails, open lawn areas and an amphitheatre.

*Support Facilities:* Picnic grills, water fountains, restrooms, two parking areas, concession stands and seating areas.

*General Site Observations:* The park is highly used by residents, local organizations,and sports groups. The summer concert series draws large crowds to the park's amphitheatre. The park's facilities are ADA accessible. The park's loop trails are used by joggers and walkers.

*Opportunities:* Add more picnic pavilions in the park. Look for opportunities to add more passive recreation facilities in the park, such as horseshoes, bocce,

or shaded picnic areas. Offer a playground with age segregated play structures. Consider developing a water feature or splash pad and create more activities for teens such as skateboarding elements.

**North Hills Open Space**

*Park Description:* A 38-acre, undeveloped natural area located in northwestern Springettsbury Township just north of Route 30. A major overhead power line right-of-way runs north-south and bisects the site.

*Active Recreation Facilities:* None.

*Passive Recreation Facilities:* Some earthen trails are apparent and have been forged for walking, but there are no developed recreational facilities.

*Support Facilities:* A large turn-around area has access from Camelot Way. The Township currently uses the area for spoil piles and storage.

*General Site Observations:* The park is steeply sloped in areas and is densely vegetated outside of the power line right-of-way. A small stream corridor winds along the western border. Views past Route 30 into southern Springettsbury Township are apparent from the higher elevations on site. The site borders two residential areas to the east and west, Mt. Zion UCC to the northwest, and Central York Middle School to the northeast.

*Opportunities:* A park master plan should be completed to explore the recreation potentials and opportunities this site has to offer. The site has the potential to house a number of recreation facilities such as a dog park, picnic areas, and trail networks. The site could provide multiple access points for trails linking the various neighborhoods, school, and church

facilities. The site's natural resources should be respected, providing a natural oasis in a highly developed area.

**General Park Improvements/Recommendations**

*Signs:* Enhance the image and design for the park identification signs using a "family" of graphics with similar fonts, colors, and materials. Consider creating a Springettsbury Township logo for incorporation into all park signs. Use the "family" images in the development of other park signs, kiosks, and interpretative panels.

*Riparian Buffers:* Enhance the riparian edges of streams within the Township parks with natural plantings. At Stonewood Park and other key locations develop interpretative signage to educate park visitors on what they can do to enhance stream properties and riparian corridors.

*Landscaping*: Landscaping parks with plant material native to York County is recommended and should be promoted throughout the park system. Plant material native to York County is adapted to the geographic location and, as a result, will require less maintenance, will withstand the extremes in climate change, will be less susceptible to disease and pests, and will propagate naturally. Native plant material will provide needed habitat and food for small mammals and birds. The introduction of native plants and enhancements of existing native plant areas will help to reduce the ability of exotic species getting a further foothold within the park sites. Native plant material is also readily available from low-cost sources such as the Pennsylvania Game Commission and County Conservation District. In open, informal park areas the use of native wild flowers and warm season grasses will provide visual interest, cover and food for wildlife, and lower the ongoing maintenance costs of mowing. Where utilized, a four to eight-foot wide strip of maintained lawn area should be provided adjacent to the meadow areas to create a visually pleasing transition to the meadow. Because wildflowers and native grasses have a different appearance in the landscape, it is a good idea to inform park visitors about their use and the landscape and environmental goals for the site. Signs should be placed in the meadows and native grass areas to describe the planting, growing process, and environmental benefits.

*Lighting:* Lighting sports fields and game courts expands the use of these facilities. Many facilities are primarily used in the evenings and on weekends. Having lighted facilities will permit more use of Township facilities during the evening hours and will better accommodate adult users. Lights for courts and fields should be specifically designed for recreation purposes by a manufacturer that specializes in sports lighting. Consideration should be given to the capital investment, operating costs, maintenance costs, and compatibility of lighting with adjacent land uses. Lights may not be appropriate at a park site located in a residential setting but may be compatible in non-residential or low density residential areas, adjacent to open space or near highways. Additionally revenues from users can offset operational costs.

**Park Factor 7: Park and Recreation Facility Trends**

The way we spend our leisure time and the activities we enjoy have changed over time. As such, recreation has changed dramatically over the last several decades. Trends emerge and factors change that impact parks and recreation facilities that we need in our communities. Consider the broad trends:

- People live longer and remain active longer.
- Females participate in athletics at a higher rate.
- Soccer has emerged and dominated as a youth sport activity.
- New sports, such as lacrosse, in-line hockey, and skate boarding have emerged.
- Traditional sports seasons have expanded.
- The rail-to-trail movement began and continues to grow.
- Natural resources are now recognized as important and are more highly valued.

The following trends emerged as part of the analysis of Springettsbury Township's parks and recreation facilities.

- New sports, including skateboarding, lacrosse, and rugby, are emerging and affecting facilities,
- Leisure activities, such as bocce, are growing in popularity in the municipality.
- Special use facilities, such as dog parks, are increasingly popular in the area.
- Expanding sports seasons and high-use demands do not allow the overlapping use of facilities. Dedicated fields are desired for specific sports.
- Use policies, higher user fees, and school expansion are limiting available athletic fields for community use.
- All available fields are being used for sports league play. Neighborhood parks are being used for

competitive sports activities and have not been designed to accommodate the associated use or parking.

- Adult recreation opportunities are limited in the community due to lack of available facilities and demands of youth sports programs.
- There is a need for indoor recreation and community activity areas.
- Open space in the municipality is fragmented due to development patterns. Safe linkages to parks are lacking.
- Citizens desire close-to-home recreation opportunities to eliminate driving for activities.
- More recreation facilities are needed to meet the demands of the organized sports groups.

**Analysis of Park and Recreation Facilities**

Springettsbury Township has a park and recreation system that is maximized within the existing park sites. With the exception of North Hills Open Space, each park site is generally used to its fullest potential. This plan does recommend minor improvements and additions that can be made to each park site but, from a major facility standpoint, the parks are at capacity. The recent investment in the rehabilitation and expansion of Springettsbury Township Park has been well received and recognized in the community, as well as the upgrades to playground equipment in the neighborhood park sites.

Springettsbury Township grew at over 10% between 1990 and 2000 and the York County Planning Commission projects that significant growth will continue through 2020.

The existing parks are not meeting the recreation needs of the community and population growth will cause further impact. A minimum parkland standard used to assess the parkland of the community reveals a need for significant community parkland acreage. The neighborhood parks have mitigated the gap in community parkland but these facilities are not designed or located for intensive community and sports league use.

The park system in Springettsbury Township primarily offers active recreation opportunities. Several parks have nice natural areas with streams that should be enhanced and protected for their passive recreation opportunities. Additionally, the North Hills Open Space parcel offers an unused site that could be developed for passive recreation pursuits such as walking. Although Springettsbury Township facilities are weighted for active recreation, the nearby York County Rocky Ridge Park and Northern Extension of the Heritage Rail Trail County Park help to provide a balance of active and passive recreation facilities. Springettsbury Township should seek parkland for active recreation and continue to support its development while furthering passive recreation within existing park sites and through partnership with York County Parks.

Input through the public participation process revealed both opportunities and concerns about parks in Springettsbury Township. Concerns relate to specific site improvements and the need for additional facilities

and parkland. Opportunities exist for a greenway / trail network throughout portions of the community, park enhancements that relate to the function and convenience of the existing parks, and small improvements that can make a big difference in existing parks. The following are additional findings of the parkland and recreation facilities analysis:

- Citizens want convenient access to parks.
- Citizens want to improve the attractiveness of neighborhood parks through enhancements to public facilities, street trees in neighborhoods, and other aesthetic improvements. Beauty and landscaping are important. Landscaping of parks is an opportunity to enhance the community and set an aesthetic standard.
- Springettsbury Township Park is well-developed and valued by the community but the recreation needs of the community have surpassed the ability of this single park to meet them.
- Small improvements in existing parks, such as the addition of trails, convenience facilities and landscaping, will enhance the user's experience.
- Restrooms should be provided in high-use neighborhood parks.
- Additional land is needed for sports fields and new community parks.
- The need for indoor recreation was expressed, reflecting a recognized trend, to meet the growing recreation needs of seniors, teens, sports leagues, and other segments of the community.
- Facilities for seniors and lifetime recreation are desired. Target facilities for senior adults in new parks and through renovation of existing parks.
- Resources exist in the community to begin the process of creating a livable, connected community. Emphasize pedestrian and bicycle facilities in planning efforts and explore opportunities for trails and greenways.

**Park and Recreation Facility Recommendations**

Following are recommendations for the Springettsbury Township parks and recreation facilities:

1. **Target acquisition and development of parkland to meet current and future needs for expanded facilities.**
    - The need for additional parkland in Springettsbury Township is at a critical juncture due to expanding recreation needs, ongoing residential development, expanding sports programming, and the limited amount of remaining open space suitable for recreation development. Springettsbury Township should prioritize acquisition of parkland as follows:
        - The Township, through this plan, committed to a guideline for parkland of 10 acres per 1,000 citizens. To achieve this guideline and meet the needs of the community based on population growth forecast, Springettsbury Township should acquire an additional 165 acres of land by 2020.

- Adopt a policy of acquiring land for future recreation use, which is to remain preserved and undeveloped for a set period. This policy will secure land now while opportunities still exist and reserve the land for future needs.

- Acquire additional community parkland through purchase, donation, dedication, or grants to meet the current and future recreation needs of the municipality. Based on the parkland classification for Springettsbury Township this equates to two community parks of 50 to 80 acres in size. Three scenarios exist for new community parks in the Township and are described as follows:
  - The northeast quadrant of the municipality has the most open space and agricultural land, presenting potential opportunities for parkland acquisition. Residents note the convenient centralized location of Springettsbury Township Park, which is located within this quadrant of the community. The preferred option for acquisition of community parkland is to acquire land contiguous to or linked to Springettsbury Township Park or elsewhere in the northeast quadrant.
  - A community park south of Route 30 would complement the location of Springettsbury Township Park and serve the southern half of the community. This area of the Township is nearly fully developed and the feasibility of a community park site of sufficient size in this area of the community may be limited.
  - The northern and western areas of the community are located outside of the service radius for Springettsbury Township Park and acquisition of a community park in these areas would serve a growing area of the community.
- Maximize the recreation potential of existing park sites through the expansion of existing park sites with contiguous acreage, as possible.
- The Township should consider acquisition or development of existing municipal lands for special purpose facilities that are not available in the municipality. Recommendations for special purpose facilities in Springettsbury Township include the following:
  - The public participation process indicated significant need and support for an indoor community recreation center. The vision that emerged through the planning process is a center serving youth, teens, adults, and seniors in one location. Undertake a design feasibility study for development of a community center. The scenario most often discussed regarding a community recreation center in the municipality is to develop the center on the municipal campus at the corner of Mt. Zion Road and Pleasant Valley Road. A study should provide recommendations regarding the facility location, configuration/program, size, capital and operating cost, potential partners, and other aspects of undertaking this project. A firm experienced in state-of-the-art community center planning, financing, operating, and development should complete the study.
  - The issue of a municipal swimming pool is always complicated, especially in the northeast. There is a need for a swimming pool in the municipality based on the population and input of seniors and families who expressed a desire for a facility. The development of a swimming pool in

Springettsbury Township should be explored as part of an indoor community recreation center as discussed above.

- Acquire additional neighborhood parks for close-to-home recreation as new residential subdivisions are planned. Neighborhood parks should have a minimum of five acres of usable land for recreation purposes and preferably 10 or more acres for development of both active and passive facilities.
- Target acquisition of parkland through purchase or donation of land and/or easements to create a connected community through linear parks, trails, and greenways.

2. **Maximize the use of existing parks to respond to the expanding needs, interests, and desires of citizens and improve the safety, function, convenience, and aesthetics of park sites through the following initiatives:**
   - Develop new community parks and recreation facilities to meet citizens' needs. Monitor the growing recreation needs of the community and continue to develop the park as required.
   - Complete master plans for North Hills Open Space and new parks. Incorporate public participation as part of the planning process. Master planning addresses management issues through park design and the alignment of facilities with recreation trends, as well as current and projected community needs. Design park sites to provide order to facilities and activity areas. The Master plans should include the plan for the park sites and a phased cost estimate that outlines the anticipated development costs.
   - Provide walking and bicycling trails within parks and to park sites, as possible. Trails are enjoyed by all segments of the population and are highly desired recreation facilities. The ADA requires access to recreation facilities and activity areas via an accessible route. The existing roadway network in Springettsbury Township creates barriers to easy connections to park sites throughout the community. It will be important to work with the Pennsylvania Department of Transportation, municipal public works, and others to creatively address connections to parks.
   - Connect park sites to designated greenways and multi-use trails as possible. Extend sidewalks to park locations within neighborhoods.
   - Enhance the park sites to ensure that they are comfortable and convenient to use by adding benches, trash receptacles, drinking fountains, grills, bike racks, restrooms, and other convenience facilities as appropriate. Provide benches near playgrounds, in shaded locations, and at other activity areas for caregivers to sit and watch park activities.
   - Upgrade park signs by using a standard vocabulary of sign materials, colors, and design to unify and promote the park opportunities within the municipality while indicating ownership of each site.
   - Incorporate field and court lighting in park sites to maximize the use of existing facilities.
   - Address the expressed need for indoor recreation to meet the growing needs of adults, seniors, teens, and program providers, as well as other segments of the community.

- Partner with York County Parks Department on the development of a dog park.
- Provide facilities for lifetime recreation and leisure pursuits such as trails, volleyball courts, tennis courts, and picnic pavilions.
- Add unique facilities to broaden the appeal and use of the parks. Consider a spray park/splash pad play area, skateboard park, and bocce courts.
- Consider the needs of the senior adult population. Make facilities pedestrian friendly, convenient to use, and provide sitting areas in the shade that are conveniently spaced along trails and near activity areas. Provide pavilions near parking areas.
- Undertake recommendations for renovations and enhancements to existing parks listed in the park assessment portion of this Plan.

**3. Create great public places.**

Parks are the public spaces of our communities. The care and dedication we commit to their design, development, operations, and ongoing maintenance speaks volumes about a community. Commit to the great design of new parks and the sensitive, thoughtful master planning of existing parks.

- Strive to undertake improvements to the parks that are holistic, rather than piecemeal, to provide a sense of presence and accomplishment in the public view.
- Provide support and accessory facilities that create premier recreation facilities, such as dugouts for baseball fields; picnic areas designed as a unit with grills, picnic tables, horseshoe pits, shaded areas, and water; restrooms in high-use neighborhood parks and community parks, and benches at game courts.
- Design with nature.
  - Protect and enhance natural resources of the park sites.
  - Provide buffer areas around sensitive natural resources that should have limited or no public access.
  - Enhance riparian buffers along streams
  - Locate facilities with consideration of prevailing wind and solar orientation.
  - Use native plant material to enhance wildlife habitats and minimize maintenance.
  - Consider the site soil, underlying geology, and ground water during the planning and development phase. Soil, geology, and depth of ground water directly affect facility constructability, drainage, and long-term maintenance.
  - Incorporate wetlands, rock outcrops, and hedgerows sensitively into park designs.
  - Develop park sites using Best Management Practices for erosion control and stormwater management.
- Enhance park sites with landscaping for color and interest and trees for shade.
- Create great playgrounds that promote fun, socialization, learning, and creativity.

| What is a Good Playground? |
|---|
| Play is the work of children. Through play, children learn skills to develop into happy and well-adjusted human beings. Playgrounds provide a valuable resource for this process. Playgrounds typically focus on the narrow gross motor skills: running, climbing, and swinging. Important skills such as socialization, language, creativity, and conceptualization are less likely to be developed on play equipment typically available such as swings, climbers, seesaws, and merry-go-rounds. |
| **Elements of a Good Playground –** Play areas designed according to the development needs of specific age groups: (2-5 year olds, 6-12 year olds). Playground equipment must conform to the CPSC guidelines. This includes safe equipment, design for safety through proper layout, and safe surfaces. Playgrounds should be designed and located in keeping with the spirit and standards of the ADA.<br>**Superstructure -** A play superstructure provides a wide range of experiences not possible in traditional equipment with a singular purpose. Every time a child steps onto a superstructure, a variety of choices are presented. Components of superstructures include decks, bridges, ladders, and climbers. Superstructures are sized to accommodate numerous children at once.<br>**Tire Swing -** In contrast to the traditional belt swing, tire swings can accommodate up to three children at once. This encourages children to develop a sense of cooperation and teamwork.<br>**Sand Area** - Children love to play in sandboxes. Sand play fosters cooperative and creative play.<br>**Dramatic Play Structures –** Structures that resemble items such as houses, town buildings, trains, cars, etc., provide the vehicle for children to develop linguistic and conceptual skills. These structures encourage imagination and social skills. They become props for adventures and activities.<br>**Paths and Walkways -** Paths for tricycles, in-line skates, or wheelchairs provide a way for children to experience independence. Paths with curves provide physical and cognitive challenges for balancing, steering, and turning, and a sense of the body in motion.<br>**Trees and Gardens -** Trees and shade are essential components of a playground. Relief from the hot summer sun is important. When supervision is possible, gardens provide learning landscapes for appreciation of the environment and nature.<br>**Sitting Areas -** Benches are necessary for people using a playground. Adults supervising children need a relaxing place to sit. Sitting areas provide a gathering place for socialization and story telling. Seating can be imaginative with cutouts in hills, walls designed for seating, etc.<br>**Amenities and Support Facilities –** Playgrounds should have drinking fountains, trash receptacles, and nearby bike racks. If the playground is to have a supervised recreation program longer than three hours, it should be located with convenient access to restrooms.<br>**Water Play Features -** Water play is a favorite activity of pre-schoolers. Where supervision is provided a water play area would be an asset. Water spray fountains near sand play areas add to the imaginative play opportunities.<br>**Storage Facilities -** Storage facilities are necessary for recreation leaders to store materials and equipment on site. |

- Establish a readily identifiable image in the community for public parks.
  - Create a uniform signage system that conveys the image of a premier public park system. Incorporate a Springettsbury Parks logo into all departmental signs as well as other materials and equipment presenting the image of the park and recreation system to the public.
  - Establish design standards through the master planning process. The goal of the standards would be to provide a consistent quality design and construction features in all facilities. This would include quality materials, harmonious colors, and prime consideration of the natural environment.
  - Provide street trees along park road frontage and park drives.

- Design with consideration of safety and security of the parks for users:
  - Provide visual access into the parks from surrounding streets and sidewalks. Avoid designs that create "hidden" areas.
  - Provide adequate safety zones around sports facilities and play equipment.
  - Provide physical barriers between adjacent roadways and parking areas.
  - Where applicable limit the extent of vehicle penetration into the site and vehicular/pedestrian conflict areas.
  - Provide trails of adequate width for the intended user groups.

**4. Provide facilities for public uses that comply with accessibility and safety regulations and guidelines.**

- Evaluate the existing park sites and recreation facilities to determine if they comply with ADA regulations. The ADA is federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation. Municipal parks are public accommodations and must meet the requirements of the ADA.

  Walkways must be developed to provide an accessible route from handicap parking spaces to and between recreation facilities. Playgrounds must offer play equipment that provides play options for the physically challenged. Trails and walkways must be developed so that they do not exceed specified slopes. Athletic fields and courts should be accessible and provided with accessible viewing areas. Fences surrounding game courts should have gates with clear opening widths that meet or exceed the ADA requirements. Picnic areas should offer accessible picnic tables.
- Provide play equipment that meets the safety criteria and age-segregation criteria of the CPSC Guidelines for Public Playground Safety. Remove all equipment that does not meet the CPSC Guidelines. Conduct ongoing safety inspections of playgrounds. Provide adequate safety zones around each piece of play equipment with safety surfacing material that meets the test requirements of the CPSC and the latest ASTM criteria.
- Identify and prioritize improvements needed to bring existing facilities into compliance with the ADA and CPSC. A phased implementation schedule should be developed and improvements should be included in the capital improvement program budget.

# IV. Open Space, Greenways and Trails

Building upon the Natural Resource and Open Space assessment and recommendations of the Comprehensive Plan, this chapter assesses opportunities in Springettsbury Township to protect open space and create a comprehensive network of linear corridors to connect the community. Creating a connected community with trails and greenways and promoting protection and preservation strategies for Springettsbury Township's natural resources and open space are important steps toward sustaining the quality of life that residents enjoy.

**Open Space**

The *Springettsbury Township Comprehensive Plan* evaluated natural resources and the open space characteristics of the community. The natural resource goal stated in the Plan is to "Preserve and protect open space and natural resources in the Township." The soils, streams, wetlands, floodplain, steep slopes, and other natural features are evaluated and mapped. The current status of open space preservation is explored and agricultural security areas and Farm and Natural Land Trust parcels are also mapped. The following objectives for open space protection have been identified:

- Maintain open space and rural development patterns in Druck Valley and the environment around the Codorus Creek.
- Limit development on steep slopes to reduce stormwater runoff and protect rural viewsheds.
- Maintain the Township's tree farm as open space to enhance the rural environment of the area and create a development buffer around the wastewater treatment plant.
- Develop programs and funding sources to improve stormwater management for new and existing construction through a combination of structural (detention ponds, pipes, etc.) and non-structural (land use, vegetation preservation, etc.) tools.

For decades Springettsbury Township has seen the gradual encroachment into the open agricultural areas of the community. This shifting of the population from the core urban centers to outlying areas has affected the landscape of the community with development occurring on formally wooded or agricultural lands and on steep slopes. This dispersal of residences and businesses brings with it other problems, including lack of public services in rural areas, dependency on the automobile, decline of business centers, and loss of strong social interaction. Scattered residential and business uses also represent threats to environmentally sensitive resources and visual intrusions into the countryside.

By planning for and implementing an open space and greenway network, Springettsbury Township can begin to promote the importance of these features to ensure a high quality of life for residents, protect wildlife, and preserve natural features within the community.

**Open Space Protection**

Open space protection can generally be divided into two overall strategies: protection through acquisition and non-acquisition techniques. Acquisition techniques include fee simple acquisition, donations or gifts, options to buy, bargain sales, purchase of development rights or resource protection rights, purchase and resale, and condemnation. Non-acquisition techniques include conservation easements, deed restrictions, and land use regulations. These techniques are used to protect areas of natural resources as well as corridors for greenways and trails.

Open space protection strategies are outlined below and **Table 4-1** at the end of this chapter summarizes each technique and presents advantages and disadvantages for easy reference.

**Strategies for Open Space Protection Through Acquisition**

**Fee Simple Acquisition**

Acquiring a parcel outright is probably the most effective method of promoting land protection. Drawbacks include the cost of land, the need to be agile to respond quickly to opportunities, and the long-term management commitment. Government entities such as Springettsbury Township must follow outlined procedures for acquisition of land. Unfortunately the real estate market often moves at a swift pace, with parcels sold within days of becoming available. It is important that the Township look for ways to respond quickly to potential acquisition opportunities. The following steps are recommended:

- Evaluate and/or develop a Township procedure for parkland, greenway, and open space acquisition to determine ways to make it agile and provide a mechanism for quick action on land acquisition.
- Explore working with local conservancies or land trusts.
- Develop a formalized parkland acquisition program that evaluates, ranks, and pre-approves parcels that could be purchased if and when they become available.

Collaboration with non-profit land conservation organizations that have similar goals of land protection and preservation of natural resources is important. Equally important is a commitment of funds for the purpose of land acquisition.

**Donations or Gifts**

This option provides permanent protection without public expenditure and may provide tax benefits to the donor if the donation is for preservation or conservation. It is important to let landowners know that the Township is interested in protecting open space and greenways corridors through acquisition and that the Township intends to be good stewards to the land so that landowners can consider the option of donation when making estate decisions.

**Land Conservancy or Trust**

Land conservancies and land trusts, such as the Farm and Natural Land Trust of York County or other entities working to protect open space in the Township, are potential partners in the acquisition of open space and parkland. Based on the specific goals of Springettsbury Township, it may be more appropriate to create a land conservancy or land trust to achieve the municipalities open space protection goals.

**Option to Buy**

This is an agreement with the property owner to purchase or have the right of first refusal to purchase land. This agreement secures the option of the future purchase but does not set the price or determine if the property would be sold.

**Bargain Sale**

A bargain sale is the purchase of land at less than its appraised market value. The difference in the purchase and fair market value is considered a charitable gift for tax purposes. The education of landowners is critical to make them aware of this option and the potential benefits.

**Purchase of Development Rights or Resource Protection Rights**

This strategy provides the landowner the monetary difference between the values of the land when fully developed with uses permitted by right versus the value of the same parcel remaining undeveloped. This will lower the taxes on the land for the landowner but the cost to purchase the rights may be high.

**Purchase and Resale**

This strategy involves purchase of land by a party desiring to restrict its future use and resold only under condition or restrictive deed conditions. The land remains on the tax roles with this strategy and relieves the original purchaser of continued ownership and maintenance responsibilities.

### Condemnation

Condemnation is the act of eminent domain or taking of private property for public use. This should be used as a last resort as it may reflect negatively on the land preservation initiative.

## Strategies for Open Space Protection Through Non-Acquisition Techniques

Land use regulation, official maps, and deed restrictions are strategies that provide a means of protecting land without acquiring the land outright. Springettsbury Township should consider these strategies for incorporation into municipal ordinances. Strategies that require land owner involvement such as deed restriction and Growing Greener: Conservation By Design should be promoted through education and outreach.

### Conservation Easements

A conservation easement is a legally enforceable agreement between the landowner and an agency or non-profit organization that places restrictions on the use of activities on a specific property which aligns with conservation objectives. This is typically less expensive than acquisition of land. The landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity. Public access may be restricted. Method of enforcement is needed. In addition to a conservation easement on corridor lands intended for trail use, an access easement will provide the general public the right to access or pass through a privately owned land for a defined purpose such as hiking, walking, and biking. Specific activities such as hunting and motorized vehicle use may be prohibited. Like conservation easements, access easements are less expensive than the out-right acquisition of land and the landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity.

### Overlay Zone

Land use regulations may designate a zone that is overlaid on an existing zone that adds regulation governing the use of a property. This technique is typically used to protect floodplain, woodlands, and steep slopes. Overlay zones can be designated for specific resources or areas to provide additional environmental protection. This strategy requires local government enforcement and provides targeted protection of natural resources.

### Targeted Ordinance Provisions

A municipal ordinance can incorporate provisions that target specific strategies such as tree protection during construction, buffer requirements for sensitive resources such as wetlands and streams, and protection of steep slopes over a specific percent slope.

**Growing Greener: Conservation By Design**

One readily available strategy of protecting open space is to incorporate protection provisions into municipal ordinances. The "*Growing Greener – Conservation By Design*" program, a collaborative effort of the Pennsylvania Department of Conservation and Natural Resources (DCNR), the Natural Lands Trust, and the Governor's Center for Local Government Services, incorporates conservation initiatives into municipal codes through a four step initiative. This technique balances conservation and development objectives.

1. Perform Community Assessments – Many communities protect floodplains with ordinance requirements but have not completed a comprehensive review of codes and ordinances with the goal of open space protection. A community assessment evaluates land-use regulations and offers recommendations of how to incorporate conservation provisions.
2. Map Potential Conservation Lands – Identify and map primary (contain constrained lands typically controlled by land use regulations – wetlands, etc.) and secondary (contain significant natural and cultural landscape features) conservation areas of a community. This map gives guidance to landowners and developers as to where new development is encouraged.
3. Implement Conservation Zoning – Modify zoning to encourage subdivisions that set aside at least 50% of the tract being developed as permanent open space and provide density disincentives for not conserving open space.
4. Require Conservation Subdivision Design Process – Require the four-step subdivisions design approach that prioritizes conservation and the preservation of significant natural resources.

**Growing Greener Ordinance Assessment**

An effective means of assessing municipal codes for conservation objectives is to complete a Growing Greener Ordinance Assessment. This assessment evaluates and existing municipal ordinance and comprehensive plan and makes recommendations for modifications to strengthen conservation provisions. Springettsbury Township should complete and implement the recommendations of a Growing Greener Ordinance Assessments into Comprehensive Plans, Subdivision and Land Development Ordinances, Zoning Ordinances, and other municipal codes.

**Transfer of Development Rights**

This strategy allows development to be directed to specific areas. Property owners can sell development rights to developers for use in areas targeted for development. Open space is preserved by deed restriction on properties that no longer carry development rights.

**Mandatory Dedication**

One mechanism that many municipalities, including Springettsbury Township, use to ensure that future residents have adequate park and recreation opportunities is to require developers to dedicate public open space within proposed developments.

The 1989 Pennsylvania Municipalities Planning Code (MPC), Act No. 170 of 1988 went into effect. This legislation provides municipalities with the authority to require the dedication of public land for recreation purposes. To comply with this legislation, the Township must meet the following requirements:

1. Adopt a recreation plan that establishes open space standards and park service areas, identifies areas in need of open space, and includes a capital improvement program.
2. Develop a mandatory dedication ordinance that contains definite standards for determining the portion of a development to be dedicated and the amount of any fee to be paid in lieu of land.
3. Create a separate interest bearing account for the placement of any collected fees.

**Land Dedication Calculations**

One popular method to determine how much open space should be required in a subdivision is through a per dwelling unit calculation using the nationally accepted standard of providing 10 acres of parkland per 1,000 residents. To derive a per unit calculation for Springettsbury using this methodology, the 1,000 population figure is divided by the Township's 2000 U.S. Census average household size of 2.36. The following calculation results:

1,000/2.36 persons per dwelling unit = 424 dwellings

Dividing this number by the desired 10 acres per 1,000 residents' goal yields this amount of land:

10 acres/424 dwellings = 0.024 acres/dwelling

For a subdivision of 50 homes, this 0.024 acre requirement would net 1.2 acres of parkland as shown below:

0.024 acres/dwelling x 50 dwellings = 1.2 acres

This methodology results in a slightly larger land dedication than the current requirement of 0.2 acres in the Township's Subdivision Ordinance.

**Fees-in-Lieu of Land Dedication**

If a developer cannot provide suitable land for a park or recreation facility as defined in the Subdivision and Land Use Ordinance, the developer can agree to pay a fee-in-lieu of land dedication. To convert the open space requirement to a fee, many municipalities require the fair market value of the land to be

dedicated. Using the above example, for a 50-unit subdivision, the developer would pay the fair market value of an improved site, defined as a parcel with access to public streets, water, sewer and other public infrastructure. Therefore, if the value of improved land was valued at $50,000 per acre, then the Township would accept a $60,000 fee-in-lieu of the land dedication.

By tying the mandatory dedication fee-in-lieu to the fair market value of an acre of land and the average household size, the dedication of lands or fee will align with the changing real estate market. If the Township prefers a per-dwelling unit calculation, the calculation should relate to the fair market value and should be reviewed and adjusted as appropriate annually. Considering the following calculations based on varying per acre land appraisals:

| | | |
|---|---|---|
| .024 acres | .024 acres | .024 acres |
| x $75,000/acre | x $100,000/acre | x$125,000/acre |
| **$1,680/dwelling unit** | **$2,400/dwelling unit** | **$3,000/dwelling unit** |

**Comparison of Mandatory Dedication Fee-in-lieu - Other York County Municipalities**

| Mandatory Dedication Fee-in-lieu Comparison July 2007 | |
|---|---|
| **Municipality** | **Fee-in-lieu** |
| Springettsbury Township | $1,032 per dwelling unit/lot |
| Manchester Township | $800 per dwelling unit/lot |
| East Manchester Township | $1,200 per dwelling unit/lot |
| Hellam Township | |
| York Township | |
| West Manchester Township | $650 per dwelling unit/lot |
| Shrewbury Township | $2,500 per dwelling unit/lot |
| Hopewell Township | $2,000 per dwelling unit/lot |

**Ordinance Provisions**

Municipal mandatory dedication ordinances should provide criteria for the applicability of the provisions and the type of land acceptable for dedication. The following provisions should be considered when updating the recreation dedication provisions of the Township's Subdivision and Land Use Ordinance.

- For residential dedications, revise the required amount of land dedicated per dwelling unit from 0.02 to 0.024 and make this number consistent for both single- and multi-family development.
- Consider adding a non-residential dedication provision of 10% of gross land area required for the development. While legal opinions on the MPC stance on non-residential dedications vary, a

growing number of municipalities are adding this provision. Middlesex Township in Cumberland County includes this statement in its non-residential dedication provisions:

> *The Board of Supervisors recognizes that the use and development of land for non-residential purposes in most instances results in concentrations of persons on the subject property substantially in excess of any residential concentration of persons. Further, such non-residential uses of property result in an influx of business invitees, employees and others, who, due to the proximity and availability of Township park and recreation facilities, utilize and will in the future utilize such facilities. Accordingly, non-residential developments shall dedicate a minimum of ten percent (10%) of gross land area for park or recreation use.*

- Consider whether to continue to have the Board of Supervisors determine fair market valued for after-developed land by resolution each year or to require developers to submit fair market value for after-developed land as determined by a Member of the Appraisal Institute of the American Institute of Real Estate Appraisers.
- Simplify the fee-in-lieu payment calculation as follows:

  Recreation acreage required x fair market value per acre

  For a development of 50 dwelling units with land valued at $75,000 per acre, the formula looks like this:

  50 units x 0.024 x $75,000 = $90,000

  For a commercial development on five acres of land valued at $75,000 per acre, the formula looks like this:

  5 acres x 10% x 75,000 = $37,500
- Include a statement that the subdivision should comply with the Township's Comprehensive Recreation and Open Space Plan with regard to size and distribution of recreation areas.
- The following additional criteria is recommended for land proposed for open space dedication regarding the type of land the municipality will accept:
  - The minimum acreage requirement should be increased from three to five acres in size. The minimum acreage should relate to the minimum size of a neighborhood park as defined by the *Comprehensive Recreation, Parks and Open Space Plan*. Five acres is a typical minimum size for a neighborhood park. The Township should require a fee-in-lieu for land areas less than five acres.
  - The land is configured to include natural, historic, and cultural features worthy of preservation.
  - Add a specific requirement that the developer extend utilities to the tract.
  - The land should not contain stormwater facilities designed to detain or retain stormwater.

- The land should, where possible, be adjacent to undeveloped tracts, or other dedicated lands to create a single, larger tract.

**Official Map**

A municipality may map existing and proposed features such as parks, greenways, trails, and easements, and through this designation reserve public land. This strategy reserves the right to purchase land by the municipality. Upon action to develop by the landowner or developer the municipality has one year to exercise its right of purchase. Springettsbury Township should consider developing an official map that identifies the greenways listed in this plan.

**Deed Restriction**

Deed restrictions limit, in some way, the use of a piece of land. Examples include removing vegetation, requiring a portion of the tract to remain undeveloped, maintaining a buffer, etc. The features designated are protected in perpetuity.

## Greenways and Trail

Greenways and trails are components of a comprehensive parks and recreation plan for a community, county, or state. Through the comprehensive assessment of linear resources, strategies are formulated to link community destination and green infrastructure to create a connected community.

### Benefits of Greenways and Trails

Creating a network of green corridors throughout a municipality or region is one means of protecting the areas character and landscape. Greenways provide an array of direct and indirect benefits that add to the quality of life of a region. Protection of green corridors and open spaces provides numerous economic, social, transportation, recreation, and ecological benefits. The benefits of greenways are identified below:

**Economic Benefits**

- Increase nearby property values.
- Precipitate new and expanded businesses related to greenway and trail use. New businesses will provide employment opportunities and revenues.
- Create tourist destinations which will generate expenditures on food, services, and lodging.
- Reduce damage and financial loss from flooding by providing buffer areas along stream and river corridors.

**Social Benefits**

- Provide access to historically and culturally significant features in our communities.
- Provide opportunities to reconnect with the natural environment and urban fabric of our communities.
- Help to preserve the character and aesthetic appeal of a place or landscape.
- Provide significant new public places which can help to connect people and communities.
- Increase quality of life.
- Improve health and wellness of greenway and trail recreation users.
- Heighten sensitivity to the natural environment by providing for interaction between people and nature.

**Transportation Benefits**

- Promote non-motorized transportation.
- Provide safe alternative transportation routes for pedestrians and bicyclists which will lessen our dependency on automobiles.
- Provide emergency access via trails to undeveloped areas.
- Reduce roadway congestion through redistribution of users to alternative transportation routes.

**Ecological Benefits**

- Promote plant and animal species diversity.
- Serve as a filtering zone; wetlands absorb pollutants and nutrients and slow surface run-off.
- Provide corridors for wildlife migration and movement.
- Preserve and protect vital wildlife, plant, and aquatic habitats.
- Improve air quality and reduce noise.
- Reduce stormwater damage and promote flood mitigation within protected floodplains.
- Protect natural areas.
- Connect fragmented landscapes.
- Store and convey floodwaters.
- Clean up abandoned corridors.

**Recreation Benefits**

- Provide areas to jog, walk, bike, ride horses, and canoe.
- Serve as sites for passive pursuits such as picnicking, fishing, and enjoying nature.
- Connect existing and planned trails.
- Encourage ecotourism.
- Provide landscapes for environmental education.
- Provide connections between parks and other protected lands.

**Regulatory Framework for Greenways**

In 1991, Pennsylvania Governor Tom Ridge enacted Executive Order 1998-3, charging DCNR, DEP, and the Pennsylvania Department of Transportation (PennDOT), assisted by the Pennsylvania Greenways Partnership Commission to develop an action plan for advancing a Pennsylvania Greenways Partnership Program. In June 2001, *Pennsylvania Greenways: An Action Plan for Creating Connections* was completed. The Plan sets forth a series of goals and action items in a coordinated and strategic approach aimed at developing a statewide system of connected greenways.

**Pennsylvania Greenways: An Action Plan for Creating Connections**

The Pennsylvania Greenways: An Action Plan for Creating Connections defines greenway as the following:

> A greenway is a corridor of open space. Greenways vary greatly in scale, from narrow ribbons of green that run through urban, suburban, and rural areas to wider corridors that incorporate diverse natural, cultural and scenic features. They can incorporate both public and private property, and can be land- or water-based. They may follow old railways, canals, or ridge tops, or they may follow stream corridors, shorelines, or wetlands, and include water trails for non-motorized craft. Some greenways are recreational corridors or scenic byways that may accommodate motorized and non-motorized vehicles. Others function almost exclusively for environmental protection and are not designed for human passage. Greenways differ in their location and function, but overall, a greenway will protect natural, cultural, and scenic resources, provide recreational benefits, enhance natural beauty and quality of life in neighborhoods and communities, and stimulate economic development opportunities.

It is envisioned that Pennsylvania's greenways network will consist of individual greenways and regional networks of greenways of all kinds. While every greenway is important and adds value to Pennsylvania[1]s landscapes and communities, a statewide greenways network achieves broad connections that are fundamental to sustainable environments in rural, suburban, and urban settings. The landscape connections that will result throughout Pennsylvania will create a "green infrastructure" of open space vital to the health of Pennsylvania's ecological systems and manmade communities. The statewide greenways network also can provide a new connectivity within and among Pennsylvania[1]s communities, and promote healthier lifestyles with more abundant recreational opportunities and transportation alternatives, and stronger connections to cultural and historic places. This connectivity can be represented by the metaphor of the "hubs" and "spokes" of a wheel.

**"Hubs and Spokes"**

Pennsylvania's greenways network will ultimately take the form of "hubs and spokes." The "hubs" of Springettsbury Township's network will include parks, schools, community facilities or destinations, commercial areas, and neighborhoods. The "spokes" of the network will be protected linear corridors or greenways connecting the hubs.

Common hubs of a greenways network can include:

- Natural Areas: These include large blocks of publicly owned open space such as national and state parks and forests, game lands, and conservation areas that serve to protect important ecological landscapes and natural features, preserve scenic vistas, provide habitat for wildlife, protect water resources and provide recreational opportunities. Regional and local parks, preserves and ecological sites may also serve as hubs. Rocky Ridge Park would be a natural area hub.
- Cultural, Historic, and Recreational Sites: Community parks or cultural/historic sites that protect and interpret Pennsylvania's heritage also may be incorporated into the greenways network as destinations or "hubs."
- Urban and Suburban Areas: Within urban and suburban areas, opportunities abound to connect neighborhoods, schools, work places, recreation facilities, natural areas and parks through greenways. A greenways network also can incorporate former industrial sites, or brownfields, and spur the creation of new green space. Springettsbury parks, commercial areas, and schools are suburban hubs.

Common spokes of a greenways network can include:

- Greenways that are ecologically or conservation oriented, such as riparian buffer corridors.
- Greenways that provide non-motorized public access and that connect neighborhoods with destinations, and provide recreation and physical fitness opportunities close to home.
- Greenways that have a strong interpretative element showcasing historic or cultural events.
- Greenways that are water trails and serve recreational users.
- Greenways that accommodate motorized recreational vehicles such as snowmobiles or ATVs.[1]

**Springettsbury Township Greenway and Trail Network**

**Linear Resources**

The streams and their floodplains, ridge line, and utility corridors provide the linear resources for Springettsbury Township's greenway and trail system. The Codorus Creek is the primary linear resource in the municipality with regional significance. The Codorus Creek corridor originates in the southern portion of York County and extends to the Susquehanna River, just north and east of Springettsbury Township.

1 Pennsylvania Greenways: An Action Plan for Creating Connections

The Northern Extension of the Heritage Rail Trail County Park is located within the Codorus Creek corridor. The Northern Extension within Springettsbury Township is located on the east side of the creek, north of PA Route 30 and extends northward to Emig Road where it crosses the creek into Manchester Township. A trailhead is being explored for a parcel of land owned by CXS corporation on the west side of Loucks Road, south of Route 30 and east of the Codorus Creek for the rail trail. Connections to the York County Visitors Center at Harley-Davidson and to the new Central York High School are also proposed although no practical solution to link to the Visitors Center site has been found. The future extension of the rail trail along the Codorus Creek corridor east to the Susquehanna River and the Susquehanna River Greenway has been proposed as well.

Other steams that provide potential linear connections include Mill Creek and Kreutz Creek. There are active rail corridors that run through the municipality but no abandoned rail corridors with greenway potential. There are utility corridors traversing the western portion and northeastern portion of the municipality, extending to the northeast corner of the municipality. These corridors have large overhead electric lines and may hold some potential as linear corridors for recreation and transportation linkage purposes.

**Hubs**

The parks and schools in Springettsbury Township are destinations that should be incorporated into a comprehensive greenway network. Several existing parks are within stream corridors designated as greenways. These parks include Springetts Oaks, Camp Security, and Stonewood.

The Comprehensive Plan explored transportation issues and opportunities in Springettsbury Township and provides recommendations for roadway and intersection improvements, traffic calming, and streetscape enhancements. One concept promoted by the Comprehensive Plan is to create a "town center" area in the municipality. The commercial area bounded by East Market Street, Memory Lane, Pleasant Valley Road, and Mount Zion Road has been identified as a desirable location for a town center. The town center should be developed to be pedestrian friendly and accessible via non-motorized transportation with public use amenities. Trail and sidewalk links to the "town center" should be sought and enhanced for safety and convenience.

**Greenway/Trail Links**

Connecting community places with greenways cannot be totally achieved with the greenway corridors alone. Greenway/trail links further expand the greenway/trail system by connecting nearby parks and schools to greenway and trail corridors. In most instances, a natural or manmade corridor does not exist to connect these community destinations. Trails should be developed to link these community resources to designated

greenway/trail corridors. Municipalities, school districts, and private land owners must work together to develop these functional linkages which connect local parks and schools to the designated greenway/trail system. In Springettsbury Township, links are proposed to Rocky Ridge County Park and Springettsbury Township Park, Springetts Oaks Park to Springettsbury Township Park, and Central York High School to the Northern Extension of the Heritage Rail Trail County Park. These links are illustrated conceptually on Figure 4-1, the Greenways and Trails Map, and a detailed study will be required to define a route for the links.

**Barriers to Greenway Development**

There are barriers to greenway development in Springettsbury Township. Several transportation routes traverse the municipality and form significant barriers to greenway development. U.S. Route 83, PA Routes 30, 24, and 462, and active CXS rail lines are the most significant of these barriers. Alternative routes or engineering solutions such as bridges or underpasses must be incorporated to provide a connected network across these barriers. The natural functions of greenways are not as adaptable. These major transportation routes bisect and interrupt the continuity of the greenway corridor for wildlife movement while fragmenting natural communities.

To create a comprehensive greenway system that provides the maximum benefit to the community it is important to find linkages across these barriers. It is important to work with PennDOT to incorporate pedestrian and bicycle friendly linkage solutions when bridges and underpasses are upgraded. In addition to these barriers the developed nature of the community is an impediment to creating a totally connected community. It will be necessary to evaluate existing sidewalks and road rights-of-ways as part of a comprehensive system of trails, greenways, and links.

**Regional Linkages**

Springettsbury Township should work with adjacent municipalities and cooperate with regional initiatives to develop regional connections that extend beyond the borders of the Township. Regional initiatives that involve Springettsbury Township include the Northern Extension of the York Heritage Rail Trail County Park. The Northern Extension will link Springettsbury Township to the south through the City of York along the corridor and eventually to the North Central Rail Trail in Maryland. The extension of the corridor east along the Codorus Creek will link Springettsbury Township to the Susquehanna River Greenway

Another regional initiative is the designation of Mill Creek as a greenway/trail corridor in York Township. This corridor extends into Springettsbury Township but its development as a trail and/or conservation as a greenway is complicated by its interface with U.S. Route 83 which parallels the stream corridor and separates it from the majority of the municipality in Springettsbury Township.

The Pennsylvania Greenways Partnership Commission and the Greenways Partnership Advisory Committee promotes a statewide view for Pennsylvania Greenways titled "An Action Plan for Creating Connections." The plan's four goals for Pennsylvania's greenways program include:

- Plan and Build Greenway Connections,
- Create a Greenways Organizational Framework,
- Provide Greenways Funding, and
- Provide Technical Assistance and Outreach.

In keeping with this plan, opportunities for regional linkages will help advance the four goals for Pennsylvania's greenways program as well as support the development of a greenway network for Springettsbury Township. Potential regional linkages and funding opportunities may be realized through partnering with other municipalities.

**Bicycle/Pedestrian Friendly Communities**

The existing street and roadway system should be bicycle and pedestrian friendly, as much as possible, throughout the municipality to create a community oriented to a human scale rather than to just that of the automobile. Roadways provide opportunities to round out a greenway system by providing trail connections around environmentally sensitive greenway corridors and other obstacles and to create loops in a greenway network. Sidewalks link residential areas to trails within the system. According to the *Statewide Bicycle & Pedestrian Master Plan*, an element of the state transportation plan, the vision for the state is as follows:

> *"Pennsylvania is a place where residents and visitors of all ages can choose to bicycle and walk. People are able to bicycle and walk with confidence, safety and security in every community, both for daily transportation and to experience and enjoy the remarkable natural resources of the state."*

Springettsbury Township should renovate and build roadways as shared use facilities, where possible and feasible from a functional, construction, and safety perspective. This will provide transportation choices to citizens and decrease dependency on automobiles. Roadway designs should consider the comfort and safety of all roadway users. There are several options to consider when enhancing bicycle transportation in a community. Bike routes, bike lanes, and multi-use trails are the facilities most often proposed in this region. The Township should work with a transportation engineer with experience and knowledge of bicycle facility development to develop a comprehensive approach to integrating bicycle facilities into Springettsbury Township's transportation network.

The 1998 *York County Comprehensive Bikeway Plan and Implementation Strategy* identifies a network of corridors that promote bicycling for alternative transportation and recreation. The network includes a framework of

**Figure 4-1:** Greenway and Trails Map

rail to trail conversions and utility corridors with roadways to fill the gaps. Corridors are classified as commuter bikeways, recreational bikeways, and combined recreation and commuter bikeways. Springettsbury Township Park has frontage on Route 24, which is designated in the Plan as a commuter bikeway and listed as a medium implementation priority. It is described in the Plan as a commuter bikeway corridor providing north-south connection to radial combined recreation and commuter corridors. Bikeways add value to a community when they connect community facilities and provide transportation routes for safe access.

**Open Space, Greenway, and Trail Recommendations**

Springettsbury Township is primarily a developed community and its open space resources are challenged by development. While the municipality has undergone significant growth, there are land and water resources and open areas that retain the landscape character that citizens value. There are opportunities and resources to create a connected community. The following recommendations will facilitate Springettsbury Township to grow smart and maintain and enhance its natural resources, preserve scenic qualities and open space, and provide important recreation and connection opportunities through greenways and trails.

1. **Conserve natural resource lands through various protection and acquisition techniques.**
    - Complete and implement the recommendations of the Growing Greener Ordinance Assessment. The assessment will review the ordinances of the municipality and make recommendations regarding modifications that promote natural resource protection and open space preservation. Ordinance provisions that promote greenway opportunities and community linkages should be part of this review and ordinance modification process.
    - Identify local green infrastructure at a municipal level as recommended by the Growing Greener program.
    - Develop a map of potential conservation lands to include both primary and secondary conservation areas. Primary areas include wetlands, floodplains, steep slopes (>25%), water bodies, and stream corridors. Secondary conservation areas contain resource lands that are buildable but which are either significant at some level or are at least notable and worthy of consideration for conservation, wherever possible. Secondary conservation areas might include otherwise buildable woodlands, prime farmland, riparian corridors, cultural landscapes, scenic viewsheds, and other noteworthy features that help define the region's special character. This map should be used by the Planning Commission and Park Board in their review of development proposals.
    - Develop and adopt an Official Map for the municipality that promotes the conservation, greenway and trail objectives of the Township. An Official Map may identify lands that are targeted for acquisition by the municipality for various public uses, including land for existing and proposed

public parks, greenways, and open space preservation. The map may address all or a portion of the municipality. The municipality may fix the time for which public grounds on the Official Map shall be deemed reserved for future taking or acquisition for public use. The preservation for public grounds lapses and becomes void one year after an owner of such property has submitted a written notice to the municipal governing body announcing the intention to build, subdivide, or otherwise develop the land covered by the reservation. The Official Map tool essentially gives a municipality the right of first refusal on a piece of property.

- Encourage stream bank protection and restoration in riparian corridors.
- Consider the application of overlay zoning provisions for specific natural resources. Overlay zoning enables municipalities to establish regulations for specific natural resources that are supplemental to the requirements of the underlying zoning district. The Township's natural features such as woodlands, prime agricultural soils, steep slopes, stream buffer area, and wetlands could be protected through overlay zoning techniques.
- Amend the Springettsbury Township mandatory dedication provisions to align with fair market value of property in Springettsbury Township. Modify fee-in-lieu amount to an appropriate per dwelling unit level based on fair market value. Evaluate fair market value annually and adjust the fee-in-lieu amount to align with the real estate market for one acre of land. Incorporate additional specific requirements for land that the municipality will accept as recreational land. Involve the Parks Department and Recreation Board in the review of lands offered for dedication for suitability for park use, greenway and trail connections, and preservation of resources.
- Promote public education of Springettsbury Township landowners regarding their role and opportunities in the protection of significant environmental resources and open space in the community. Interpretative/educational signs in natural areas of neighborhood parks will promote this initiative.
- Communicate with land owners regarding the community need for parkland and the tax benefits of donations, bargain sales, and life estates. Strategically approach the communications with land owners by involving a tax attorney, financial planner, and others to clearly define the benefits to both the municipality and landowner.
- Develop a mechanism to move quickly on land acquisition opportunities.
- Consider the creation of a land conservancy or land trust in Springettsbury Township to proactively address the acquisition of open space and parkland.
- Promote and support county and Commonwealth Agricultural Security Programs.

2. **Coordinate open space and resource conservation efforts with other entities.**
   - Communicate with adjacent municipalities and York County regarding recommendations of this Plan, particularity with regard to regional resources such as streams and the ridge line.

- Partner and coordinate with the Farm and Natural Land Trust of York County, other land trusts, and conservancies regarding open space preservation efforts and opportunities in Springettsbury Township.

3. **Develop a comprehensive greenway and trail network that connects park sites, open space, residential neighborhoods, schools, and community destinations.**

- Develop a comprehensive greenway network that connects park sites, open space, residential neighborhoods, schools, and community destinations.
- Greenways should be developed to provide safe convenient travel between points of interest while providing for hiking, bicycling, and walking.
- Create a Township-wide greenway and trail network composed of hubs (important destinations and originations for people and wildlife), corridors, and links, which maintain the "green infrastructure" of the municipality and provide trail opportunities for recreation, transportation, environmental education, and the movement of wildlife.
- Expand the protected portions of the greenways corridors, particularly the preservation of green infrastructure through the development process by encouraging incorporation of conservation into plans and ordinances via the Growing Greener concept.
- Seek conservation easements to protect and buffer natural resources adjacent to park site and along designated greenway corridors.
- Seek conservation and access easements from developers when new residential development is proposed along designated greenway corridors and to link to designated corridors.
- Support and promote the initiative of the York County Rail Trail Authority within the municipality. Promote connections to the Northern Extension of the Heritage Rail Trail County Park from new and existing residential area. Coordinate and support the development of trailheads along the Northern Extension that will serve Springettsbury Township residents. Support the extension of the Northern Extension eastward along the Codorus Creek to its eventual link with the Susquehanna River Greenway.
- Work to raise public awareness of the benefits of greenways and trails throughout Springettsbury Township.
- Evaluate local roads in terms of bicycle and pedestrian compatibility.
- Work with PennDOT and the Public Works Department to provide bicycle and pedestrian friendly facilities when upgrades are undertaken for public roads.
- Evaluate the trail opportunities utilizing existing rights-of-way in the Township.
- Develop trails based on the recommendations and guidelines presented in the statewide *Bicycle &*

*Pedestrian Master Plan* and the American Association of State Highway and Transportation Officials (AASHTO) *Guide for the Development of Bicycle Facilities*.

- Work with private landowners to acquire access and/or conservation easements along designated greenway corridors.
- Communicate with adjacent municipalities and the County regarding regional greenway opportunities and initiatives.
- Forward this Springettsbury Township *Comprehensive Recreation, Parks and Open Space Plan* to groups responsible for regional and municipal plans to promote coordination and for incorporation of initiatives into regional implementation efforts.
- Explore creation of greenways and trails through land acquisition, easements, donations, and use of existing rail, road, and utility rights-of-way.

| Table 4-1<br>Open Space and Greenway Protection Strategies | | |
|---|---|---|
| **Protection Strategy** | **Strategy Explanation** | **Advantage/Disadvantage** |
| ***Acquisition or Donation*** | | |
| Acquisition | Acquisition of land for the sole purpose of greenway/trail development. | One of the most effective methods of permanently protecting open space. It is also the most costly and contingent upon an agency or organization to manage and maintain the land. |
| Donations/Gifts | Donation of land to an agency or non-profit organization. | Provides permanent protection without public expenditure. May provide tax benefits to the donor if the donation is for preservation or conservation. |
| Bargain Sale | Land is purchased at less than its appraised market value. | Difference in purchase and fair market value is considered a charitable gift for tax purposes. |
| Option to Buy | An agreement with a property owner to purchase or have the right of first refusal to purchase land. | Secures the rights for future purchase but does not set price or determine when or if property would be sold. |
| Purchase of Development Rights | To provide a landowner the monetary difference between the value of land when fully developed with uses allowed by rights verses the value of the same parcel remaining undeveloped as open space. | For landowner, lowers taxes on land. Cost to purchase development rights may be high. |
| Purchase of Resource Protection Rights | To purchase the rights from a landowner to protect and manage specific resources. | Cost to purchase resource protection rights may be high. |
| Purchase & Resale | Purchase land by party desiring to restrict its future use and resold only under conditions or restrictive deed conditions. | Party that originally purchased the land for the sole purpose of restricting its use is relieved of continuing ownership and maintenance responsibilities. Land remains on tax roles. |
| Condemnation | Condemnation is the act of eminent domain or taking of private property for public purposes. | Tool for acquisition. May be costly and reflect negatively on the greenway initiative. Use as last resort for protection. |
| ***Easements*** | | |
| Conservation Easements | A legally enforceable agreement between a landowner and an agency or non-profit organization that places restriction on the use of or activities on a specific property which aligns with conservation objectives. | Less expensive than acquisition of land. The landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity. Public access may be restricted. Method for enforcement needed. |
| Public Access Easement | An easement that provides the general public the right to access to or through a privately owned land for a defined purpose such as hiking, walking, and biking. Specific activities such as hunting and motorized vehicle use may be prohibited. | Less expensive than acquisition of land. The landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity. |

| Table 4-1, continued<br>Open Space and Greenway Protection Strategies | | |
|---|---|---|
| **Protection Strategy** | **Strategy Explanation** | **Advantage/Disadvantage** |
| ***Land Use Regulations*** | | |
| Overlay Zone | A zone that is overlaid on an existing zone which adds regulation governing the use of a property. This technique is typically used to protect floodplains, woodlands, and steep slopes. Overlay zones can be designated for specific resources or areas to provide additional environmental protection. Riparian buffers, wetlands, and unique natural areas are resources that could be protected with an overlay zone. | Enforced by local government. Allows targeted protection of natural resources. |
| Cluster Zoning | Cluster zoning promotes the clustering of development and maximizing open space on a tract of land. Ordinance provisions should promote the preservation of sensitive natural resources such as stream corridors, wetlands and hedgerows, contiguous open space, and buffering. | Can reduce construction and infrastructure costs. Must work with developer to ensure that open space is useful as a greenway and linked to other protected open space. |
| Transfer of Development Rights | Property owners can sell development rights to developers for use in targeted areas. Open space is preserved by deed restrictions on properties that no longer carry development rights. | Allows development to be directed to specific areas. |
| Mandatory Dedication | Dedication of land from developers for park and recreational purposes. Municipalities must adopt a recreation plan that supports the dedication standards contained in the subdivision and land development ordinance. | Dedicates open space where development is occurring. Fee in lieu of provisions allows fee for land based on fair market value to be used for purchase of land in targeted areas. |
| Open Space Subdivisions | Open space subdivisions promote preservation of open space through the identification of natural resources and development designs that preserve these resources and significant open space. | Retain the density of the tract being developed. Must work with developer to ensure that open space is useful as a greenway and linked to other protected open space. |
| ***Other Methods*** | | |
| Official Map | A municipality may map existing and proposed features such as parks, greenways, trails, and easements, and through this designation reserve public land. If a plan for subdivision or development of mapped land is presented, the municipality may withhold approval for a period of one year, giving the municipality the option to purchase or condemn the property. | The official map does not protect land for greenways but merely reserves land for purchase by the municipality. |
| Deed Restriction | Restrictions as part of the deed that limit in some way the use of a piece of land. Examples include removing vegetation, requiring a portion of a tract to remain undeveloped, buffer, etc. | Features protected in perpetuity. |

# V. Recreation Opportunities

Recreation and parks are essential to quality of life. Recreation is a:

- Factor in personal health;
- Key to balanced human development ;
- Significant economic generator; and
- Component of balanced human development.

Recreation:

- Reduces self-destructive and anti-social behavior;
- Builds strong families and healthy communities; and
- Reduces health care, social service and police/justice costs.

The citizens of Springettsbury Township respect the diversity and high quality of the Township's recreation programs and services. This is reflected in the increasing number of residents who are participating in the programs and citizen requests for additional programs.

**Recreation Success**

The Parks and Recreation Department offered over 120 scheduled programs/program sessions and special events in 2006 serving about 5,000 registered participants. In addition to citizens in registered programs, other park and recreation participation includes over 10,000 concert goers, the thousands who partake in other special events, sports leagues, and the daily park visitors. In 1998, the Township offered only seven programs, summer concerts, and trips. The increase of program services in the past seven years has been remarkable. A number of factors contributed to this expansion:

- Strong support by the Board of Supervisors and Township management combined with Parks and Recreation Department leadership.
- The Department's program planning expertise in attending to the needs and desires of the citizenry; creativity; responsiveness; and sound business skills.
- Partnerships with key stakeholders such as organized sports and providers of recreation services such as White Rose Senior Center, York County Area Agency on Aging, Heritage Lawn Care, and North Hills Elementary School for the Arbor Day Celebration.
- Significant improvements in needs assessment and promotion of opportunities to the citizens.

**Recreation Trends**

Nationwide trends that will affect and influence recreation opportunities and direction in Springettsbury Township include the following:

- The aging of the citizenry and the large population over the age of 55.
- A newly varied approach to recreation for senior adults, who were once addressed as one group –

"retirees" or "senior citizens." Today, there are five generations of people over the age of 55. Physical, mental, and emotional characteristics are more indicative of lifestyle, participation, and interest than is chronological age.

- A dramatic increase in sports participation and the emergence of new leagues. Sports are played for multiple seasons rather than only a single season such as fall baseball and year round soccer.
- Increased interest in outdoor, nature-based recreation. Nearly half of all American families say they spend time together outdoors at least once a month. Outdoor recreation is important to families with young children. Today, two thirds of all Americans recreate outdoors monthly while in 1994 only half did.
- A desire for information and education about recreation opportunities including activities citizens may not have done before, such as kayaking, canoeing, bicycle trips and so on.

Despite increasing participation in recreation, new sports, and activities, and a broadening of the participation base from younger males to both males and females of all ages, obesity and the lack of physical activity in the United States is at an all-time high. The United States Surgeon General issued a report in 1996 that physical inactivity among Americans is the number one public health issue.[2] Obesity costs the United States $238 billion annually in expenses associated with diseases such as diabetes stroke and heart disease not including the cost of treating the obesity itself.

**Model: Public/Private Partnership to Get the Community Walking**

The Lewisburg Area Recreation Authority, Playworld Systems®, Inc., and Evangelical Community Hospital are pleased to be working in partnership to bring adults over the age of 50, a free membership to The LifeTrail Club. Lifetrail is a wellness product of Playworld Systems. Comprised of a series of seven outdoor Wellness Stations™, Lifetrail provides strengthening, flexibility and balance activities that address the major components of a fitness program for an older adult. The Lifetrail stations are installed along an approximately half-mile walking path in a park. Each of the wellness stations has three sides. Two of the sides offer activities with two levels of challenge and the third side is a wheelchair/ADA accessible activity panel. Evangelical is designing a Lifetrail Club for community members to join. Memberships will include incentive prizes, opportunities to attend health lectures at the trail, and an orientation session to learn how to use the trail equipment. Exercise Specialists from the Fitness Center and Community Health Departments will be offering private training sessions for a nominal fee.

2. Surgeon General. (1996). Physical Activity and Health. Atlanta, GA: U.S. Public Health Service, National Center for Chronic Disease Prevention and Health Promotion. <http://www.cdc.gov/nccdphp/sgr/npai.htm>

The Center for Disease Control has stated that public park and recreation departments have a primary role in addressing this issue. They can provide attractive and safe places for people to walk, hike, bike, and enjoy other active pursuits. Springettsbury Township has certainly been working in that direction by adding pathways and recreation facilities that the citizens can use at their own discretion at no charge.

Another challenge facing both private enterprise and all arenas of public recreation is that increasing demand for facilities is outpacing availability and the resources to develop and manage new ones. Combined with rapid development in the metropolitan areas of Pennsylvania, the available open space is dwindling and land costs are escalating. There is an ever-present concern that future recreation opportunities for the public will be limited because of high demand and/or budget constraints. Springettsbury Township is at a critical juncture for the provision of parks and recreation facilities. The potential for open space conservation and park land acquisition is limited because land is very expensive and development pressure is intense. It will become increasingly important to find creative ways to bring recreation opportunities that facilitate healthy active lifestyles of the citizens in the future.

**Springettsbury Township Recreation Trends and Issues**

Based upon key person interviews, work sessions with Township officials, the community survey, focus groups, and visits to the parks, the following trends are apparent in Springettsbury Township:

- Participation is rapidly increasing.
- Sports are expanding to year round play indoors and outdoors. New sports leagues have emerged such as lacrosse. Sports fields have been so limited in Springettsbury that the citizens actually play in leagues in other communities.
- The sports groups report not having enough ball fields or gyms.
- Sports are geared towards youth athletics. Field supply is very limited so adults have little or no access to fields and gyms for league play.

**Survey Findings Related to Programs and Services**

Most of the survey respondents visited Township parks or participated in community recreation programs in the last year. Most found the parks to be "better than expected." They stated that they wanted Springettsbury Township to focus on providing a balance between active and passive recreation facilities. The improvement they most preferred was the addition of an indoor recreation center. They preferred this choice over more ball fields, game courts, skateboard area, dog park, playground, winter sports areas, library, swimming pool, and splash pad. The programs in which they are most interested include: special events, fitness and wellness, and adult enrichment. Senior adults and families were listed as the prime target groups for programs and services. Based upon the responses, it appears that most of the respondents were senior adults.

**Community Recreation Services in Springettsbury**

The Springettsbury Township Parks and Recreation Department offers approximately over 120 programs, events and activities annually – and the number is growing. Numbers alone do not tell the full story. More important than numbers is the quality of the services.

These programs range from one-time major community events such as Saturday in the Park, with hundreds of participants, to programs held on a daily basis seasonally, such as the Playground Program, to single-session workshops. The Department also facilitates activities that people can undertake at their own pace such as Discount Ticket Sales to places including amusement parks, and cultural and historical destinations.

Most programs have multiple visits such as everyday for the summer playgrounds or the many games and practices each participant has for a league sport. Actual user visits are much higher than registration numbers convey. Events such as a sports league might have a designated number of participants registered but many times over that number are involved as spectators or beneficiaries of the program. Spectators make community recreation events a true multi-generational family opportunity.

In addition to providing programs directly to the public, the Springettsbury Township Parks and Recreation Department also facilitates the provision of recreation programs by other groups such as sport groups, community groups, private organizations, and individuals holding their own events. By supporting other groups such as the organized sports associations, the Township greatly expands its capacity to offer public recreation that it could not provide independently.

**Parks and Recreation Department Program Inventory**

**Table 5-1** presents the legend for the Springettsbury Township Program Inventory shown in **Table 5-2. Table 5-2** presents the summary of Springettsbury Township's programs for 2006. It is important to note that programs vary by season. For example, camp programs are generally held in the summer when students are not in school.

**Inventory Legend**

The Program Inventory offers a significant database for program planning. With 28 factors and over 100 programs, the data need to be focused on summary types of information. For this reason, the data are organized in the tables. While program data can be sorted in a variety of ways, the tables are consolidated according to the above noted program elements.

| Table 5-1<br>Key to Program Inventory | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Age Group** | | **Class** | | **Format** | | **Gender** | | **Season** | | **Number** |
| P | 2-6 years | A | Arts | S | Social | F | Female | F | Sept. Through December | #of participants |
| Y | Youth 7-12 Yrs . | C | Crafts | SI | Self Improv ement | M | Male | | | |
| T | Teens 13-15 Yrs . | Dc | Dance | C | Competitive | B | Both | W/Sp | Winter/ Spring: Jan through April | |
| A | Adults 17+ Yrs | Dr | Drama | PS | Participant/ Spectator | | | | | |
| F | Families | E | Environ. | SD | Self-Directed | | | S | Summer: May through August | |
| | | F | Fitness | | | | | | | |
| | | Mt | Mental | | | | | | | |
| | | Ms | Music | | | | | | | |
| | | Sp | Sports | | | | | | | |
| | | So | Social | | | | | | | |
| | | V | Volunteer | | | | | | | |

**Chart Highlights**

There are a number of key points to note about the Springettsbury Township Program Inventory. These include number of participants, classification, and service to clients.

- Participants – The participation numbers reflect a single registration by an individual for a program. It does not include multiple visits by one client for most of the programs. The numbers shown do not include spectators. With multiple visits and the spectators factored in, the volume of service and the real numbers become very large.
- Classification – The program classification is broad based and reflects a solid classification system for Springettsbury Township. Areas can be added commensurate with staffing levels and partnerships.
- Service to Clients – The programs are targeted to both males and females and is gender specific when appropriate. The beauty of Springettsbury Township's planning focus is that it is centered on service to clients and not on just coming up with programs to offer hoping that people will sign up. Springettsbury Township has a true customer service orientation first and foremost.
- Large Scale Programming – What the chart does not reflect is the enormity of many of the programs. Large scale community events such as Saturday in the Park and the summer concerts require many hours of planning, volunteer coordination, sponsorship solicitation, event management, security, coordination, financial management and customer service.

## Table 5-2
## Springettsbury Township Program Inventory 2006

| Program | Age | Gender | Class | Format | # | Comment |
|---|---|---|---|---|---|---|
| **Adult Enrichment** | | | | | | |
| Ballroom Dance | A | B | Dc/F | SI | 41 | |
| Cool Things on the Internet | A | B | Mt | SI | 25 | |
| Financial Strategies for Retirement | A | B | Mt | SI | 20 | |
| Go Google Yourself | A | B | Mt | SI | 12 | |
| Holiday Cooking | A | B | Mt | SI | 5 | |
| Home Inventory | A | B | Mt | SI | 5 | |
| Internet Yard Sale | A | B | Mt | SI | 15 | |
| Intro to Computing | A | B | Mt | SI | 13 | |
| Intro to Excel | A | B | Mt | SI | 8 | |
| Intro to Word | A | B | Mt | SI | 6 | |
| Basket Making | A | B | C | SI | 3 | |
| Vehicle Maintenance | A | B | Mt | SI | 5 | |
| Friday Country Line Dancing | A | B | DC/F | SI | 323 | |
| TOTAL A | | B | Varies | SI | 481 | |
| **Trips** | | | | | | |
| 17 Trips | A,Y,T,F | B | Varies | S | 764 | |
| **Health & Fitness** | | | | | | |
| 20 Programs | A,Y,T | B | F | SI,S | 1,276 | |
| **Discount Ticket Sales** | | | | | | |
| PRPS Discount Ticket Sales | All | B | So | Sd | $14,000+ | Cooperative program with PRPS |
| **S.T.A.R.S.** | | | | | | |
| About 20 programs | A | B | All | All | 592 | Cooperative Program with Red Rose Senior Center |
| **Youth Programs** | | | | | | |
| 6 Programs | Y | B | C,F, Mt,So | S, SI | | |
| Summer Playground Program | Y | B | C,F, Mt,So | S, SI | 784 reg. | 8 sites |
| Playground Trips | Y | B | So, SI | S | | 7 trips |
| Arbor Day Celebration Y | | B | E | S,SI | 100 | |
| TOTAL Y | | B | Varies | | 1,910 | |
| **Summer Concerts** | | | | | | |
| Summer concert series | All | B | Ms | S | 26,050 | 17 concerts |
| **Park Sports Usage** | | | | | | |
| 10 sports leagues | Y,A | B | Sp | S,Si,C,PS | 2,814 | Figure would be multiplied by about 25 to actual attendance. |
| **Special Events** | | | | | | |
| Saturday in the Park | All | B | So | S | 10,000+ | |
| Holiday Tree Lighting | All | B | So | S | All | |

*Source Springettsbury Township Parks and Recreation Department*

### Self-Directed Recreation

While the organized programs are important to the quality of life here, equally important are self-directed opportunities. The Township offers a variety of park and recreation facilities that citizens can use at their own discretion. Citizens can walk, hike, bike, picnic, play, gather with family and friends, study nature, watch wildlife, do photography, enjoy scenic beauty, exercise, watch sports, and enjoy the great outdoors year round for free.

### Facility Rentals

In 2006, Springettsbury Township rented out pavilions 94 times generating $3,253 in rental fees. This was a threefold increase over 2005. The rental fees are as follows:

| Springettsbury Township Pavilion Rental Fees 2007 | | |
|---|---|---|
| | **Weekdays** | **Weekends** |
| Residents | $30.00 | $35.00 |
| Non-Residents | $50.00 | $55.00 |

The Township is considering implementing a policy of fees and charges for athletic field use and the summer playground program.

### Discount Ticket Sales

The Parks and Recreation Department offers an important public recreation service: the opportunities for citizens to purchase tickets at a discount for commercial recreation areas such as Hershey Park, Great Adventure, Wild Water Kingdom, Busch Gardens and local movie theaters. This provides Springettsbury Township families and friends with the opportunities to go on family outings affordably. The Department sells about $14,000 in tickets annually, a testimony to the importance of this service. The Township receives a commission from PRPS on ticket sales.

### Organized Sports in Springettsbury Township

Organized sports play an important role in parks and recreation in this community. The organizations operate their own programs and provide some assistance to Springettsbury Township in caring for fields they use. The Township provides the facilities that their organizations use for league sports. The sports organizations in the community include: York Little League, York Lacrosse, EYC Football, Panthers United Soccer Association, and Springettsbury Youth Sports Association, United Parrish Soccer, Trojans Soccer, Metro Soccer Club, Central York Lacrosse, YS Lacrosse, and York South Rugby Club. The organizations use nine of the ten Township parks five to seven days a week. Park use by sports groups is increasing annually. Use has exceeded field capacity. Lacrosse and soccer are expected to continue increasing. About 1,900 participants play in these leagues. An issue facing youth sports is residency. About 43% of the players are

Township residents. This ranges from a low of 10 % with the Metro Soccer Club to a high of 65% with Springettsbury Youth Sports Association. This is a difficult issue as field availability is tight. Policies related to field use should be examined and evaluated regularly to determine that they are sound in serving the community and with respect to the field use and maintenance.

In a sports forum, the leaders of the sports organization offered the following suggestions:

- More sports fields are needed in the community. Every field that can be used is currently being used in the community.
- The neighborhood parks should not be used for competitive league play because the park facilities were not designed for competitive play which presents safety and playability issues and adequate parking is not provided. Transition competitive league use out of the neighborhood parks as community facilities are developed.
- The addition of lights on existing sports fields would be helpful to extend the playing time.
- Synthetic turf was suggested to extend the use and enhance the playability of fields. It was understood that cost could be a prohibitive factor in considering synthetic turf for a municipal field.
- Indoor recreation facilities are needed for training, off-season and foul-weather use, and indoor practice.
- Work with the school districts serving the municipality to gain full access to school athletic facilities.

**Program Support and Policies**

**Advertising and Promotion**

The Parks and Recreation Department sends out the "Parks & Recreation Guide" four times annually. The newsletter is an award-winning publication recognized by the Pennsylvania Recreation & Park Society for its high quality design. The guide also provides information regarding other providers such as sports groups, and the York County Parks Department.

The Department has a website that offers current information about the parks, recreation facilities, programs and services. In the future, the website could be the "go to" resource for all information about parks and recreation opportunities.

The local cable televisions station is also a vehicle for promoting parks and recreation.

Word of mouth advertising continues to be a major form of promotion in the community. The importance of word of mouth advertising cannot be understated. It is a testimony to the high quality facilities and services in Springettsbury Township. The Parks and Recreation Department is often the only contact citizens have with local government. It is often the standard bearer for all other services.

**Program Revenues**

The philosophy of the Township regarding financial support of public recreation is that recreation is a public service. There are no fees for major programs such as the playground program, the summer concert series or Saturday in the Park. There are no user fees for athletic fields. Program fees are nominal for classes and trips. Cost recovery for program expenses serves as the basis for setting fees for these types of program.

**Partnerships**

The Department has cultivated partnerships as the means to provide services that would not be possible with a small staff. These include the White Rose Senior Center, York County Area Agency on Aging, and the organized sports groups. The Department also works closely with the York County Parks Department, which included having the County represented on the Study Committee for this Plan. Future expansion of partnerships with the school districts is important to maximize public service and facilities.

**Sponsorships**

Sponsorships contribute valuable products and monetary contributions to support Township recreation. In 2006, Springettsbury Township Department of Park and Recreation generated $57,000 in partnerships and sponsorships. Another $14,000 was generated through concessionaire fees. Saturday in the Park and Sounds of Summer operates on a budget with 90 % private sector support and only 10% municipal support. Cumulus Radio is a major sponsor.

**Recreation Data Base**

The Township uses a recreation software system to track program participants. There are over 10,000 names in this data base. This serves as a strong foundation for marketing and developing targeted promotions.

**Credit Card Registration**

The Township does not provide the means for citizens to pay for program participation with a credit card. This should be done as soon as possible as it is a great public service and will result in more participation and less administrative paper work and money/check handling for the Department.

**Springettsbury Township Program Analysis**

The most important finding about the program is the magnitude of the activities and scheduled events.

**Program Magnitude**

Programs have taken off in Springettsbury Township in the last six years. In the fall of 2000, there were five programs while in the fall of 2005, there were 36 programs. Concert attendance increased from a few

hundred people 10 years ago to 20,000+ at the concert with fireworks. At the same time the recreation staff went from four part time office staff in 1998 to only one full time person currently along with a shared clerical person. Programs have increased from seven and a number of trips in 1999 to 120 organized scheduled programs. Two major special events (Sounds of Summer and Saturday in the Park) serve thousands of people ranging from 10,000 to 25,000 per event. There are 17 concerts. Several smaller special events such as Arbor Day and the Holiday Tree lighting provide hallmark recreation opportunities in Springettsbury Township.

In addition to special events, the most significant program is the Summer Playground Program which is offered at nine sites (eight in 2006 due to school construction) with 784 youth ages six to 14 registered. About 320 youth participated every day in the playground program. This program reaches fully one out of every three children in this age group in Springettsbury Township. The program is free and constitutes about 20% of the recreation budget. It is unusual for a municipality to offer a program of this scale at no charge. Consideration should be given to instituting a program fee, but providing the means for those who cannot afford to pay is essential. Arrangements based upon qualification for the school hot lunch program could be defining criteria for free participation. Obtaining support from community organizations that could provide scholarships for those in need would help to offset Township costs.

**Partnerships are Key**

The Director of Parks and Recreation has been very creative in finding ways of providing programs in collaboration with other organization. S.T.A.R.S. is an excellent example. The Department partnered with the White Rose Senior Center and the York County Area Agency on Aging to create a satellite senior center in Springettsbury Township. The center provides lifelong learning opportunities and activities of interest to those over the age of 50. Program attendance has been increasing annually.

York County has one of the finest county parks and recreation systems in Pennsylvania. The County has two parks easily accessibly by Township residents: John Rudy and Rocky Ridge. Springettsbury citizens can go to these parks to engage in resource-based recreation, environmental education special events. The County is also building a dog park in John Rudy County Park that Springettsbury residents can use conveniently. York County is an important partner for Springettsbury Township.

**Other Providers**

The Department has a goal of providing opportunities that are not available elsewhere in the community. The Department does not want to duplicate services that are available elsewhere. The Springettsbury community has many private sector providers of recreation related services such as dance studios, art lessons, fitness and wellness centers, private schools, scouts, golf courses, swimming pools, and commercial recreation. Proximity

to the City of York offers many cultural and entertainment opportunities that only a major metropolitan area has available. An ice rink, professional baseball, a theater, and historic and cultural sites and a YMCA are within 15 minutes of Springettsbury residents.

**Underserved Groups and Activities**

While the Department provides as much as possible with essentially a one-person operation, it is important to determine where needs may be going unmet. This will help to plan for future services that may require additional staff or partnerships. Services are concentrated in summer, outdoor, and special events. Citizens that are underserved by parks and recreation include:

- Pre-schoolers and Youth – service is primarily in the summer and outdoors. Few services are offered during the school year.
- Teens – A forum was held with middle school students at Central Middle School. Students provided the following suggestions for facilities in Springettsbury Township parks:
  - Swimming pool,
  - Additional sports fields,
  - Expanded trail opportunities, and
  - Sand volleyball courts.
- Adults – A forum with senior adults regarding recreation opportunities in the municipality and the following suggestions were offered:
  - Develop a community building for senior programs, cultural programs, special events. A community building should be intergenerational for use by the entire community.
  - Provide convenient restrooms in parks.
  - Develop pavilions with cooking facilities.
  - Walking paths are very popular.
- Families
- Arts, culture
- Nature/Environmental Education
- Lifelong fitness and wellness

**Springettsbury Township Program Recommendations**

1. Continue to offer the present level of services and programs. Increase advertising and promotion of facilities that people can use at their own discretion such as walking, biking, picnicking, play areas, nature study, and so on.
2. Add programs only as staff or other resources such as partners are increased.
3. Plan and implement an on-going needs assessment with the public. This should include a community survey every three to five years; focus groups with targeted client groups; evaluations of each and

every program by participants and recreation leaders; intercept surveys of park visitors; interviews with non-participants; meetings with community organizations.

4. Institute a credit card payment system.
5. Institute web-based registration.
6. Consider charging a reasonable fee for the playground program. Consider adding transportation for a fee.
7. Conduct a feasibility study for an indoor recreation center.
8. Form strategic alliances with the two school districts and York County Parks. Strive to use the facilities of these two organizations for activities for which the township has no space or staff.
9. The Township should consider "growing' the recreation staff to be at a level commensurate with the size of the population. In addition to the Director, similar size communities or smaller have recreation coordinators, customer service representatives, marketing specialists, and specialists for designated client groups such as teens, seniors, nature, fitness, and so on.
10. For concerts and Saturday in the Park, hire an appropriate cadre of Township staff to support the event and maintain the facilities while crowds are present. Currently, seasonal staff and fire police assist during these events.
11. Form a sports consortium that all of the community sports groups can belong to. The groups would still operate independently but would communicate collaboratively as a body through the consortium. The consortium would provide the vehicle for the various entities to come together to discuss items of mutual concern and interest.
12. Evaluate policies related to field use. The residency requirements for team play could be reviewed to determine if they serve the community and provide for sound field use. Sports teams have different percentages of residency based upon the sport, level of play, and age groups. Many new sports or sports at higher level of play tend to have players from multiple municipalities. This causes problems for them in securing fields to use. An advisory group to review and adapt policies could help the Department and the leagues.
13. Develop a three to five year strategic program and service management plan. Next areas of programming should include nature and lifelong fitness and wellness.
14. Over the long term, continue to cultivate the website as the prime resource for information about parks and recreation, the means to register for programs and as a tool for feedback. This will become an effective management tool to post "real time" information to the residents. Information will be one of the prime products of the department in the future.

# VI. Management

The Springettsbury Township Parks & Recreation Department manages a wide range of facilities and services including the parks, sports facilities, programs, advertising, finances, and seasonal staff year round.

Park and Recreation professionals need a diverse set of skills and techniques to manage the complex systems in the ever-changing and demanding world of public parks and recreation. Successful operations are rooted in effective management. While it is important to do things right, it is even more important to do the right things.

**Purpose of the Management and Financing Assessment**

The purpose of the management and financing assessment was to work with the Springettsbury Township Parks and Recreation Department in taking a fresh look at operations. The assessment addressed organizational structure, staffing, employee development, public involvement, maintenance, and information management.

**Enabling Legislation**

Ordinance Number 04-02 enables the establishment of the Parks and Recreation Department, the Director's position, and the Parks and Recreation Advisory Board. The ordinance also classifies parks and recreation areas and facilities, provides for the adoption of rules and regulations for the use of all facilities consistent with Township policies, and provides for the administration of appeals and penalties.

**Parks and Recreation Department Organization**

**Figure 6-1** depicts the Springettsbury Township Parks and Recreation Department organizational structure. The Springettsbury Parks and Recreation Department has one full time employee, the Director. Park maintenance falls within the Public Works Department. The Directors of the two departments have a close working relationship to coordinate park maintenance. Approximately 30 seasonal and part-time employees provide recreation leadership and supervision for the 120 different programs.

**Management**

The Parks and Recreation Department is housed in Springettsbury Park. Having a centralized location in a facility that can also be used to provide parks and recreation programs is a major step forward for Springettsbury Township. The chief management position for this department is the Director of Parks and Recreation. The Director reports to the Township Manager. The Parks and Recreation Director is responsible for implementing the policy directives of Board of Supervisors through the Township Manager by administering the day to day functions of parks and recreation. The Recreation Board serves as an

advisory committee to the Department, Township Manager, and the Board of Supervisors. The Director is responsible for the overall management and administration of the Parks & Recreation Department including planning, directing, implementing and evaluating all aspects of the system including personnel, administration, programs, services, promotion, financing, parks planning, coordination with volunteer boards and committees, coordination on park maintenance with the Public Works Department, and all other matters. The Township has about 35 part-time seasonal employees.

**Parks and Recreation Board**

The Springettsbury Township Park and Recreation Board can have up to seven members appointed on an annual basis. The Board is advisory and is charged with making recommendations to the Board of Supervisors regarding parks and recreation through the Director of Parks and Recreation. They are charged with recommending park and recreation policies and programs.

**Parks Maintenance**

Parks maintenance falls within the Public Works Department of Springettsbury Township's overall organization. Maintenance tasks are the responsibility of the Public Works Department overall; however, major management responsibilities fall under the Director of Parks and Recreation. This includes park planning and administration of contracts regarding park planning, design, and construction.

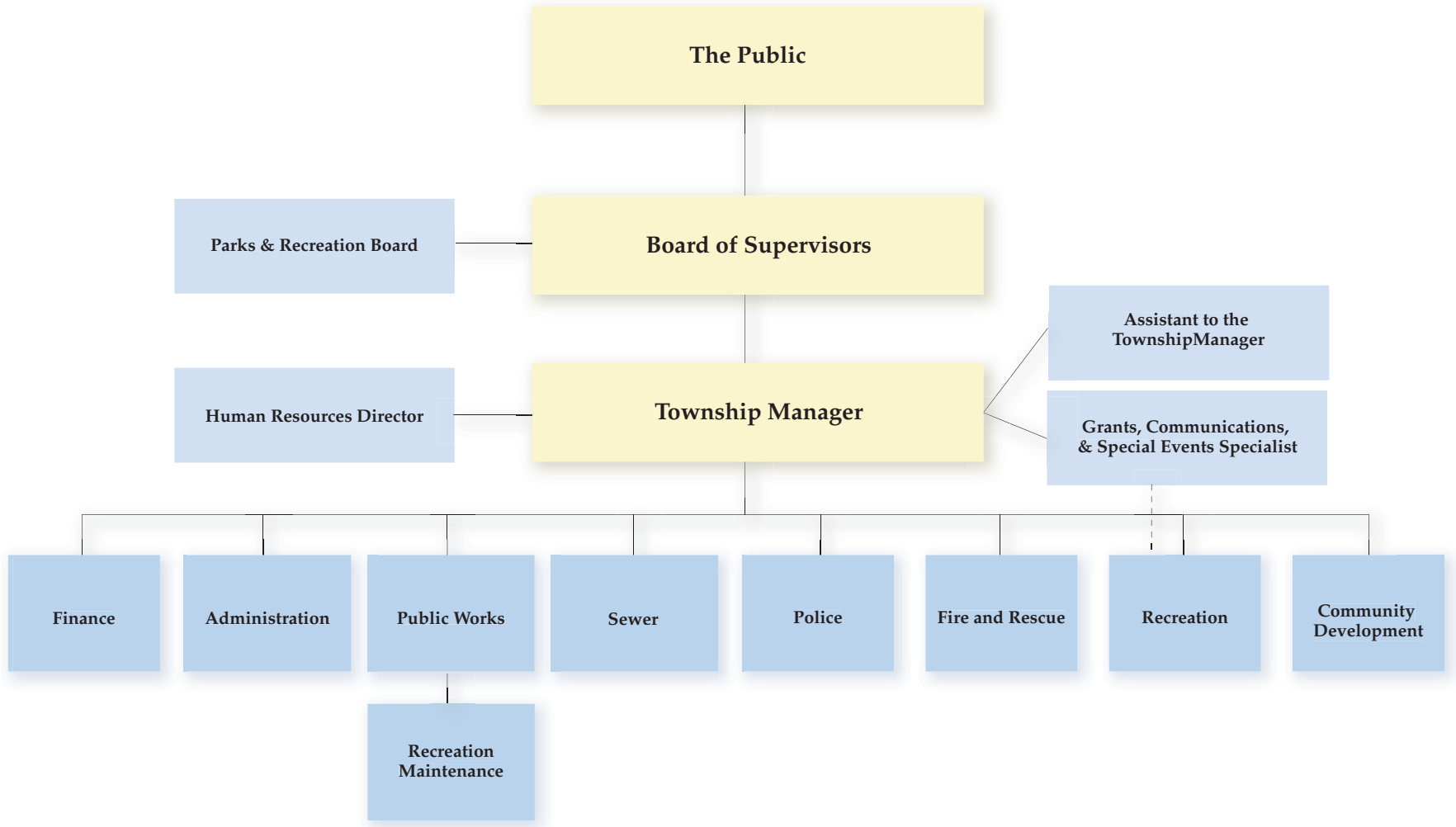
**Professional Parks & Recreation Positions**

Management positions dealing with parks and recreation require a high level of professionalism and appropriate certification and licensure. The number of part-time positions creates a large workload for the Department in terms of recruiting, hiring, training, supervising, and evaluating the number of employees in the system. Consequently, attracting and retaining dedicated, skilled, and highly qualified people is in the best interest of the Township in terms of both service delivery and cost containment.

**Volunteers**

Volunteers are integral to parks and recreation operations in Springettsbury Township. Organizationally, volunteers fall under the Parks and Recreation Director. Volunteerism should continue to operate as is with sports associations, support organizations, the volunteer boards, scouts, and community service projects. Because of the extensive amount of time that volunteers require, volunteerism in Springettsbury Township should be directed towards groups rather than individuals. The exception would be for high quality, dedicated volunteers such as Eagle Scout or Gold and Silver Medal projects. Until the Parks and Recreation Department can allocate dedicated staff time to coordinate a volunteer program, no extensive outreach for volunteers should be undertaken.

Figure 6-1
## Springettsbury Township Current Organizational Structure Related to Parks & Recreation



**Grantsmanship and Support**

The Grants and Public Relations/Events Specialist and the Director work together as a team with shared responsibilities for seeking grants, securing sponsorships, and obtaining community support. The Grants and Public Relations/Events Specialist is vital to the successful special events and programs offered by the Park and Recreation Department. Saturday in the Park and the Holiday Tree Lighting events would not be as popular and extensive if the Grants and Public Relations/Events Specialist were not involved in their coordination and implementation. This position is also critical to maintain the level of community sponsorships. Additionally, the Public Works/Recreation Clerk also plays a significant role in assisting with obtaining program and special events sponsorships.

**Friends of the Park**

Springettsbury Township has a "Friends of the Park" organization. Annual membership is $50. Park friends can serve as a private non-profit organization to support and advance parks and recreation projects. Park Friends organizations require an investment of time and attention, written mission, goals and a strategic plan for achieving their defined goals.

**Parks and Recreation Department Operations**

Springettsbury Township's organizational structure is set up to empower the Director to manage day to day operations and coordinate with Township officials, volunteer boards, and committees including the Parks and Recreation Board and organizations such as the sports groups, the School Districts, York County, and other community agencies.

**Recreation Programs**

Springettsbury Township offers a large number of recreation programs and services considering the small staff. The Director is assisted by the Public Works/Recreation Clerk who manages the on-line registration process, processes program related purchase orders, and coordinates billing of program instructors/leaders. About 30 seasonal part-time staff and alliances with other organizations provide program leadership.

Special events are important such as Sounds of Summer, Saturday in the Park, the Holiday Tree Lighting, and Arbor Day. The special events require extensive work hours, coordination and support in terms of planning, and event implementation. This needs to be recognized as an official part of the department workload and not merely voluntary support for related community functions. Adequate paid staff needs to be on the job for special events. Volunteers can help in defined aspects of running the event.

In addition to managing Department-sponsored events, the Department coordinates community sports with numerous leagues. The leagues presently operate as independent organizations. The Director is working with

the leagues to form an umbrella organization in which the leagues would still operate independently but come together to collaborate, exchange information, and discuss common issues and opportunities.

Based upon the program and a management assessment, consider the following:

1. **Recognize that there are a large number of programs and services that are provided by essentially a one-person department.** The Department is operating at peak efficiency in delivering an average of 10 programs per month. Some of these programs have multiple elements. For example, the Sounds of Summer has 18 events. While the number of programs has increased from about seven to 120, staff time is down from 95 hours per week of paid staff time to 40 plus a shared administrative assistant.

2. **The Department offers four programming seasons.** Typically, municipal parks and recreation departments offer three programming seasons: Fall, Winter/Spring and Summer. Because the Department can handle the four seasons effectively, this should continue.

3. **Explore the support issues related to program and recreation participation.** Evaluating programs with participants will be crucial to future sustained participation. This includes issues such as transportation, information dissemination, program locations, program content, advertising, hours of events, and other issues and ideas that the participants would bring out.

4. **Develop the program management plan for the next fiscal year in the fall.** The Department adds and changes many programs over the course of a year. One of the keys to success in Springettsbury is that the programs are always fresh. For example, the S.T.A.R.S. programs were completely different in 2006 than they were in 2005 with some notable exceptions such as line dancing. The Department retains successful programs and adds new ones. While this is an admirable and refreshing way to offer parks and recreation opportunities, care must be taken not to overextend the staff. The Plan should address the market segments to be addressed; total number of services, locations, events, or programs to be offered for each programming season; and income goals that also include provision of services for those with financial needs. It is important to create a program vision for three to five years out and then develop the program management plan in detail for the first year. It is equally important that the program plan be realistic. Use this approved plan as a guide and for decision-making purposes when other programs are requested to be put into place. Programming benchmarks could include the following[3]:
   - New programs – 10%,
   - Overall cancellation rate – 15%,
   - New program cancellation rate – 30-50%, and
   - Divisions – keep the same program areas as available now within the current workload.

3. Based upon formula supplied by LERN, the Learning Resources Network that is the leading association in lifelong learning programming. LERN PO Box 9 River Falls, Wisconsin, 54022. <http://www.lern.org>

While LERN (a nationally recognized recreation programming organization) recommends that 20% of a municipal park and recreation organization's programs be new annually, this percentage appears to be high given the resources of Springettsbury Township. For Springettsbury, new programs offered annually should be in the 10% range. The recommendation for new programs is based upon the premise that existing programs would be evaluated to determine which ones could be discontinued due to low interest and changing trends or needs. S*ome programs should be discontinued as new ones are planned.* Systematizing overhead calculations and their application to program fees and charges should be implemented to generate additional revenues.

5. **The Department's program management system should be computerized as much as possible.** This is important for registration, customer service, needs assessment, customer target marketing. Computerization will offer real time information, historical records, reduce registration time, enable target marketing, provide mailing lists, and provide management and elected officials with immediate and long term comparative information. All of this translates into more effective decision-making and planning based upon high-quality information. The Department is considering the purchase of the Rec-Ware software system.

**Park Planning and Management**

Park planning has been done in the past in response to a pressing need. In 1998, the Township made a major commitment to the professional master site planning of Township parks with the revitalization of Springettsbury Park. The Township intends to develop park master plans for three other parks over the next few years. Incorporating a public participation process into park planning has been crucial to success. Developing policies on gifts and donations along with park master plans will enable the Township to guide the park development process as well as to make sure that gifts and donations are in line with the best use, configuration, park design, and operational resources for the good of the overall community. Consider the following:

1. **Policies on gifts and donations are needed.** Consider the impact of the gift in terms of future maintenance and budgeting requirements.

2. **Groups that are primary users of the parks, such as organized sports groups, teens and youth in summer camp programs, park neighbors, and others should be part of the planning and management processes.** It is important to involve the users to maintain and enhance park stewardship.

3. **Collaboration between the Parks and Recreation Department and the Public Works Department is crucial in park planning**. This will insure that future maintenance needs will be addressed.

4. **Volunteers are an essential part of park maintenance and development**. It is important to recognize that volunteers are not free: they require supervision, management, recognition, and training. Volunteerism in Springettsbury Township needs to be clarified in terms of what volunteers expect in return for their services. This is an issue common to many municipalities in which sports groups generously contribute support through facility improvements or maintenance and then in return expect exclusive use for the respectful facility. Given the fact that the parks are part of the public estate, care must be taken in the formation of partnerships and the terms of agreement so that all parties benefit, especially the community at large.

**Parks and Recreation Policy**

The Parks and Recreation Department has developed policies to guide management decision-making and to improve communication with park users. The Department is in the process of developing polices to cover all situations that could be encountered in this public service arena. The Department has an underlying commitment to excellent public service and already has a system of unwritten policies in place such as immediate response to citizen requests and complaints, creating effective procedures for handling business transactions, and making the best use of the Internet and website. One area that takes up an inordinate amount of time is that all purchase orders have to go through the Parks and Recreation Department. A review of how this is handled might uncover ways to streamline this task for such a small department.

**Public Relations and Promotions**

Public relations and informing citizens about parks and recreation is one of the major challenges of the Department. The "Parks & Recreation Guide" is distributed quarterly. The public has expressed their appreciation for this guide.

1. **Recognize that there are three major areas for promotion: the parks, recreation facilities, and recreation programs.** Continue to support an effective internal communication system so that all departments and boards are aware of what Parks and Recreation is doing. This is especially important in community planning regarding park land, trails, and open space conservation. Securing linkages for trails and greenways is best done in collaboration with land use and transportation planning.

2. **Develop a strategic written marketing plan.** Develop a three-year marketing strategy with a general approach and goals. Establish a very specific marketing program for the next fiscal year. It should include:
   - Incorporation of the Department's logo (the STR with the tag line of creating a lifetime of memories) for parks and recreation on every possible surface of the parks and recreation operation to build identity. Consider creating a mascot as a way to promote the department's recognition. Mascots create awareness and favorable public response. A mascot at the Sounds of Summer series,

Saturday in the Park, the Holiday Tree Lighting, the Playground Program and Sporting events would be a positive image builder.

- Regular evaluation and needs assessment. Conduct program evaluations on all programs. Undertake a public opinion survey every three to five years.
- Promotional methods and pricing of fee-for-service programs.
- Advertising in various media should be strategic as well. It could include "blitzes" rather than an ad here and there, creation of a mascot, targeted use of the logo, and working with people to figure out how to make the WEB site the "go to" place for information about parks and recreation.

3. **Use the Recreation software data base to build a customer marketing tool.** Detailing who the customers are along with their preferences and interests will help the Department to plan services as well as to promote them. This component should include program evaluation, information from registrations, quick surveys, and outreach. Outreach should include focus groups on various topics to find out what the customers want. A focus group should consist of about seven to 12 individuals sitting around a table with a facilitator asking a set of directed questions. Ferreting out this kind of feedback will help in the planning and delivery of programs and services.

Recognize that not every citizen will use public recreation and parks but that even if they do not, citizens still value Township parks and recreation. Excellent parks and recreation services provide a "halo effect" for overall Township services. It is important to focus on the customers the Department has and to get them to participate more in other programs. Retaining customers and getting them involved in other activities is most important.

**Future Services: Environmental Education and Fitness**

By September of 2007, every school district will have to have a fitness plan in place. Springettsbury Township is perfectly positioned to establish a partnership with the two school districts regarding environmental education based upon the Township's natural resources. Developing such a partnership will position the Department to be at the same table with the school districts in joint forces rather than the Department only being a supplicant to request the use of school facilities. Because the Department has limited staff, partnerships in this area are the way to go. Approach the York County Parks Department to determine how the two organizations could partner in the area of environmental education. Try to include school district representatives in the earth sciences in the discussion and potential program development.

All school districts have a fitness plan in place in accordance with Commonwealth requirements. Approach the school districts to carve out a role for Springettsbury Township as a partner in creating active healthy lifestyles in the community.

**Maintenance**

The Public Works Department is responsible for recreation facility maintenance. Currently, the Public Works Department is responsible for maintaining about 150 acres of parkland. These lands are primarily active recreation areas with a focus on sports facilities. The Department has a system of field rotation and rest in place. Sports fields are now getting designed as true sport fields instead of grass with a field overlay. A sports turf management program should be created to keep the fields in top condition. The Township takes of care of park building maintenance and tasks such as litter/trash pick-up and setting up for special events and programs, particularly the large-scale programs such as the summer concerts and Saturday in the Park.

Springettsbury Township's park budget of $144,000 equates to only about $960 per acre. This is lower than the typical $1500 to $3000 acres invested in suburban Pennsylvania communities similar to Springettsbury Township. While the Township has increased the amount and quality of parks, maintenance staff and budget have not increased. Without adequate maintenance, budget, and staff, the facilities are likely to deteriorate. Park rehabilitation costs more than routine maintenance. The Township should be spending about $271,000 at a minimum on park maintenance. This would provide for a regular program of on-going care beyond a surface level of mowing. It would enable the Township to schedule staff to support community recreation events when they are being held. Scheduling work is a challenge given the union bargaining agreement. Union contracts specify hours of work and tasks to be undertaken by union members. The difficulty is that recreation services and programs operate during "off hours" when people are not working. This requires staffing in the evenings and on weekends. Some agreement regarding work hours needs to be considered to be consistent with true community needs for recreation. The other area of discussion should deal with volunteerism. Springettsbury Township could take more advantage of volunteers if agreement could be reached on tasks. A baseline of tasks could be established for Township services for parks and recreation. Anything beyond that baseline could be available for volunteer support. Municipal government cannot provide all of the services desired by the community with the resources available.

> Maintenance is the single largest recurring expenditure in park and recreation operations. Over the lifetime of a park, about 75% of its cost is in maintenance while only about 25% is in acquisition, development, design, and construction.[4]

While routine maintenance has been the focus in the Township parks, a broader view of park care should be considered. A holistic perspective on the parks would incorporate park planning, use policies, maintenance, and facility management. To do this, a formal, written maintenance management system should be developed and put into place. Potential areas for consideration for maintenance in the future include the following:

4. Lay, Francis. (1978. Management of Grounds and Site Maintenance Operations. Manual of Site Management, Environmental Design Press. p.4.

1. **Develop standards of care for the facilities, parklands, and natural areas.** Not all park areas should be maintained to achieve a manicured appearance. Naturalization is better for the environment, less costly and in accordance with public preferences in Springettsbury Township for natural resource conservation. Survey respondents expressed the opinion that they want to achieve a balance between natural resource conservation and active recreation facilities. Standards can and should vary within parks as well as among parks. To advance the standards of care concept, public education is required to inform the citizens that the Township is adopting a more naturalized approach. Otherwise, citizens misperceive the naturalization as reduced maintenance.

**Suggested Maintenance Modes for Park Care**

Because of the wide variance in park systems, a standard maintenance classification system does not work. The National Recreation and Park Association has suggested a system of maintenance modes that provide guidelines for ways of maintaining parks from intensive to least intensive.[5] Maintenance modes can be used to describe approaches to a park as a whole or for selected components within parks. These can help Springettsbury Township set up a standardized approach to park maintenance to further understanding and expectations about the level of care of Township parks.

**Mode I:** State of the art maintenance. High-quality, diverse landscapes such as public squares, government grounds, or high-visitation parks.

**Mode II:** High level maintenance. Well-developed parks with reasonably high visitation.

**Mode III:** Moderate level maintenance. Locations with moderate to low development and visitation. Agencies with budget restrictions that cannot provide a higher level of maintenance.

**Mode IV:** Moderately low level of maintenance. Low level of development and visitation, undeveloped areas, and remote parks.

**Mode V:** High visitation natural areas. Size and importance of park as well as frequency of visitation may dictate a resident maintenance or management staff. Trails and roads are well developed. Buildings, trail heads, and other facilities may be on-site.

*The challenge in Springettsbury Township is to insure that modes are actually applied at varying levels. Not every park or facility in the parks should be designated as Mode I maintenance. Each park and its amenities should be designated as a particular mode to prioritize maintenance tasks better.*

5. National Recreation and Park Association. (1986) Park Maintenance Standards. (Alexandria, VA: NRPA)

Table 6-1
Modes and Tasks for Park Maintenance

| Task | Mode I | Mode II | Mode III | Mode IV | Mode V |
|---|---|---|---|---|---|
| Turf Care | Mowed every 3-5 working days. Aeration four times annually. Weed control to achieve 99% weed free turf. | Cut once every 5 working days. Aeration twice a year. Weed control with 5% weeds. Re-seeding when bare spots present. | Cut once every 10 working days. Not aerated. Weed control at 50% weeds. Re-seeding with major bare spots only. | Periodic mowing to meet local requirements or reduce fire danger. Weed control only for noxious weeds. | Not mowed except for parking lots and along pathways. Weed control on noxious weeds. |
| Fertilizer | Adequate fertilizer applied to achieve even supply of nutrients for entire year. | Adequate to insure turf and plants are healthy &growing vigorously. | Only when turf vigor is low. | None. None. | |
| Irrigation | Sprinkler irrigated. | Some type of irrigation available. | Climate dependent. Usually not done in PA. | None. None. | |
| Litter Control | Minimum of once daily seven days a week. | Minimum of once daily five days a week. | 2-3 times weekly maximum. | Once a week or fewer times. | Based on visitation. |
| Pruning | Dictated by species for high quality well maintained appearance. | Once a season. | Once every 2-3 years when health or appearance warrants. | No regular trimming. Safety may dictate pruning requirements. | For safety only. |
| Disease/Insect Control | Preventive to control disease so that a problem is not evident. | Done when disease is noticeable. | Only on epidemic or serious complaint basis. | None except if epidemics threaten resources or the public. | Only for safety or for public use. |
| Snow Removal | Same day after ½" snow accumulates. | Removed by noon day after snow fall. | Based on local requirements usually within one day of snow. | None except where major access is required. | One day service on roads and park areas. |
| Lighting | Repaired as soon as problem discovered. | Repaired when reported as not working. | When there is a complaint or an employee notices. | On compliant or discretionary basis. | On compliant or discretionary basis. |
| Surfaces | Sweeping, cleaning and washing so that at no time does dirt detract. | Cleaned and swept when appearance has noticeable deteriorated. | Cleaned on complaint basis. | When safety is a concern or budget is available. | Cleaned on complaint basis if budget is available. |
| Repairs | Immediately done upon discovery of problem. | When safety, function or appearance is in question. | When safety or function is in question. | When safety or function is in question. | Same year service when appearance is poor. |
| Inspection | Daily. | Daily when staff is scheduled. | Once per week. | Once per month. | When staff is available, once daily. |
| Floral Plantings | Extensive and unusual. Multiple blooming seasons. | Some plantings present. No more than two blooms per year. | Only perennials or flowering trees and shrubs. | None, just wildflowers, perennials, flowering trees. | None except at special locations like buildings. |
| Restrooms | Multiple servings daily. | At least once a day. Maybe more in high use areas. | Minimum of 5 times per week. Seldom more than once daily. | 5 times per week. | Geared to visitor level, once a day usually. More if visitation is high. |
| Special Features | Highest possible maintenance for flags, fountains, art, parking etc. | For safety, function and appearance. | Minimum – only for safety and function. | Minimum – only for safety and function. | For safety, function and appearance. |

2. **Develop standards of time for accomplishing tasks**. This Plan recommends developing a formalized maintenance management plan with standards of time for accomplishing tasks as a way of insuring that Springettsbury Township gets the most for its maintenance dollar. Time standards and written goals could result in the Township being able to achieve more in terms of park maintenance than it presently does. This could result in significantly improved park conditions and long-term protection of Springettsbury's capital investment in the parks.

3. **Create a written maintenance management plan for the parks**. The importance of maintenance in terms of protecting the Township's investment in the parks and the Recreation Building cannot be overstated. The most effective way to insure that maintenance is at a level commensurate with investment and that it is accomplished at the most efficient level possible is through a written formalized maintenance management plan. Computerizing data to produce real time information will enable the Township to allocate labor and materials to where they are needed most and to get the most value for its maintenance investment.

4. **Consider applying for a Peer-to-Peer Grant from the Pennsylvania Department of Conservation and Natural Resources to bring in a park professional to help in designing the formalized maintenance management system.**

5. **Develop a Maintenance Impact Statement for all capital improvements and park master site plans.** Look for alternatives to providing the maintenance with Township forces and resources where possible.

6. **Continue to develop master park plans for all parks**. Use a professional design time with experience in park planning and park management. Incorporate a public participation process in the park planning process. Involve the Public Works Director in the park master planning process.

7. **Computerize the maintenance workload/cost tracking system.** Use the reports for planning, scheduling and allocating resources as well as in setting policies such as fees and charges. Use grant funds to purchase computer software for maintenance tracking. Insurance carriers might be a good source for grant money for the software program as effective maintenance management reduces risk and exposure to liability as well as support when litigation occurs. Network with other park maintenance managers elsewhere to determine how they use computer software for effective maintenance planning and management.

8. **Try to follow the recommendations of the park master plans regarding operations, maintenance and resource allocation**. This includes adding staff and funds sufficient to maintain the park improvements.

**Volunteerism**

Volunteers fall under the Director. Given the size of the Department, the Director's efforts should be on group volunteers and not on individual volunteers. One concern that emerged in the planning process for this Plan was that there is a tendency in the community to think that volunteers can do so much for parks and recreation and that they are a readily available source of labor without cost. **It is important to note that volunteers are not free.** They require recruiting, supervision, training, recognition, coordination, and time. A small staff cannot undertake extensive volunteer efforts.

**Employee Development and Training**

The Parks and Recreation budget has a line item for conferences, seminars, annual meetings, memberships, dues, and subscriptions. The Parks budget does not have a training budget. While extensive training opportunities are available, there is no formal employee development program. A training program would assess the current levels of skills, define core competencies that the Department would like to build upon, and outline the development program for the staff over the next five years. This would be beneficial from two perspectives: it would be a sound approach to investing in labor, the Township's largest expenditure in parks and recreation and it would provide a career development benefit for the staff.

Consideration should be given to the following actions for employee development:

1. **Conduct a training needs assessment in both recreation and parks from the perspective of Departmental needs and employee development.** Identify the objectives of the training for the Department and the employee. Training needs should include both required certifications and programs that will enable management and staff to keep up with trends, identify new opportunities for revenue generation and learn new methods for limiting exposure to liability. Prioritize the training. Set the employee development for a five-year time frame, each year implementing the first year of the program and adding the fifth year.

2. **Budget about 1% of the operating budget annually for maintaining certifications and licensure that are essential to department operations and for employee development.** Phase in the training budget over the next five to 10 years to reach the target allocation and investment.

3. **Include a variety of training modalities.** The employee development program can include in-service training; self-directed improvement though participation in seminars, conferences and so on; orientation

for new and seasonal employees; rotating employees through jobs other than their own; and networking with other parks and recreation departments. The idea is that training can be low cost and does not always have to be conferences.

4. **As the Department grows and new staff is added, institutionalize the training by scheduling Department training sessions or "pizza lunches" for this purpose.** The trainee would use this forum to present summary information of how the training could be applied in Springettsbury Township as well as to distribute materials or other media obtained at the training program.

5. **Encourage the Parks and Recreation Board to attend the Pennsylvania Recreation and Park Society (PRPS) Conference for the citizen board training session.** Monitor PRPS, Pennsylvania Department of Conservation and Natural Resources (PA DCNR), and PSATS for potential citizen board training programs and seminars. Make sure that the Parks and Recreation Board has a full cadre of seven board members.

**Partnerships**

Partnerships with other organizations in the community enhance public service at reduced costs. Partnerships in parks and recreation usually include school districts, private schools, private enterprise, sports league, community organizations, volunteer groups such as Rotary, community cultural organizations and so on. Partnerships can serve many purposes including: facility development and use, land acquisition, programs and services, facility operations, trail creation and operation and other possibilities. Essentially, the sky is the limit in partnerships in parks and recreation.

**Sponsorships**

The Director, along with the Grants and Public Relations/Events specialist, should continue to work with area businesses and organization on events and activities. This has been an important source of support for important recreation events in Springettsbury Township. Cumulus Radio has been a major sponsor. Vendor fees and permits also are another form of sponsorship. Sponsorships are used for facility development, programs, services, scholarships for participants with economic need, advertisements and others. Sponsorships provide the sponsor with an advertising opportunity that gets their name associated with a positive public service or facility.

**York Suburban and Central York School Districts**

Three areas present possibilities for school district partnerships: sports fields, nature/environmental education and fitness. Exploration of this partnership should be planned out to determine effective approaches.

**Sports Organizations**

The sports organizations are important allies in community recreation. Because there are 10 organizations in Springettsbury Township, they should continue to operate on their own but the Department should continue in the creation of a centralized umbrella organization that would bring them together to work on items of mutual concern and benefit. The Parks and Recreation Director should continue to assume the leadership role in establishing this organization. One of the goals should be to prevent splintering of these organizations into new groups. There is already competition for limited fields. Additional sports groups offering the same sports place more competitive demands on limited fields and gyms. The Township should consider developing a league sanctioning system in which the sanctioned leagues get preference on facilities. The current leagues could be sanctioned leagues. New leagues would have to go through a sanctioning process in which the Township would develop and apply league sanctioning criteria. This will help to control the use of limited Township facilities and ease the permitting process.

**York County Parks Department**

Further partnership opportunities with the York County Parks Department should be considered. Potential areas could include nature study, environmental programming and potential use of county park land for active facilities should he two entities be able to come to terms on that.

An important topic for consideration is the difficulty of various community sports organizations in getting permits to use facilities. Some groups with a mix of participants from multiple jurisdictions cannot get permission to use either school district or municipal facilities because they fail to meet residency requirements. Nevertheless they provide an important public service and are York County residents. Because county residency is the common denominator, discussion with York County might prove fruitful in helping these groups to find facilities they can use. It appears that only a regional entity can help them.

**Policies**

The Township has policies on pavilion rentals, facility allocation, concessionaires, concession stands, and scoreboard operation. Other policies to consider include seasonal and part time personnel, revenue policy to guide the mix of tax and non-tax support, gifts and donations, and others as issues begin to emerge.

**Risk Management**

The most effective measures that a municipality can take in reducing exposure to liability is to design and construct facilities properly and the have an effective maintenance management system supported by written documentation. It is important for Springettsbury Township to have a written formal maintenance management system for both the parks and for the Community Center for this purpose. Continue the practice of posting rules and regulations.

**Management Analysis**

In a time of increasing accountability for all levels of government, decision-makers, staff and citizens alike, expect efficient and effective operating systems. Springettsbury Township has a professional management team that is committed to responsible, accountable, creative, and quality public service through parks and recreation.

Springettsbury Township's Parks and Recreation system is configured by three administrative areas: Township executive division, Public Works Department, and the Parks and Recreation Department. This configuration is typical of smaller parks and recreation systems in which park maintenance is housed within the Public Works Department.

**Management: What Works Well**

- The Township Manager is very supportive of the Parks and Recreation Department.
- The Parks and Recreation Department has a professional parks and recreation director.
- The Township delivers a high number of programs and major community events despite having an extremely small department.
- Non-tax revenues to support operating costs have steadily been increasing. With over 120 programs and sponsorships, the Department has increased non-tax funding to support public recreation programs.
- The Directors of Parks and Recreation and Public Works have an effective working relationship. Because recreation maintenance has to fit within the priorities of another department, this relationship is crucial.
- The Director, Grants and Public Relations/Events Specialist and the Public Works/Recreation Clerk work well as a team to facilitate programs, sponsorships and community support.
- The Director has created innovative approaches to service delivery such as S.T.A.R.S. and the community event sponsorship.
- The successful partnerships have generated 90% of the cost of providing the Township's special events.
- The survey respondents view the parks very favorably.

**Management: Challenges**

- The Parks and Recreation system is "too small" for a Township with 25,000. While Springettsbury Township has one full time director, **Table 6-2** presents comparisons of what other communities have in terms of staffing. These municipalities were selected based upon similarities to Springettsbury Township in demographic characteristics, population size, Township support for parks and recreation,

| Table 6-2<br>Parks and Recreation Staffing Comparisons | | | |
|---|---|---|---|
| Municipality | Population | Full Time Parks & Recreation Staff | Special Facilities |
| Carlisle Borough | 17,970 | 8 | Community Center<br>Outdoor Pool |
| Doylestown Township | 17,619 | 3 | N/A |
| East Pennsboro Township | 18,254 | 5 | Community/Senior Center |
| Muhlenberg Township | 16,305 | 8 | N/A |
| West Whiteland Township | 17,000 | 4 | N/A |
| Hampden Township | 24,000 | 10 | Outdoor Pool<br>Golf Course which is operated separately |
| Horsham Township | 24,200 | 6 | N/A |
| Spring Township | 21,553 | 7 | N/A |
| **Springettsbury Township** | **23,883** | **1** | N/A |
| York Township | 23,637 | 5 | N/A |

program goals, and facilities. Their facilities and functions vary. The table is intended to be for benchmarking. The community centers shown on this list are actually buildings used for programs. State of the art community centers that operate year round for about 18 hours a day have their own dedicated full-time staff and well over 100 part-time workers. Most of these departments operate maintenance in conjunction with the municipal Public Works Department.

- The Township does not have enough parkland or recreation facilities to support community recreational needs. There is no indoor recreation facility. School facilities such as gyms and ball fields are already over used. Delivering the range, number, and caliber of programs desired by this community requires incredible creativity on the part of the management team. The top recreation facility preference of the survey respondents was an indoor community recreation center.
- Parks maintenance is housed in the Public Works Department. The challenge is to insure that parks and recreation facilities work requirements are addressed at the right time to the right level. Park maintenance is under-funded.
- Recreation special events require staffing during non-traditional work hours. This requires time and a half pay for union workers. The events attract over 10,000 people. There is not enough staff to cover events of this scale. Provisions for staffing these events based on health, safety,and welfare of the participants needs to be considered.
- There is no formal maintenance management plan or a sports turf management plan.
- There is no formal partnership with the two school districts. This would be advantageous to both the districts and the Township in terms of public service, fitness and wellness, environmental education, and facility use.

- An employee development program is needed and should be included in the budget for both recreation and parks. Advances in technology and recreation facilities as well as major social changes such as demographic trends, family structure, issues, and other events that impact recreation services mandate continual, on-going education and networking. This is crucial to both conveying the goals and expectations of the Township to part-time and seasonal staff and protecting the Township's largest annual investment: staffing.
- Managing public perception to educate the public that the Township's goal is to provide a balanced system for parks and recreation is crucial. The Township needs to protect its natural resources and provide active recreation for people of all ages throughout their lifetime. This means facilities for both organized recreation and self-directed drop-in recreation. The key is **balance**.
- The survey respondents indicated that special events, fitness and wellness and adult enrichment are the three major program areas in which they are most interested.

**Recommendations**

The following recommendations could guide the future management directions in Springettsbury Township:

1. Strive to grow the Department to be in scale with a community of 25,000 people. Consider the addition of additional positions for program coordination, marketing, customer service, and maintenance. As the system is growing the role of the Director needs to evolve from a hands-on, day-to-day manager into a long-range, strategically oriented manager. About 60% of the Director's time should be allocated to partnerships, medium- and long-range planning, promoting parks and recreation and its benefits, and essentially being the face of parks and recreation in the community and central York County. About 20% of the Director's time should be spent on empowering the front line managers for parks and recreation including maintenance management, and the remaining 20% on insuring that daily operations and financing are flowing by anticipating problems before they arise.
2. Formalize the maintenance management system for parks and recreation facilities. Establish and implement park maintenance standards. Establish a computerized information tracking system to generate information about cost centers. Consider seeking a Peer Grant from PADCNR to formalize the system.
3. Develop a sports turf management program.
4. Create the sports consortium for community sports leagues.
5. Develop an expanded strategic partnership plan. Partnerships need to be forged over time. A plan would set forth a logical plan of action that would allow time for the Director to undertake this aspect of managing the parks and recreation system.
6. Move into additional program areas of nature, fitness and wellness, and adult enrichment as staff and partnerships allow.

7. Work to achieve a balanced parks and recreation system that incorporates a mix of natural resource conservation, open space protection, parkland acquisition, new facility development, effective park maintenance, an indoor recreation center, and program and service expansion. Achieving such a balance will require time and investment from tax and non-tax sources.
8. Prior to undertaking additional projects, create a Management Impact Statement as shown in Figure 6-2. Projects would include park and recreation facility improvements or even major programs or events. Do not add projects or programs for which it would not be possible to maintain the high level of quality now provided or that would negatively impact other existing programs, facilities, and human resources.
9. Place reasonable expectations regarding workload and projects for the staff. Recognize the need to avoid overtaxing resources especially staff. Provide a professionally rewarding work experience. Offer competitive compensation, flexible hours fitting a recreation mission, training, and professional development opportunities. The Township needs to take steps to retain high- quality staff and managers. Consider the potential to add part-time seasonal positions for customer service during peak seasons. Create a five year employee development plan and allocate 1% of the operating budget to fund it.
10. Develop a strategic marketing plan based upon a written statement of outreach goals and results for identified target areas. Consider involving a professional marketing firm funding be available.
11. Proceed with plans to purchase parks and recreation software for recreation administration, financial management, programs, facilities, and maintenance.
12. Review procurement procedures to determine how the process could be streamlined for the small parks and recreation department.

Figure 6-2
MIS
Management Impact Statement

## Purpose

1. To assess the impact of a proposed project in terms of capital and operating costs including cost, human resources required, and effect on other parks and recreation facilities and services.

2. To use this information to make an informed decision about moving ahead with the proposed project.

## Method

Determine:

1. Capital cost of the proposed project.

2. Operating costs for the proposed project, including:

   - Number of staff hours required,
   - Cost of the staff hours,
   - Cost of materials and supplies, and
   - Miscellaneous costs.

3. Impact on other facilities and programs, should the proposed project/service be implemented.

   - Will the project/service require funds needed for other facilities/programs?
   - Will the project/service require staff time needed for other services/programs?
   - How will the project impact the quality of service that Springettsbury Township has set as a goal?

4. Revenue Sources

   - Grants
   - Donations
   - Township funds – additional appropriation
   - Township funds – within current budget
   - Non-tax funds to be generated from the project/program

## Decision-Making

Based upon the above information, does Springettsbury Township have the resources to move ahead with this project?

# VII. Financing

Springettsbury Township strives to provide the best service at a reasonable cost. Providing adequate financing and acquiring the resources to operate public parks and recreation services is a major challenge for municipalities. Operating with increasing responsibilities including the recently revitalized Springettsbury Township Community Park, expanded recreation programs and services, and new park planning initiatives, the Springettsbury Township Parks and Recreation Department has adopted an entrepreneurial approach to providing public services. Once supported entirely by Township taxes, the Department has shifted to a mix of public support and revenues generated through fees and charges, donations, partnerships, and sponsorships. The Department strives to capitalize on this entrepreneurship as the Township's parks and recreation system expands over the next decade.

### Springettsbury Township Financial Perspective

Springettsbury Township focuses on continuing to address Township priorities while anticipating and meeting the ever changing needs of the community. Township management creates an annual operational and policy document through the budget process to guide the achievement of strategic municipal objectives. By focusing on general goals and preparing and following the blueprints established in Township plans, Springettsbury seeks to meet the needs of the community in rooted is fiscal responsibility.

**Capital Investment in Township Parks**

Since 1998, Springettsbury Township has invested $5,310,889 million in park improvements.

### Parks and Recreation Revenue Sources

Most parks and recreation systems rely heavily on tax dollars to fund operations. Financing trends show that parks and recreation is moving more towards a market-based economy in which the users pay for services or facilities from which they directly benefit. Springettsbury fits this pattern. Taxes support about 66% of the Parks and Recreation Department and 100% of current Park Maintenance (**Figure 7.1**). About 47% of the recreation budget is generated through user fees, charges, donations, and sponsorships.

**Increasing Cost Recovery in Parks and Recreation**

In 1998, revenue generation by Springettsbury Township Parks and Recreation Department was about $87,000. The Department revenues have increased by 250% to about $211,000 in 2006. Most of the gains were achieved in the last five years through expanded programming.

**Figure 7.1 Springettsbury Township Revenue Sources**

**Real Estate Taxes:** Real estate taxes help to support parks and recreation. There is no dedicated tax for parks and recreation as is possible under the Pennsylvania Taxation Code. As in many municipalities, parks and recreation is funded through the General Fund.

**Recreation:** User fees for recreation programs and services.

**Open Space:** Funds derived from developers through the mandatory dedication of parkland or fee in lieu of dedication.

**Act 511 Taxes:** This is a category of taxes under Pennsylvania's law called Act 511. The category includes the following taxes along with their tax rate in Springettsbury Township:

- Earned income tax (EIT) – The EIT requires that all persons living or working in Springettsbury Township pay a 1% tax on all individual gross earnings and net profits from businesses. The 1% EIT is split equally between the Township and the School Districts. It does not apply to income, which is constitutionally or specifically exempt.
- Real Estate Transfer Tax
- Occupation Privilege Tax
- Amusement/Admission Taxes
- Business Privilege & Mercantile Tax
- Tax for emergency and municipal services. $52 is the maximum rate for this tax under the state taxation code.

**Licenses and Permits:** Revenues under this category are derived from cable television but also include revenues from permits for plumbing, zoning, alcoholic beverages, inspections, and occupancy permits.

**Fines and Forfeits:** Fines from violations and accident reports.

**Interests and Rents:** There are no rental charges for parks and recreation facilities at present.

**Grants and Gifts:** Springettsbury Township pursues grant funding and donations for community endeavors.

**General Government Permits:** Fees charged by Springettsbury for regulatory actions regarding development, planning, and zoning hearings.

**Waste Collection:** Fees for solid waste and trash collection.

**Public Safety:** Charges for Public Safety include fees for inspections and accident reports to insurance companies.

### Township Revenue Philosophy

Springettsbury Township's fee philosophy is to recover program costs through user fees and charges while

directing tax revenues towards the parks and recreation facilities that benefit the community at-large. The philosophy on user fees is to keep the fees low. The goal is to recover the cost of providing the program through a fee charged to the participant who benefits directly from a service or program.

**Fees and Charges**

The philosophy of the Township regarding financial support of public recreation is that recreation is a public service. There are no fees for major programs such as the playground program, the summer concert series, or Saturday in the Park. There are no user fees for athletic fields. Program fees are nominal for classes and trips. Cost recovery for program expenses serves as the basis for setting fees for these types of program.

**Rental Policy**

Springettsbury Township instituted a pavilion rental policy in 2006. The pavilion rentals have been successful, rented for most of the weekends in the 2006 season. Springettsbury is considering a Rental Policy for athletic field use and summer playground participation

**Operating Revenue Sources**

The Township supports the parks and recreation operations through an appropriation from the General Fund. As an essential public service, community parks and recreation is available to the citizens year-round. Generally, municipalities provide parks and recreation facilities for use without entrance fees. Most municipalities charge fees for special programs that serve only the participant directly or facility use fees for facilities that require a higher level of maintenance to support the use.

Provisions for those who cannot pay can be developed through partnerships and sponsorships that would generate scholarships. This would enable the Township to charge fees to recover costs and serve those who need financial assistance. Township taxes are directed towards parks and recreation facilities and administrative costs while programs are supported to a greater extent through user fees and charges. **Table 7-1** shows Springettsbury Township's revenues for 2001 though 2005 along with the 2006 budget projections for revenues.

**Table 7-1**
**Springettsbury Township Parks and Recreation Department**
**Operating Revenue Sources 2001-2006**

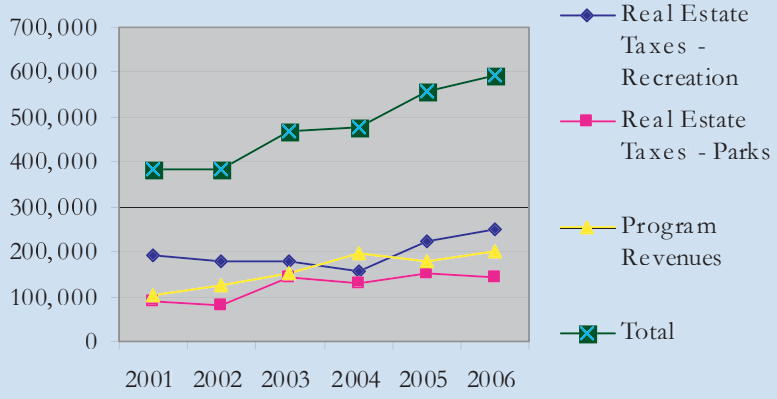
| Item | 2001 Actual | 2002 Actual | 2003 Actual | 2004 Actual | 2005 Actual | 2006 Budget |
|---|---|---|---|---|---|---|
| Real Estate Taxes - Recreation | 190,844 | 177,485 | 177,454 | 155,865 | 222,750 | 251,100 |
| Real Estate Taxes - Parks | 88,724 | 81,834 | 140,706 | 127,279 | 153,500 | 144,000 |
| Programs | 104,000 | 125,000 | 150,000 | 195,000 | 179,000 | 200,000 |
| Total | 383,568 | 384,319 | 468,160 | 478,144 | 555,250 | 595,100 |

The dip in revenues in 2005 was due to change in ownership of a major sponsor which resulted in less than anticipated revenues from promotion and advertising via radio. Remarkably, the 2006 revenues do not include any radio station revenues. The Department restructured its sponsorship program and now awards exclusive sponsorships for designated amount which generate more revenue for the Township.

**Revenue Highlights**

- The Parks and Recreation Department has more than doubled the non-tax revenues in the last five years. Program revenues exceeded the amount budgeted by 5.5% coming in at $211,000.
- About 47% of the recreation budget, including administration, is supported by non-tax revenue sources.
- **Figure 7-2** presents the revenue trends for Springettsbury Township's Parks and Recreation system for 2001-2006. Between 2001 and 2006, municipal tax support for Parks & Recreation increased as did non-tax revenues. Park maintenance also increased.
- Non-tax revenues have comprised as high as 47% of the Parks and Recreation Department operating budget in the most recent fiscal year. This is a favorable trend. Typically, parks and recreation departments strive for about 30% cost recovery rate as a starting point. The other departments of Springettsbury Township government generate about 16% of their operating budgets through non-tax sources.

Figure 7-2. Parks and Recreation Revenue Trends




**Cost Recovery**

In 2006, the Parks and Recreation Department generated $211,000 in non-tax revenues including the following:

- Pavilion Rentals: $3,235 from pavilions rented 94 times.
- Concessionaire Permits and Fees: $14,000 from the Cumulus Radio sponsorship and Bricker's French Fries concession.

- Sponsorships: $78,000+ in sponsorships fees for Saturday in the Park and the Sounds of Summer. These events are funded 90% by non-tax revenues and only 10% by tax support. Most communities subsidize these events at a much higher rate.

### Operating Budget

**Table 7-2** presents the Parks and Recreation Department Operating Budget for 2001 through 2006. The years 2001 through 2004 present actual expenditures while the adopted budget is shown for 2005 and 2006.

**Table 7-2**
**Springettsbur y Township Parks and Recreation**
**Operating Budget Expenditures 2001-2006**

| Expenditures | 2001 Actual | 2002 Actual | 2003 Actual | 2004 Actual | 2005 Revised 12/31/05 | 2006 Budget |
|---|---|---|---|---|---|---|
| **Recreation Department** | | | | | | |
| Salaries – Office | $49,530 | $51,834 | $47,861 | $49,752 | $55,000 | $61,000 |
| Salaries – Specialists | 16,885 | 11,607 | 12,929 | 14,948 | 14,500 | 17,000 |
| Salaries – Park Directors | 48,397 | 55,243 | 47,747 | 51,857 | 45,000 | 57,500 |
| Salaries – Fall & Winter | 1,346 | 986 | 1,111 | 1,179 | 1,250 | 1,500 |
| Overtime | 3,678 | - | - | | | |
| Materials and Supplies | 16,446 | 14,979 | 14,385 | 11,711 | 15,000 | 16,000 |
| Park Celebration | 51,779 | 58,701 | - | - | 38,000 | 38,000 |
| Trips/Tickets | 713 | 3,372 | 64,487 | 63,154 | 65,000 | 65,000 |
| Minor Equipment | - | 26,201 | 75 | 7,652 | 500 | 5,000 |
| Performances | 47,403 | 45,336 | 33,375 | 37,098 | 48,000 | 49,000 |
| Program Services | 28,361 | - | 56,824 | 59,416 | 53,000 | 55,000 |
| Advertising/Printing | 195 | - | 22,351 | 24,951 | 26,000 | 27,000 |
| Mileage Reimbursement | 15,960 | 23,012 | - | - | - | - |
| Contract Services | 1,176 | - | 6,519 | 6,800 | 7,000 | 8,000 |
| Rental/Lease | 11,295 | 0,237 | 18,273 | 20,192 | 30,000 | 47,000 |
| Training & Development | 1,683 | 1,976 | 1,516 | 2,155 | 3,500 | 4,000 |
| **Total Recreation** | 294,844 | 302,485 | 327,454 | 350,865 | **401,750** | 451,000 |
| **Park Maintenance** | | | | | | |
| Salaries/Wages | 64,637 | 66,125 | 93,147 | 98,624 | 96,000 | 98,000 |
| Overtime | - | - | - | - | 500 | 500 |
| Materials/supplies | 2,142 | 4,566 | 4,930 | 3,843 | 5,000 | 5,000 |
| Minor Equipment | 569 | 890 | 811 | 525 | 8,000 | 2,000 |
| Repair/Maintence | 3,113 | 2,590 | 2,367 | 1,227 | 5,000 | 5,000 |
| Contract Services | 11,452 | 3,403 | | | | |
| Water | 1,504 | - | 2,824 | 2,767 | 3,000 | 3,500 |
| Contract Services | 346 | 1,520 | 26,461 | 20,293 | 30,000 | 30,000 |
| Parks Improvements | 4,962 | 2,740 | 10,166 | 0 | 6,000 | 0 |
| **Total Park Maintenance** | 88,724 | 81,834 | 140,706 | 127,279 | 153,500 | 144,000 |
| **Total** | $383,568 | $384,319 | $468,160 | $478,144 | $555,250 | $595,000 |

*Does not include Capital Funds for Major Equipment replacement as this is an operations budget table.

### Parks and Recreation Budget Findings

About 5% of the municipal operating budget has been allocated for parks and recreation over the last five years. The national average allocation of the municipal budget for parks and recreation is about 3.14 percent.

The Springettsbury Township Parks and Recreation operating budget equates to about $24.91 per capita. According to the 2002 Pennsylvania Parks and Recreation Budget and Salary Survey (most recent figures available) the average municipal per capita investment was $23.48 adjusted for 2006 dollars. For communities with a population of 20,000 - 24,999, the range was $3.53 - 57.63. Springettsbury Township per capita spending is about average; however, Springettsbury Township is far above average by any other measure. The population has higher educational attainment, income, and home values than elsewhere in the Commonwealth. To have the caliber of park and recreation system reflective of the characteristics of this community, increased investment in parks and recreation should be considered.

The national average per capita in 1996 (latest available) in the United States was $45 which would be about $58 today.

- The Parks and Recreation Department budget does not include all of the township's investment in park maintenance. Benefits and payroll taxes are covered under Township administration.
- The expenditures for park maintenance under Public Works are not tracked. With 150 acres of land, the annual maintenance expenditure equates to about $960 acre. Which falls below $1500 and $3,000 per acre in townships similar to Springettsbury in Pennsylvania. Using these typical per acre costs for maintenance, Springettsbury Township's park maintenance budget should range between $168,000 and $336,000. If undeveloped North Hills were included in the equation, about $500 per acre annually is the typical cost for undeveloped areas. Using a median figure of $2,250 per acre for 112 active acres and 500 per acre for 38 passive acres, the median cost would be about $271,100.
- There are no field use fees. A "rule of thumb" for sports field maintenance for good quality conditions is about $6,000 per field annually. Community sports organizations provide some limited field maintenance but it is Township crews that provide the actual sports turf management work.
- The development of the new parks will require additional maintenance. They will also offer new potential sources for revenues through programming.
- Fees generated through Mandatory Dedication of Park Land fees in the future would be allocated to park and recreation facility development. However, this Plan will recommend securing park land as a priority rather than fees in lieu of dedication.

## Springettsbury Township's Capital Investment

### Springettsbury Township's Commitment to Parks

Springettsbury Township has made significant investment in Township parks in the last 10 years. This includes the complete redesign and revitalization of Springettsbury Township Park, acquisition of additional park land and planning major improvements to existing parks. Springettsbury Park received a $4 million overhaul. Springettsbury Township appropriates .200 mills through the real estate tax to finance the Capital Improvements Fund. The fund for 2001 through 2006 is presented in **Table 7-3**.

| Table 7-3<br>Springettsbury Township Capital Improvement Fund<br>Park Improvements 2001-2006 | | | | | | |
|---|---|---|---|---|---|---|
| | **2001 Actual** | **2002 Actual** | **2003 Actual** | **2004 Actual** | **2005 Actual** | **2006 Adopted** |
| Projects | 1,574,375 | 2,574,514 | 226,694 | 57,977 | 715,000 | 10,000 |
| Land Acquisition | 235,200 | 500 | 159,459 | 0 | 0 | 0 |

The Subdivision Recreation Revenue is derived from subdivisions in which developers are required to pay a per-lot fee ($1,032) in lieu of contributing land for parks. In 1996, District 5 (Community Centralized Parks) was created. The combination of the Springettsbury Township park complex and the North Hills Park are included in this district. Through ordinance 40% of the fund equity from the other four districts was transferred into District 5 in 1996.

In 2005, Ordinance 2005-06 was adopted. The ordinance requires that 60% of the fees collected from developers be applied to neighborhood parks and 40% to community parks. **Table 7-4** shows the distribution of subdivision recreation fees for 2004 through 2006. **Table 7-5** shows the revenue and expenditures for 2001 through 2006.

| Table 7-4<br>Springettsbury Township<br>Subdivision Recreation Fund Distribution by District | | | | |
|---|---|---|---|---|
| **District** | **Percentage of Fund** | **Balance 12/31/04** | **Estimated Balance 12/31/05** | **Estimated Balance 12/31/06** |
| **Distribution by District** | | | | |
| **1.** North of Route 30, west of Mt. Zion Rd. | 39.75% | 156,072 | 95,961 | |
| **2.** North of Route 30, east of Mt. Zion Rd. | .035 | 829 | 848 | |
| **3.** South of Route 30, west of Mt. Zion Rd. | 11.70 | 0 | 28,247 | |
| **4.** South of Route 30, east of Mt. Zion Rd. | 34.83 | 21,462 | 84,075 | |
| **5.** Community Centralized Parks | 13.37 | 33,089 | 32,260 | |
| TOTAL | Variable by district | 211,452 | 241,391 | About $80,000 |

| Table 7-5<br>Springettsbury Township<br>Subdivision Recreation Fund<br>Revenues and Expenditures 2001-2006 | | | | | | |
|---|---|---|---|---|---|---|
| **Revenue** | **Actual 2001** | **Actual 2002** | **Actual 2003** | **Actual 2004** | **Revised 12/31/05** | **Adopted 2006** |
| Interest | 6,273 | 2150 | 526 | 2,346 | 500 | 5,000 |
| Contribution s | 38,926 | 11,466 | 20,475 | 121,212 | - | - |
| Other (Use of Fund Balance) | - | - | - | | 152,000 | 75,000 |
| **Total** | 44,199 | 13,616 | 21,001 | 123,558 | 152,500 | 80,000 |
| | | | | | | |
| **Expendtures** | **Actual 2001** | **Actual 2002** | **Actual 2004** | **Actual 2004** | **Revised 12/31/05** | **Adopted 2006** |
| District 1 | - | - | - | - | - | 500 |
| District 2 | - | - | - | - | - | 500 |
| District 3 | - | - | - | - | 27,500 | 21,500 |
| District 4 | - | - | 20,000 | 1,216 | 9,000 | 2,500 |
| District 5 | - | - | - | - | 15,000 | 55,000 |
| Interfund transfer to Capital Reserve | - | 100,000 | - | - | 100,000 | - |
| **Total** | - | 100,000 | 20,000 | 1,216 | 150,500 | 80,000 |

**Use of the Fund**

In 2005, Springettsbury Township spent $152,500 on the replacement of outdated playground equipment and transferred $100,000 to the capital reserve to complete Springettsbury Park Phase II.

**Debt**

Debt is a tool for accomplishing goals. All of the parks improvement funds come from the annual operating budget or fees-in-lieu of dedication without any incurred debt. Any decision regarding significant Township debt would likely go to a voter referendum. The Township's need for additional park land, recreation facilities, trails, and open space conservation is so significant that funds beyond the annual appropriation will be required.

**Parks and Recreation Financial Management**

The Director of Parks and Recreation is responsible for overseeing the financial operation of the Department.

**Budget Process**

The Director of Parks and Recreation works on the budget year-round. The Director solicits input from the Park and Recreation Board in preparation of the annual budget. The Township Manager and the Board of Supervisors develop the budget in work sessions. The Township relies on past financial results, third quarter

budget figures, and estimated year end revenues. Department directors prepare preliminary line item figures based on budget directives sent by the Township Manager in July. The Finance Director and the Township Manager ensure compliance with directives and overall consistency. These figures are presented to the Board at public budget work sessions along with the Departmental Director's strategic plan for the department's future. Seven work sessions are held with budget adoption usually occurring in December.

**Donations**

The Department pursues donations from local businesses to support special events and projects. Area businesses donate both products and funds. Donations from businesses have increased in both number and amount through the efforts of the Director but it is important to note that the pool of sponsors available to Springettsbury Township is shallow due to the nature of the land use and types of businesses in the community. There are about 652 businesses in Springettsbury Township.

**Fees and Charges**

The Department strives to recover costs on programs. A Fees and Charges Policy should be established that sets forth the purpose, goals, and parameters of fees and programs to be involved, the means for providing access to the citizens who need financial assistance, and other items

**Grants**

Springettsbury Township pursues grant funding for park and recreation projects. Over the last five years, the Township has secured $150,000 for Penn Oaks Park development, $250,000 for Springettsbury Park improvements, $30,000 for the *Comprehensive Park, Recreation and Open Space Plan*, and $7,000 from a Community Development Block Grant for Penn Oaks Park planning. Granstmanship is an area of interest in the Township. The time and broad expertise needed for grant research and writing requires specialized skills that the Township has housed in a dedicated Township grants specialist position. This position helps with parks and recreation initiatives.

**Financing Analysis**

Springettsbury Township has been focusing in two main areas related to financing over the last 10 years: capital improvements and increasing non-tax support for parks and recreation.

**Capital Improvement Budget**

Investment in capital improvements since 1998 has yielded significant advancement in the municipal parks and recreation system. Springettsbury Park is a model community park in the Commonwealth of Pennsylvania. New plans are underway for additional park improvements. The financial investment will serve many generations yet to come given proper management and maintenance. Fees-in-lieu of dedication resulting from

payments by developers to provide for the future recreation needs of citizens moving into new housing in the community have contributed to park improvements. Consideration should be given to expanding the mandatory dedication of land ordinance to non-residential development.

Additional capital funds will be needed to acquire additional park land. The need for more park land has been identified as a priority for Springettsbury Township. Development pressure and escalating land values present a limited time frame in which to preserve open space and obtain the amount of park land the community will need when the Township is fully developed.

**Operating Budget**

The operating budget is supported through a combination of tax and non-revenue. The Parks and Recreation Department has significantly increased the amount of non-tax revenues through fees, charges, partnerships, sponsorships, and donation. Major Township festivals recover nine out of every 10 dollars of the vent cost, a notable achievement. About 47% of the recreation and administration budget is derived from non-tax sources. The amount generated in 2007 is two and a half times the amount generated in 1998. While the Township allocates about 5% of its operating budget (higher than the national average of 3.14 percent), the per capita investment annually at $24.91 is about average in Pennsylvania. The average annual investment in parks and recreation is about $23.48. This is lower than expected as a result of the establishment of many rural parks and recreation departments with very low budgets which skew the average per capita investment lower. The per capita municipal operating investment in communities 20,000 to 24,999 ranges from $3.53 to 57.63. In parks, the Township is spending about $963 per acre which is lower than the typical range of $1,500 to 3,000 per acre in similar municipalities. The high quality of parks, the increasing park land, and the addition of recreation facilities all which were accomplished through significant Township investment require sufficient human and financial resources for operations and maintenance. Without adequate support, it is likely that the facilities would deteriorate. Long term, regular maintenance is less expensive than park revitalization required from deferred maintenance.

The Township will need to consider increasing the operating budget to support increasing park maintenance responsibilities as well as additional administrative support to grow the department to reflect the size, needs and opportunities of a community with over 25,000 residents.

**Conclusions and Recommendations**

1. Springettsbury Township invests considerable funds for park improvements. However, the recommendations for additional park land and recreation facility development require the consideration of a 10-to-20 year parks and recreation capital program. The Township could consider undertaking a study of the financial capacity to undertake a long term investment program in parks

and recreation. Consideration could be given to increasing the Earned Income Tax for open space conservation. Another alternative would be to borrow money to fund park acquisition and development. Determination of the electoral debt would guide the decision of placing a parks, open space and recreation debt question on a voter referendum on parks, recreation and open space debt or if elected officials can decide to borrow funds without a voter referendum. The Township would determine the amount after research and exploration of a suitable investment strategy.

2. Establish a five-to-seven year capital improvement program. Include the planned replacement of park maintenance equipment such as vehicles.
3. Continue to increase non-tax revenues to recover a portion of the recreation and recreation administration operating budget.
4. Increase the Township's support in the operating budget to increase the park maintenance budget. Set a goal of about $1,500 to $3,000 per acre for active parks and $500 for passive areas. Seek partnerships with organized sports, trail groups, and other community organizations to work together in park maintenance. The park maintenance budget should increase by about $130,000.
5. The recreation staff is essentially a one and a half person department. This is far short of typical staffing levels found in municipalities with much lower populations. The implication is that additional staff is needed. Additional staff would require additional municipal support. Adding recreation staff would likely result in additional non-tax revenues generated through expanded programs, services, events, and opportunities. The addition of a program coordinator would range from $35,000 to $40,000 plus benefits and training.
6. The position of Grants, Community and Events Specialist is not under the Parks and Recreation Department organizationally but is vital to successful community parks and recreation service. This position is responsible for obtaining the sponsorships and grants that make events such as Saturday in the Park and the summer concert series.
7. Continue to monitor the fee-in-lieu of dedication value to insure that it reflects the current market value of land. Consider adding non-residential development to the mandatory dedication of park land ordinance.
8. Continue to seek grants for parks and recreation. Monitor trends in governmental program areas to determine how parks and recreation projects could be allied with related funding programs. This would include programs on reducing obesity, safe routes to schools, juvenile delinquency programs, environmental reclamation, trails, transportation improvements, and so on.
9. For any project that would require long term financial and human support, consider undertaking a feasibility study for it that would include both capital and operating costs along with revenue sources. The feasibility study would provide information on which elected and appointed officials could base their decisions on whether to move ahead with the project as well as how to manage and operate the project upon completion.

10. Take the steps necessary to retain and recruit top-notch staff. Include about 1 to 2% of the operating budget for ***recreation and parks*** staff training and employee development. This would include competitive salary, training, and benefits in addition to providing an atmosphere of rewarding professional work life.

**Figure 7-3**

**Economic Benefits of Parks and Recreation**

Recreation is an investment, not a cost. The National Recreation & Park Association has undertaken a nationwide campaign to promote the benefits of parks and recreation. It is based upon decades of research that demonstrates the economic, social, individual and environmental benefits of parks and recreation. Research findings come from a broad spectrum of sources ranging from the National Park Service to medical schools and conservative "think tanks" such as the Rand Corporation. These diverse sources all point to the value of parks, recreation, and open space.

- A 1997 study reported that owners of small companies ranked recreation, parks and open space as the highest priorities in choosing a new location for their business.
- Property values are higher near open space.
- Recreation deters crime and substance abuse: incarceration of a juvenile offender costs 100 times more than public recreation for one youth.
- Walking an extra mile adds 21 minutes to your life and reduces national health care costs by 34 cents.
- Recreation is the single most effective way to build strong family bonds, the foundation of our society.
- For every dollar a community invests in parks and recreation, anywhere from $1.02 to $1.42 is generated in spending in the economy.
- According to the American Softball Association, softball tournaments generate about $150,000 in spending in the local community over a single weekend.

# VIII. Goals and Recommendations

The goals and the recommendations suggest a course of action for Springettsbury Township over the next 10 years. The Township can work at the actions incrementally: through an annual action plan, a medium-term program over three to five years, and long-term strategies that require more intense planning, investment, and partnerships. By having a slate of actions identified and adopted, elected and appointed officials, community organizations, and residents have a common reference for the community's plans and goals.

The Plan serves as a guide, not a requirement of law. Not everything can or should be done at once. The recommendations serve as a road map for the Springettsbury community to follow on the path to its goals. The Township can follow the map at its own pace determining where to follow the path exactly and where to take detours to seize opportunities or meet emerging needs. The Plan is intended to be dynamic and flexible to enable elected and appointed officials to make wise decisions in implementation.

**Guiding Principles**

The following statements include the core values and guiding principles under which the Springettsbury Township Parks and Recreation Department functions. The core principles define the spirit and values of the Department.

**A. Parks and Open Space as a System**

1. The municipal parks and open space system will be developed as a premiere system of facilities and open space assets (parks, natural areas, trails, and greenways).
2. Parkland is provided to meet the recreation needs of current and future Township residents.
3. The municipal parks and open space system will be managed as an integrated system that is interconnected by physical linkages, management, operational and programmatic policies, staff, facilities, and resources.
4. The municipal parks and open space system will use trails and greenways to link parks and natural areas into a continuous network of open space resources.
5. The Township's parks and open space system will provide opportunities for both active and passive recreation based on the characteristics of the landscape and recreation need. Important natural resources will be protected and monitored to guard against negative impacts from inappropriate use.
6. The municipal parks and open space system will preserve, protect, buffer, expand, and connect natural, scenic, and recreational resources in the municipality that are of the broadest public benefit.

**B. Park Design and Development**

1. Parks will be professionally designed based upon the principle of creating public spaces that the public will use and treasure. While financial resources will be an underlying consideration in park design, the long-term value of effective design will be the overriding factor.
2. Sustainable design that features environmentally sound construction, materials, and management practices will be the foundation of parks and recreation facilities in Springettsbury Township.

**C. Management and Operations**

1. Manage the parks and open space system to maintain parkland and facilities and conserve resources as part of a premiere system.
2. The Parks and Recreation Department will coordinate with, and collaborate with, as appropriate, the Administration, Community Development, Financing, and Public Works Departments.
3. Continue to educate elected and appointed officials and fully inform them about park management and maintenance to support their role as decision makers.
4. Staffing, equipment, scheduling, and programming will be coordinated at a system level to ensure the most efficient use of funding, personnel, and management resources.

**D. Best Management Practices**

1. The municipal parks and open space system will be a model for responsible land development and management policies, adhering to Township ordinances and utilizing and demonstrating best management practices at each facility within the system to preserve and protect the most sensitive and desirable landscape resources.

**E. Funding**

1. Sufficient capital and operating funds shall be provided consistently to safely, efficiently, and effectively, develop, manage, and maintain the municipal parks and open space system
2. General access to parks and open space properties shall be free of charge, but with group facility use and programs fee-based as appropriate.
3. The parks and open space system will be developed and operated through a mix of tax and non-tax dollars with increasing revenues generated from non-tax sources.
4. The Parks and Recreation Department will continue to strive to produce non-tax revenues to help support community parks and recreation.

**F. Communications**

1. The parks, facilities, and opportunities for public use of all areas of the municipal parks and open space system will be regularly communicated by newsletters, website, and other methods to

ensure widespread awareness and understanding of the system's many public benefits.

2. The Parks and Recreation and Public Works Departments will provide current information on an ongoing basis for officials to make informed decisions related to parks and recreation. These departments are responsible for generating information related to workload, cost tracking by cost center, best management practices, and demands for services.

**G. Partnerships**

1. The Township will continue to seek out, encourage, and participate in partnerships with other public agencies, non-profit and educational organizations, the business and corporate community, volunteer organizations, and other individuals and groups that can provide funding, advocacy, or stewardship assistance or whose open space properties, programs, or activities can enhance the effectiveness of the municipal parks and open space system.

**Blueprint for Parks and Recreation in Springettsbury Township**

The blueprint is the foundation for the goals and recommendations of this Plan. The blueprint synthesizes the findings from the analysis of each functional area of parks and recreation, melds it with public opinion and provides clear direction to move the Township forward in parks and recreation. The blueprint is based upon public opinion, analysis of the Township's existing parks and recreation system, and research into trends and issues.

- Grow the Parks and Recreation Department – Right-size the Department to serve the population and deal with the challenges and opportunities in Springettsbury Township.
- Obtain More Parkland – currently there is a need for parkland, based on the 2000 population, of over 125 acres. This deficit will continue to grow as the population expands and new sports trends emerge. This is a time sensitive issue given that undeveloped land in the Township is limited while development is pressing.
- Formalize a Maintenance Management System – It is critical to augment the municipality's commitment to capital investment with a commensurate operating budget and commitment to maintenance management.
- Expand Programs and Services – As the Department grows, increase the programs and services by expanding into nature, fitness and wellness, and adult enrichment.

## Vision for Springettsbury Township Parks and Recreation

**Springettsbury Township provides a premiere park, recreation, and open space system meeting the needs of its citizens and provides opportunities for life-long recreation to enhance the quality of life of residents. The system includes parks, natural areas, trails, and greenways that connect the community and bring residents together.**

### Goals

Strategies to address the key findings that emerged from the planning process are organized around six goals. The goals represent the long-term condition for which the Township will strive. They include the following:

**Parkland and Open Space Goal –** Provide adequate parkland for present and future generations.

**Recreation Facilities Goal –** Establish balanced parks and recreation facilities with parks, natural areas, trails, and greenways to serve a wide array of interests in the community.

**Greenway and Trail Goal –** Create a connected community through a comprehensive network of greenways and trails throughout the municipality to link residential areas, commercial areas, schools, and parkland.

**Program and Services Goal –** Provide programs for citizens of all ages and interests that will enhance their health and wellness, family bonds, and quality of life.

**Management Goal –** Manage the Springettsbury Township parks and open space system in a professional manner that promotes the greatest benefit to the community possible.

**Finance Goal –** Invest in parks, recreation programs, facilities, natural areas, greenways, and trails at a level that sustains the health, safety, and welfare of the citizens of Springettsbury Township.

**Goal 1**

**Parkland - Provide adequate parkland for present and future generations.**

### Objective 1

Acquire a minimum of 165 acres of parkland for active recreation.

**Recommendations**

1. Establish a guideline of a minimum of 10 acres of parkland per 1,000 residents.
2. Acquire new parkland for two new community parks. Parkland locations could be contiguous or linked to Springettsbury Township Park, south of Route 30, or in the northern or western portion of the municipality.
3. Maximize existing neighborhood park sites through the acquisition of contiguous land.
4. Acquire additional neighborhood parks for close-to-home recreation in new residential neighborhoods.
5. Amend the mandatory dedication ordinance to align with the fair market value of property in Springettsbury Township and define criteria of land acceptable for recreation.

**Objective 2**

**Acquire parkland with consideration of future park and recreation needs.**

**Recommendations**

1. Adopt a policy of acquiring land for future recreation needs to remain in reserve and undeveloped for a set period.
2. Develop criteria for the evaluation of potential park sites and an acquisition policy that will enhance the municipality's ability to purchase land.
3. Develop a promotion campaign that educates landowners about estate benefits of land donation.

**Goal 2**

**Recreation Facilities – Establish a premiere system of parks, recreation facilities, and trails throughout Springettsbury Township.**

**Objective 1**

Rehabilitate and enhance existing parks and recreation facilities.

**Recommendations**

1. Transition the relocation of competitive league activities to new community parks from neighborhood parks as these parks are established.
2. Evaluate existing parks for compliance with the Americans with Disabilities Act (ADA) and incorporate improvements to meet accessibility requirements.
3. Provide play equipment that meets the safety and age-segregation criteria of the Consumer Product Safety Commission. (CPSC).

4. Provide support and accessory facilities that create premiere recreation facilities.
5. Create great playgrounds that promote fun, socialization, learning, and creativity.
6. Provide amenities that people value such as street trees, landscaping, comfort facilities, and park furniture that make the parks convenient to use and enjoyable to visit.
7. Provide recreation facilities to meet the needs and interests of residents.
8. Provide facilities for lifetime recreation.
9. Incorporate lights into park sites, as appropriate, to extend play.
10. Develop design standards to set the level of quality and guide development of parkland and facility development.
11. Protect and enhance natural areas with existing parks.
12. Provide trails in parks to provide walking opportunities and meet accessibility requirements.

**Objective 2**

Develop a master plan for North Hills Open Space and new neighborhood and community parks.

**Recommendations**

1. Explore recreation opportunities for park sites through a public participation process.
2. Develop master plans that create great public spaces.
3. Develop North Hills Open Space to provide walking and other resource-based recreation opportunities.
4. Develop new neighborhood parks to provide close-to-home, informal recreation opportunities.
5. Develop new community parks to provide recreation facilities for community-wide activities and uses.

**Objective 3**

**Explore the need for special use recreation facilities in the Township.**

**Recommendations**

1. Complete a feasibility study to evaluate the need for and feasibility of developing an indoor community recreation center.
2. Consider the need for a community swimming pool as part of an indoor community recreation center study.

**Goal 3**

**Open Space, Greenways, and Trails – Develop a system of protected open space, greenways, and trails to create a connected community.**

**Objective 1**

**Conserve natural resources lands through various protection and acquisition techniques.**

**Recommendations**

1. Undertake a Growing Greener Ordinance Assessment of municipal ordinances and codes to incorporate conservation objectives into the development process.
2. Encourage restoration and enhancements of riparian corridors and a comprehensive network of greenways throughout the municipality to protect water resources.
3. Identify land and easements necessary to complete greenway corridors and community trail links. Define a strategy, priority, and action steps for each corridor.
4. Coordinate with greenway initiatives of York County and adjacent neighbors.
   Support County efforts to promote county-wide greenway, open space, and agricultural preservation initiatives.
5. Work with the Farm and Natural Lands Trust of York County and other land conservancy groups to protect open space and natural corridors.

**Objective 2**

**Coordinate open space, resource conservation, and greenway and trail efforts with other entities.**

**Recommendations**

1. Coordinate with greenway initiatives of York County and adjacent neighbors.
2. Support County efforts to promote county-wide greenway, open space, and agricultural preservation initiatives.
3. Work with the Farm and Natural Lands Trust of York County and other land conservancy groups to protect open space and natural corridors.

**Objective 3**

**Develop a comprehensive greenway and trail network that connects park sites, open space, residential neighborhoods, schools, and community destinations.**

**Recommendations**

1. Explore the creation of greenways and trails through land acquisition, easements, donations, and use of existing rail, road, and utility rights-of-ways.
2. Use a public process to master plan greenway and trail corridors.
3. Work with the Pennsylvania Department of Transportation, Township Public Works Department, public institutions, and private landowners to provide a connected community.

4. Support and promote the initiatives of the York County Rail Trail Authority within the municipality, particularly the northern extension of the Heritage Rail Trail County Park.
5. Tie greenway initiatives to natural, cultural, and historic resource protection.
6. Develop an educational program to promote the understanding and benefits of trails and greenways. Consider signage and events at Willow Mill Park to promote this initiative.

**Goal 4**

**Programs and Services - Provide recreation opportunities, programs and services to enrich the quality of life for the people who live, work or visit in Springettsbury Township.**

**Objective 1**

Continue recreation programming in Springettsbury Township year round.

**Recommendations**

1. Develop a program and service management plan for recreation opportunities in Springettsbury Township.
2. Develop a three-to-five year strategic plan for programs to explore how the Township for expanded services. Set criteria for program expansion that is based on additional staff or partnerships.
3. The program management plan should include a mix of organized programs and self-directed recreation opportunities. For the organized programs, the Department should identify specific target goals for number of programs and participants to project the amount of revenues that could be generated. Continue the focus of the Department on producing programs aimed at effective customer service.
4. Broaden the perspective on service delivery from organized scheduled programs to providing opportunities for self-directed recreation that people undertake on their own schedule as they wish. This will enable the Township to expand recreation opportunities without increasing staffing requirements.
5. Include the role of "information broker" in which the Department presents ideas for how people can spend their leisure time with specific suggestions for what people can do on their own. This could be a weekly feature on the website.

**Objective 2**

Make registration and payment as convenient as possible for the citizens as a means of providing excellent public service.

**Recommendations**

1. Continue to use the credit card payment system.

2. Registration via the Internet should be the preferred method for registration so that citizens can sign up on-line for programs and services. As an alternative, consider adding a computer kiosk with a credit card swipe mechanism in the Township building for people who drop in for registration of do not have internet access.
3. Continue to monitor advances in computer software for parks and recreation. Upgrade software as appropriate.

**Objective 3**

Maintain the pulse of the community in terms of needs and interests in parks and recreation.

**Recommendations**

1. Evaluate programs, services, and facilities on an on-going basis to determine public preferences. This should be a formalized process instituted for the programs overall. Target both leaders and participants for the evaluations.
2. Build on the Access database to develop a targeted mailing list for people interested in program categories, age groups, etc. Add demographic information to the database.
3. Participate in community advisory groups and organizations as a liaison to parks and recreation. This would include service clubs, the potential umbrella sports organizations and other community meetings that departmental staff could monitor or participate in.
4. Obtain public input from a variety of means including:
    - Parks and Recreation Board.
    - A community-wide needs assessment update every three to five years. Build upon the recent Township survey in future surveys. Use this Plan as the basis for the next survey. To begin planning for active adult programs, consider a targeted survey of people age 45 and over.
    - Letters and telephone calls from citizens. Suggestion boxes. Parks and Recreation website.
    - Conduct focus groups sessions with members of community boards and organizations including the sports groups, service organizations, and others.
    - Offer public boards for organizations to post notices.
    - Conduct periodic interviews in parks with park visitors.
5. Develop information about customer preferences, interests, and demographic characteristics. Knowing who the customers are and their characteristics is essential in expanding and positioning services effectively. This can be done through registration, program evaluations, focus groups, and intercept surveys in the parks, special events, or programs. Consider starting a college internship program to undertake this project.

**Objective 4**

Address the need to provide and promote recreation opportunities aimed at improving lifelong fitness and wellness.

**Recommendations**

1. Adopt a multi-faceted approach that includes facilities, services, promotion, and partnerships. Focus in the short term in promoting the use of community parks for self-directed fitness and wellness as a way of encouraging public participation in a less labor-intensive fashion than programs would require.
2. Create facilities such as pathways, indoor recreation, and scenic natural areas to entice people to participate.
3. Promote the need for an active lifestyle, its role in disease prevention, and how the Department can help citizens to lead healthy lifestyles.
4. Establish partnerships with health care providers in this effort. Partner with the Pennsylvania Activities and Nutrition Advocates and the school districts. Work with the school districts on their fitness plan that is required of all school districts by 2007.

**Objective 5**

Incorporate nature and environmental programs.

**Recommendations**

1. Work with the York County Parks Department in a collaborative venture regarding nature focused programs and opportunities. Consider joint ventures in Rocky Ridge and John Rudy parks as well as satellite programs in Township facilities.
2. Incorporate a natural resource component in all park master plans to the fullest extent possible.
3. Approach the school districts by identifying and scoping out programs that are suitable for collaboration in environmental education; develop a proposal outlining the goals, objectives, parameters, and support requirements for the program. Transition the Department from the role of facilities requester, just like any other group, to a partner for the school districts in mutual endeavors that would serve the public and solve community problems.
4. Expand environmental education and nature-based recreation programs. Consider adding nature-based components to the Summer Playground Program, S.T.A.R.S., and other areas.

**Objective 6**

Incorporate teens in the recreation program planning and park master planning projects.

**Recommendations**

1. Consider appointing a teen representative to the Parks & Recreation Board.
2. Hire a part-time staff person to work on teen recreation services. Strive to recover costs through program fees, charges and sponsorships. Start small and work towards having one or two key successes to launch the new program area.
3. Consider establishing a Counselors-In-Training program as part of the Summer Playground program. This would serve as both a teen program and as a feeder program for future staffing.

**Objective 7**

Continue to facilitate the provision of community recreation services by other providers.

**Recommendations**

1. Continue to collaborate with the White Rose Senior Center and the York County Area Agency on Aging in the S.T.A.R.S. program.
2. Continue to provide facilities, support, and advertisement in the Township "Parks & Recreation Guide" for community groups with their contact numbers.
3. Monitor trends to determine how services can be enhanced or rejuvenated. A regular program of community needs assessment and program evaluation should be established.

**Objective 8**

Form the Springettsbury Township Sports Consortium

**Recommendations**

1. Plan and organize a Springettsbury Township Sports Consortium as a vehicle to facilitate communication and collaboration among the many sports organizations.
2. Develop goals and objectives in partnership with organization representatives.
3. Consider developing a sports groups sanctioning policy that would strive to support existing organizations and discourage spin-off organizations in existing sports. This would help to reduce competition for limited facilities.
4. Approach York County Parks Department to seek their assistance in serving organizations that serve citizens from many municipalities. The goal would be to help organizations that cannot obtain facility use permits because of residency requirements find a place to play.
5. Involve the sports groups in maintenance management planning and implementation.
6. Involve the Public Works Department in these meetings so that they can hear and respond first hand to sports issues.

7. Hold the consortium meeting at an appointed time every year so that it becomes routine. Consider holding consortium meetings twice annually to coincide with warm weather and cold weather seasons.

**Objective 9**

Develop a formalized marketing program.

**Recommendations**

1. Identify the department's customers and their demographics. Develop a plan for collecting and using additional information that would help with planning and advertising recreation service.
2. Continue to analyze what services are working. Discontinue the services that are not working in a timely manner. Programming benchmarks could include the following[6]:
   - New programs – 10%;
   - Overall cancellation rate – 15%;
   - New program cancellation rate – 30-50%; and
   - Divisions – keep the same program areas as available now within the current workload.
3. Determine how to expand services to existing customers and what resources would be required.
4. Hold focus groups of both customers and those who are not customers.
5. Develop a tracking system to find out where customers are finding out about the Department's services.
6. Determine how to use the internet to promote services and get feedback.
7. Investigate how to advertise through technology such as instant messaging with teens.
8. Develop program planning formulas as the basis for program marketing and evaluation.
9. Create a detailed one year marketing program that includes advertising, benchmarking for results, and needs assessment.

**Goal 5**

**Continue to manage the parks and recreation system in a professional manner that conveys the greatest possible benefit to the public.**

**Objective 1**

Grow the Springettsbury Township Parks and Recreation Department to be consistent with a population of 25,000 citizens.

6. Based upon formula supplied by LERN, the Learning Resource Network that is the leading association in lifelong learning programming, LERN PO Box 9 River Falls Wisconsin, 54022. <http://www.lern.org>.

**Recommendations**

1. Evolve the position of Director from a hands-on staff person to a true management and planning position that would focus on partnerships, outreach, sponsorships, alliances, collaboration, park planning, and strategic planning. About 60% of the Director's time should be allocated to partnerships, medium and long range planning, promoting parks, and recreation and its benefits. About 20% of the Director's time should be spent on current management functions, and the remaining 20 percent on insuring that daily operations and financing are flowing by anticipating problems before they arise.
2. Over the next 10 years, phase in additional staff including program coordinator(s), marketing specialists, and customer service representatives. The Department should have a Director, an Assistant Director, one to two Program Coordinators, one Marketing/Technology specialist, and two to four customer service representatives varying according to seasonal demands.
3. Create a college internship program. Projects could include marketing, building a customer database, services for identified target client groups, conservation programs and benefits tracking.
4. Assess progress annually before budget season. Make recommendations for resource allocation through the budget based upon goals, objectives, needs and opportunities.
5. Review administrative procedures to determine where they could be streamlined with respect to parks and recreation management. This could include procurement, purchase orders, reporting, and other administrative tasks.
6. Purchase parks and recreation software for registration, facility reservations, customer documentation, point of sale (when needed), and workload/cost tracking. Maintenance management and others to be identified. Visit other departments with a variety of software to see what might work best for Springettsbury Township. Do an information needs assessment to determine the types of information needed and when it is needed by all relevant parties in Parks & Recreation, Public Works, Township administration and other as required.

**Objective 2**

Develop a formal maintenance management system for the parks and recreation facilities.

**Recommendations**

1. Develop park standards, a documented method for planning, directing, scheduling, and evaluating park maintenance. Set policies for park maintenance management.
2. Develop a maintenance impact statement for all capital improvement projects. This should be included as a component in all master site plans. The statement would identify the tasks, costs, and resources needed to maintain the park as well as potential ways to mitigate the cost to the Township.
3. Computerize the workload cost tracking system using the coding and reporting system. Investigate software systems used in other townships.

4. Strive to increase the per acre maintenance budget from $960 to about $2,300. This is about the median per acre cost seen in other communities.
5. Explore the potential to establish work hours for maintenance crews that are consistent with recreation's non-traditional hours of evening and weekend services.
6. Schedule maintenance workers for major community events such as Saturday in the Park and Sound of Summer programs. Maintenance staff is crucial to the safety and comfort of participants.
7. Develop a tree management program. Consult with the York County Cooperative Extension Service for advice on developing this program. Seek assistance through the State Forester in PA DCNR. Consider creating a Township Shade Tree Commission. Consider retaining an arborist as an on-call consultant.
8. Use the information generated more easily through the automated system for planning, decision-making, making the case for additional support, and establishing fees and charges for facility use.
9. Add staff and budget commensurate with the park improvements to insure well maintained, safe, and attractive parks.
10. Institute a natural resource management component to the current maintenance operations, which are primarily directed to developed active recreation areas.
11. Establish a sports turf management program to build on the Township's current field maintenance practices.

**Table 8-1**
**Lifetime Cost of a Park**

| | |
|---|---|
| Acquisition, Planning, Financing | 15% |
| Design | 2% |
| Construction | 10% |
| Maintenance | 73% |

Source: Lay, Francis. 1978. *Management of Grounds or Site Management Operations.* Manual of Site Management. Environmental Design Press. p.4.

**Objective 3**

Use the Maintenance Impact Statement as a tool to determine whether to move ahead with major projects or programs.

**Recommendations**

1. Prior to undertaking new projects or programs that are large in scope or impact, assess the project impact using the Management Impact Statement tool.
2. Provide information about the findings to elected and appointed officials for use in decision-making, planning, and budgeting.

3. Use the information for annual budget planning.
4. Strive to allocate the resources required to operate or maintain the project or program. Consider not moving ahead with the project if sufficient resources are not available.
5. The one area where this tool should not be used is in land acquisition. Land acquisition is so crucial that land banking should be considered and allows development many years from now.

**Objective 4**

Build the case for parks and recreation and potential major capital funding through effective information management.

**Recommendations**

1. Adopt a strategic and vigorous program to document the facts and figures related to parks and recreation **along with an interpretation of what the figures mean.** Track numbers that illustrate the impact on parks and recreation in Springettsbury. Document a range of information from impact on property values to the numbers of participants at community recreation events and what they spend. Use this information to expand the sponsorship program as well as in overall Township planning. Strive to reach out to many of the businesses in the Township from an advertising perspective and not as a charitable donation.
2. Use this information for decision-making, promotion, budgeting, and negotiating partnerships, and sponsorships.

**Benefits of Information Management**

- Better understanding of community needs
- Enhanced decision-making capability
- Improved customer service
- More effective allocation of resources, potential cost savings
- Documentation that parks and recreation is an essential community service

**Objective 5**

Support the professionalism of the Department through an Employee Development Program.

**Recommendations**

1. Assess the training needs of the Parks and Recreation Department and the park maintenance area of the Public Works Department.
2. Relate assessment to insuring the health, safety, and welfare of the public during parks and recreation use. This would include continued certification as Certified Playground Safety Instructor; turf

management expertise; safe use of equipment and others to be determined.

3. Create a five-year employee development program. Allocate 1 to 2% of the budget for training. Areas to be considered include sport turf management, computerization, specialized management schools, participation in national conferences, and others to be identified. The employee development program should also incorporate a performance evaluation program that reflects a philosophy of personal and professional development. Insure that certification programs are kept up to date for staff.
4. Make the attendance at a training program part of the annual work program.
5. Develop procedures to report on training efforts for training that would benefit other department members, and elected and appointed officials.
6. Continue to recruit high caliber staff for recreation leadership and park maintenance positions when needed. Conduct wage surveys in the area regularly to determine competitive pay rates. Set wages at a competitive level to attract quality employees. It is important to provide a professionally enriching environment to retaining professional staff.

**Objective 6**

Establish an umbrella organization for volunteerism related to parks and recreation.

**Recommendations**

1. Focus on volunteerism through organized groups and not on individuals. Recognize that volunteers are not free.
2. Consider establishing a spin-off committee of the Parks & Recreation Board to deal with volunteers. Consider recruiting a volunteer to assist with developing the volunteer program in accordance with staff and volunteer resource capacity.
3. Continue to work with the organized sports groups in a collaborative fashion to organize the Sports Consortium.
4. Sustain and enhance the sponsorship program for the Township's activities. Future expansion of partnerships and sponsorships could be undertaken if the Director has some staff assistance to take over more of the day-to-day operations.

**Objective 7**

Provide secure and safe parks that protect both visitors and public property.

**Recommendations**

1. Continue to work with the Police Department on park safety. Include the police in park planning to insure that improvements are consistent with security measures.

2. Continue the Department's current practice of regular park inspections. Coordinate with the insurance carrier to develop a system that minimizes the Township's exposure to liability.

**Objective 8**

Enhance the visibility and public awareness of parks in the community.

**Recommendations**

1. Maximize the use of the logo for the Parks and Recreation Department to project the image and presence in the community desired by parks and recreation. Parks and recreation in Springettsbury is a source of community pride. A unified identity system organized around the logo is a great way to build a visible presence in the community that connects with the taxpayer.
2. Display the logo on all departmental materials, promotions, uniforms and other signs. Identify all of the different materials and equipment that could carry the parks and recreation message: brochures, letterhead, park signs, trucks, uniforms, memo pads, vehicles, awards, and so on.
3. Create a mascot (similar to sports team mascots like the Philly Phanatic). A mascot is likely to be an enormously popular figure at Township events and was an effective choice for a logo in terms of translation into a mascot.

**Objective 9**

Position the Department of Parks and Recreation to be part of municipal community planning.

**Recommendations**

1. Tie projects such as a trail or bike path to community planning, the land development process, open space conservation, and road improvements.
2. Make parks and recreation projects a key component of an aggressive approach to get non-traditional funding sources from federal and state sources.

**Goal 6**

**Invest in parks and recreation to support the health, safety and welfare of the citizens of Springettsbury Township.**

**Objective 1**

Provide adequate financial support for parks and recreation through the municipal operating budgets.

**Recommendations**

1. Continue to use a mix of tax funds, partnerships, sponsorships, and non-tax funds to support public recreation.

2. Strive to increase the parks and recreation operations budget to provide for additional staffing for recreation and park maintenance. This could be phased in over the next five years and beyond.
3. Continue to secure non-tax support for parks and recreation. Look for new ways to generate partnerships, sponsorships, grants, gifts, and donations.
4. Explore additional program partnerships to make the best use of limited financial resources.
   Use the Management Impact Statement to insure that adequate financial and human resources are available to carry out, operate, or maintain the initiative before undertaking new projects or programs.
5. Develop a four-part revenue policy for Parks and Recreation. It should include four classifications:
   - Compulsory resources: Dedication fees, dedicated millage, and/or a portion of the general fund.
   - Earned income: Fees and charges, admissions, rentals, sales, user fees, special services, and permits.
   - Contractual receipts: Land leases, facility rentals, and concessions.
   - Financial assistance: Grants, gifts, bequests, fund raising, and friends groups.
6. The policy should include the rationale for the policy, the Township's revenue philosophy and expectations, citizen and community group input, programs and services, benefits to the community, pricing guidelines, and evaluation guidelines.
7. Develop a fees and charges policy.
   - Ensure that provisions are made for those in need of financial assistance.
   - Continue to offer low cost or free programs that serve large groups or significant target groups such as a movie series or concert series. Try to get sponsors to support these kinds of events.
   - Consider using the equivalent cost of a "recreational hour" which is about $5 when setting fees and charges. Scholarships or work exchange programs could be set up through partnerships.
   - Use 30 to 40% of the program fee for administration and advertising.

**Objective 2**

Establish a capital improvement program based upon decisions made for implementing this plan.

**Recommendations**

1. Consider a bond issue or low interest loans for funding capital projects and land acquisition. The scope of the park and recreation facility improvements is such that major investment is needed over 20 years and beyond. If the Township can make a funding commitment, then decisions about park improvements can be made in a logical fashion based upon a projected configuration of the park system in the year 2020. To undertake the exploration of a potential bond issue, the following steps could be undertaken:
   - Township officials should determine the best method for exploring potential bond issues and the people and entities that should be involved in the assessment. This could include Township

supervisors, township management, outside municipal financial planning specialists, and/or a mix of these potential experts.

- Set a time frame for accomplishing the assessment.
- Determine if the bond issue will require a referendum or if the Board of Supervisors can approve the bond as the elected body.
- If the bond needs to go to a referendum, appoint a committee to oversee the public education and advertising required to generate citizen understanding and support for securing the bond. The Committee should seek examples of other successful communities who have gotten referendums passed for open space, parks, and recreation.

2. Set forth a five-to-seven year capital improvement program based upon the recommendations of this plan.
3. Establish strategic alliances with other providers as a way of maximizing all of the available resources for specific projects. These could include community sports groups, the school districts, and others.
4. Update the Mandatory Dedication of Land Ordinance in the Township to secure additional park land or fees-in-lieu of dedication based upon market value of land. Consider expanding the Mandatory Dedication of Land Ordinance to include non-residential development.
5. Undertake a private fundraising campaign if appropriate for a major project such as an indoor recreation center. Facilitate the formation of a community-based organization to take the lead on the fundraising program.

## RECREATION PROGRAMS AND SERVICES

**Goal:** Provide recreation opportunities, programs and services to enrich the quality of life for the people who live, work, or visit in Springettsbury Township.

| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.1.1*** ***4.1.2*** ***4.1.3*** | Develop a program and services management plan. | **L:** Parks and Recreation Director<br>**S:** Parks and Recreation Board<br>Focus groups | **1.** Identify program goals, trends, customers, program areas, topics, site locations, revenue goals, staffing, potential partners, and programming season.<br>**2.** Set out a three-year strategy with targets, methods of evaluation, and advertising methods.<br>**3.** Put the plan in writing.<br>**4.** Flesh out year one of the plan.<br>**5.** Evaluate after each programming season. | **1.** Staff time<br>**2.** Staff time<br>**3.** Staff time<br>**4.** Staff time<br>**5.** Staff time | **$**<br>**$**<br>**$**<br>**$**<br>**$** | **Short**<br>**Short**<br>**Short**<br>**Medium**<br>**Medium** |
| ***4.1.4*** ***4.1.5*** | Promote non-organized, self-directed recreation opportunities. | **L**: Director<br>**S:** Parks and Recreation Department, Assistant Volunteers | **1.** Inventory facilities and programs people can do on their own.<br>**2.** Create a written document describing these opportunities.<br>**3.** Advertise the opportunities using the written document as information base. | **1-3.** Staff time and existing budget for newsletter, website, press releases, park kiosks | **$** | **Medium** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
**CDBG** (Community Development Block Grant
**DCED** (Department of Community and Economic Development)
**DCNR** (Department of Conservation and Natural Resources)

| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.2.1***<br><br><br><br>***4.2.2*** | Make registration and payment as convenient for citizens as possible.<br><br>Provide internet registration. | **L:** Parks and Recreation Director<br>**S:** Township financial and management team. | **1.** Work with Township administration and local bank(s) to set up the credit card registration. Negotiate credit card fee.<br>**2.** Develop mechanism to enable citizens to register via the internet on the Township website.<br>**3.** Interview other townships with such procedures in place to obtain their advice. | **1.3.** Staff time | Revenue generator | **Short** |
| ***4.3.1***<br>***4.3.2***<br>***4.3.5*** | Maintain the pulse of the community regarding parks and recreation. | **L:** Parks and Recreation Director<br>**S:** Parks and Recreation Department Assistant,<br>Parks and Recreation Board<br>Recreation staff | **1.** Evaluate every program at conclusion.<br>**2.** Develop database of customer information for targeted advertising.<br>**3.** Expand Access database. | **1-3.** Staff time | **$** | **Short, on-going** |
| ***4.3.3*** | Participate as liaison from Department of Parks and Recreation to community organizations. | **L:** Parks and Recreation Director<br>**S:** Board Members as volunteer liaison to organizations | **1.** Determine community organizations that would be an effective alliance for parks and recreation.<br>**2.** Determine the level of involvement required for effective participation. | **1-2.** Staff and volunteer time | **$** | **Short, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

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| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.3.4*** | Seek public input in an orchestrated manner. | **L:** Parks and Recreation Director<br>**S:** Parks and Recreation Department Assistant | **1.** Provide suggestion boxes on site.<br>**2.** Provide link on website for comments.<br>**3.** Hold focus groups<br>**4.** Conduct public opinion survey every three to five years or when a major initiative is under consideration such as an indoor recreation center.<br>**5.** Create college internship program. | **1-3.** Staff and volunteer time<br>**4.** $10-15k in Township funds or a grant<br>**5.** Hourly wage from Parks and Recreation budget. | **$**<br>**$$**<br>**$$** | **Short**<br>**Medium – long**<br>**Medium – long** |
| ***4.4.1***<br>***4.4.3***<br>***4.4.4***<br>***4.2.2*** | Address the need to provide and promote recreation opportunities for lifelong fitness and wellness. | **L:** Parks and Recreation Director, staff<br>**S:** York Hospital, healthcare providers, Communities that Care Development Corporation, PANA. Township Grant Writer. | **1.** Plan and develop a township recreation program component for fitness and wellness.<br>**2.** Create a three-year plan and flesh out year one.<br>**3.** Launch a pilot program.<br>**4.** Evaluate and expand.<br>**5.** Pursue grant funding.<br>**6.** Coordinate with park improvements/pathways. | **1-6.** Staff time, grant funds, partnerships, and sponsorships. | **$-$$** | **Medium, on-going** |

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**$$**: new costs up to $50K
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**$$$$**: new costs >100K

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**Long**: 6 – 10 years
**On-going**: 10+ years

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**CDBG** (Community Development Block Grant
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| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.5.1*** ***4.5.3*** ***4.5.4*** | Incorporate nature and environmental programs. | **L:** Parks and Recreation Director, staff<br>**S:** York County Parks and Recreation Department, Volunteers, School Districts. | **1.** Work with York County Parks and Recreation Department in developing nature programs in Springettsbury.<br>**2.** Work with school districts on joint environmental education efforts.<br>**3.** Include nature component in summer recreations program, enrichment classes, and S.T.A.R.S. | **1-3.** Staff time | Revenue generator | **Medium** |
| ***4.5.2*** | Incorporate nature and environmental programs. | **L:** Parks and Recreation Director<br>**S:** Consultants | **1.** Incorporate natural resource component in all park master plans.<br>**2.** Foster natural areas in all existing parks. | **1-2.** Part of contracts | **$** | **Short, on-going** |
| ***4.6.1*** | Incorporate teens into the Parks and Recreation planning process | **L**: Board of Supervisors, Parks and Recreation Director, staff<br>**S:** Parks and Recreation Board, School Districts, Teens | **1.** Appoint a teen to the Parks and Recreation Board.<br>**2.** Appoint a teen to advisory committees for park master plans.<br>**3.** Hold focus groups with teens about parks and recreation | **1-3.** Staff and volunteer time | **$** | **Short, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
**CDBG** (Community Development Block Grant
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| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.6.2*** | Incorporate teens into the parks and recreation planning process | **L:** Parks and Recreation Director, staff<br>**S:** Board of Supervisors, Parks and Recreation Board | **1.** Hire a part-time Teen recreation coordinator to develop and manage teen recreation services. | **1.** Township funds with opportunity for cost recovery through fees and charges. | **$$** | **Medium** |
| ***4.6.3*** | Incorporate teens into the parks and recreation planning process | **L:** Parks and Recreation Director, staff<br>**S:** Board of Supervisors, Summer staff, Teen Coordinator | **1.** Establish a Counselors-In-Training Program for high school students for the summer program. Strive for cost recovery through program fees to off-set program. Charge for participation. | **1.** Township funds | Revenue generator | **Medium** |
| ***4.7.1***<br>***4.7.2***<br>***4.7.3*** | Continue to facilitate provision of community recreation service by other providers. | **L:** Parks and Recreation Director<br>**S**: Parks and Recreation Board | **1.** Continue to work with sports organizations, with Rose Senior Center, York County on programs and services.<br>**2.** Provide facilities for community groups.<br>**3.** Advertise recreation opportunities by all providers in newsletter and on website. | **1.** Staff time<br>**2.** Potential fees for specialized maintenance<br>**3.** Staff time | **$**<br>**$**<br>**$** | **Short**<br>**On-going**<br>**Short** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

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**CDBG** (Community Development Block Grant
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| # | Action | Implementation Roles (L=Lead, S=Support) | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***4.8.1-7*** | Form the Springettsbury Sport Consortium | **L:** Parks and Recreation Director<br>**S:** Board of Supervisors, Parks and Recreation Board, Sports Organizations, York County Parks Department | **1.** Work with sports organizations to plan, develop, and run the consortium.<br>**2.** Enlist aid of York County Parks Department to find means to serve sports organizations that operate regionally. | **1.** Staff time<br>**2.** Policy changes | **$**<br>**$** | **Short**<br>**Short** |
| ***4.9.1***<br>***4.9.2-8***<br>***4.9.9*** | Develop a formalized marketing program. | **L:** Parks and Recreation Director, Assistant<br>**S:** Park and Recreation Board member, volunteer(s) or sub-committee | **1.** Use ACCESS database to develop target market and demographic information.<br>**2.** Analyze programs for success and life cycle.<br>**3.** Create a one-year planned advertising program with a mix of methods | **1-3.** Park and Recreation Budget | **$-$$** | **Medium – long** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

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| MANAGEMENT | | | | | | |
|---|---|---|---|---|---|---|
| **Goal:** Continue to manage the parks and recreation system in a professional manner that conveys the greatest possible benefit to the public. | | | | | | |
| # | **Action** | **Implementation Roles** | **Implementation Steps** | **Funding Sources** | **Cost** | **Timeframe** |
| ***5.1.1*** | Grow the Springettsbury Township Parks and Recreation Department to be consistent with a population of 25,000 citizens. | **L:** Board of Supervisors, Township Manager, Parks and Recreation Director<br>**S:** Parks and Recreation Board | **1.** Evolve the Director's position from 100% hands-on daily operations to longer range planning and management.<br>**2.** Foster the Director's outreach and partnership building and planning. | **1-2.** General fund, developer contributions, PennDOT, DCED grants, programmed regional federal transportation funding | **$** | **On-going** |
| ***5.1.2-3*** | Add staff | **L** Board of Supervisors, Township Manager, Parks and Recreation Director<br>**S:** Parks and Recreation Board | **1.** Add part-time, year-round staff including program specialists, marketing staff, and customer service representatives.<br>**2.** Evolve part-time positions to full time such as an assistant director or full-time recreation coordinators.<br>**3.** Create college internship program | **1-3.** Township general fund with opportunity for cost recovery through fees, charges, and other means. | **$$** | **Short, on-going**<br>**Medium**<br>**Short, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

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**CDBG** (Community Development Block Grant
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| # | Action | Implementation Roles | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***5.1.4-.6*** | Review administrative procedures and computerize all routine operations such as registration, reservations, maintenance reporting, scheduling, and point of sale. | **L:** Parks and Recreation Director<br>**S:** Township Manager, Board of Supervisors | **1.** Perform annual review of polices and procedures prior to budget discussions.<br>**2.** Purchase parks and recreation software. | **1.** Staff time<br>**2.** $10,000 - $15,000 plus annual training and technical support contract | **$**<br>**$$** | **Short**<br>**Short** |
| ***5.2.1-.10*** | Develop a formal maintenance management system | **L:** Parks and Recreation and Public Works Directors.<br>**S:** Township Manager, Board of Supervisors, Parks and Recreation Board, Community Sports and Environmental groups | **1.** Seek DCNR Peer-to-Peer grant to secure services of a park maintenance specialist to assist the Township in developing a formalized maintenance management program.<br>**2.** Computerize maintenance information system.<br>**3.** Schedule maintenance workers for major community events.<br>**4.** Explore developing maintenance schedule that includes evenings and weekends to provide support for when facilities are being used.<br>**5.** Add natural resource management to maintenance operations. | **1.** DCNR grant-$1,000 Township match to $9,000 grant.<br>**2-5.** Township funds (Potential cost recovery through fees and charges for facilities and services). | **$$**<br>**$$** | **Short**<br>**Medium**<br>**Short**<br>**Short – medium**<br>**Medium – long** |

**$**: existing resources (including grants)
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**$$$**: new costs 50-100K
**$$$$**: new costs >100K

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**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
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| # | Action | Implementation Roles | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***5.3.1-.5*** | Use the Maintenance Impact Statement as a tool to determine whether to move ahead with a project or program. | **L:** Parks and Recreation Director, Public Works Director, Program staff, Assistant<br>**S:** Parks and Recreation Board | **1.** Project labor, materials, supplies, utilities, and other costs as well as revenue sources for any major proposed project.<br>**2.** Use this information to evaluate whether the Township has the capacity to move ahead with the proposed project/program. | **1-2.** Staff time, potential consultant time | **$** | **Short, on-going** |
| ***5.4.1-.2*** | Build the case for parks and recreation and potential major capital funding through effective information management. | **L:** Parks and Recreation Director<br>**S:** Township Manager, Board of Supervisors, Parks and Recreation Board | **1.** Collect information about value and benefits of parks and recreation in the Township and related areas.<br>**2.** Use this information strategically for everything for partnerships and sponsorships to advertising for potential township capital funding programs. | **1-2.** Staff time, potential intern assignment, support by local business community such as realtors | **$** | **Medium, on-going** |
| ***5.5.1-.5*** | Support Department professionalism through an employee development program. | **L:** Township Manager, Board of Supervisors, Parks and Recreation Director<br>**S:** Parks and Recreation Board | **1.** Assess training needs.<br>**2.** Develop five-year training program with mix of venues.<br>**3.** Dedicate 1-2% of operating budget to employee development.<br>**4.** Incorporate training into annual work program. | **1.** Staff time<br><br>**2-4.** Township funds | **$**<br><br>**$ - $$** | **Short**<br><br>**Medium, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
**CDBG** (Community Development Block Grant
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| # | Action | Implementation Roles | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***5.6*** | Establish an umbrella organization for volunteerism. | **L:** Parks and Recreation Director, staff<br>**S:** Parks and Recreation Board – sub-committee | **1.** Focus on volunteers from large groups, not individuals, wherever possible until a position is in place to manage individual volunteers.<br>**2.** Strive to make volunteerism a regular source of parks and recreation assistance in an organized, tracked and reported manner. | **1.** Staff time<br>**2.** Function of a new position in the future | **$**<br>**$$** | **On-going**<br>**Long, on-going** |
| ***5.7.1-.2*** | Provide safe and secure parks that protect both visitors and property. | **L:** Parks and Recreation Director, Public Works Director, Police Department<br>**S:** Board of Supervisors, Township Manager, Parks and Recreation Board | **1.** Conduct regular park inspections.<br>**2.** Consult with insurance carrier on park safety.<br>**3.** Implement the formalized written maintenance management program. Work with police on patrols, park planning and program safety. | **1-3.** Staff time | **$** | **Short**<br>**Short**<br>**Medium, on-going** |
| ***5.8.1-.3*** | Increase public awareness of parks and recreation in Springettsbury Township. | **L:** Parks and Recreation Director, Staff<br>**S:** Board of Supervisors, Township Manager, Parks and Recreation Board | **1.** Display the logo on all parks and recreation products, paperwork, advertising, equipment, uniforms and so on.<br>**2.** Create a mascot and deploy the mascot at all community events both parks and recreation and others. | **1.** Staff time and budget.<br>**2.** Potential partnership with a commercial enterprise, college, or volunteer | **$**<br>**$-$$** | **Short**<br>**Medium – long** |

**$**: existing resources (including grants)
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**$$$$**: new costs >100K

**Short**: 0 – 2 years
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| # | Action | Implementation Roles | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***5.9.1-.2*** | Position the Parks and Recreation Department to be part of overall community planning | **L:** Township Manager, Board of Supervisors, Planning Commission, Parks and Recreation Director<br>**S:** Parks and Recreation Board | **1.** Coordinate Township planning and land use reviews from a parks and recreation perspective for trails, open space, greenways, parks, recreation facilities, and so on. | **1.** Staff and volunteer time | **$** | **Short, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
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**DCED** (Department of Community and Economic Development)
**DCNR** (Department of Conservation and Natural Resources)

| INVESTMENT IN PARKS AND RECREATION | | | | | | |
|---|---|---|---|---|---|---|
| **Goal:** Preserve and protect open space and natural resources in the Township | | | | | | |
| # | **Action** | **Implementation Roles (L=Lead, S=Support)** | **Implementation Steps** | **Funding Sources** | **Cost** | **Timeframe** |
| ***6.1.1-.7*** | Provide adequate financial support for parks and recreation through the municipal operating budgets. | **L:** Board of Supervisors, Township Manager, **S:** Parks and Recreation Director, Public Works Director, Parks and Recreation Board | **1.** Use a mix of tax and non-tax funds to support operations.<br>**2.** Strive to increase the parks and recreation budget over the next five to 10 years.<br>**3.** Develop a revenue policy to encourage pursuit of non-tax funds as well as provision for all residents regardless of ability to pay for services.<br>**4.** Explore additional program partnerships and sponsorships.<br>**5.** Increase maintenance staff and recreation staff. | **1.** Staff time<br>**2.** Tax and non-tax sources<br>**3-5.** Pursuit of sponsorships will require additional staff to free director's time for this effort. | **$**<br>**$$**<br>**$**<br>**$$**<br>**$$** | **Short**<br>**Short – medium**<br>**Medium, on-going**<br>**Medium – long, on-going**<br>**Medium – long, on-going** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
**CDBG** (Community Development Block Grant
**DCED** (Department of Community and Economic Development)
**DCNR** (Department of Conservation and Natural Resources)

| # | Action | Implementation Roles | Implementation Steps | Funding Sources | Cost | Timeframe |
|---|---|---|---|---|---|---|
| ***6.2.1*** ***6.2.3*** | Consider a bond or other type of funding program to provide a source of funds for land acquisition and recreation facility improvements. | **L:** Board of Supervisors<br>**S:** Township Manager, Parks and Recreation Director, Parks and Recreation Board | **1.** Explore the potential methods of capital funding.<br>**2.** Determine a suitable level of funding over a specified time frame.<br>**3.** Create strategic alliances with other partners for joint funding of projects. | **1-3.** Township funds for financial council and bond or loan. | **$$$$** | **Medium**<br>**Medium**<br>**Short – medium** |
| ***6.2*** | Establish a capital improvement program for parks, recreation trails, and open space. | **L:** Board of Supervisors<br>**S:** Township Manager, Parks and Recreation Director and Board | **1.** Develop a five-year plan of land acquisition, park development, and improvements as well as equipment replacement.<br>**2.** Partner with existing programs as appropriate to acquire land for open space. | **1-2.** Staff time and funding for projects. | **$$**<br>**$$$$** | **Medium**<br>**Long** |
| ***6.2.4*** | Update the Mandatory dedication of land ordinance. | **L:** Board of Supervisors<br>**S:** Township Manager, Parks and Recreation Director | **1.** Authorize solicitor to update ordinance based on market value of land.<br>**2.** Consider adding park and recreation requirements for non-residential development. | **1-2.**Township funds | Revenue generator | **Short** |
| ***6.2.5*** | Undertake a private fund-raising campaign for selected projects such as trails, an indoor recreation center, etc. | **L:** A separate non-governmental organization<br>**S:** Board of Supervisors**,** Parks and Recreation Board and Director, Township Manager | **1.** Review zoning and amend as needed as a part of the Comprehensive Plan update of the zoning and subdivision ordinances. | **1.** General fund, LUPTAP | **$** | **Short** |

**$**: existing resources (including grants)
**$$**: new costs up to $50K
**$$$**: new costs 50-100K
**$$$$**: new costs >100K

**Short**: 0 – 2 years
**Medium**: 3 – 5 years
**Long**: 6 – 10 years
**On-going**: 10+ years

**LUPTAP** (Land Use Planning and Technical Assistance Program)
**CDBG** (Community Development Block Grant
**DCED** (Department of Community and Economic Development)
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# Appendix A. Capital Improvement Program

The recommendations of this Plan will require Springettsbury Township to make both capital and operating expenditures. Determining capital costs can be somewhat nebulous. Many communities use their own work forces and are able to save considerable costs. Others are very resourceful and able to secure alternative sources of funding through business contributions, grants, individual donations, or other means. The following table provides costs estimates for proposed capital improvements identified in this Plan. These are opinions based on the best available information and are subject to change when each project is further evaluated and master plans are developed. In addition, the projected cost is based on 2007 costs for contracted labor, and does not consider any particular source of revenue. Design, survey, engineering, contractor bond, insurance, and contingency fees have been included based on typical percent of the projected development costs. These fees should be re-defined after a project approach and scope are determined.

Future development of North Hills Open Space, Pleasureville Park, and August Schaefer Park will require extensive improvements, which can only be accurately estimated following completion of master plans and construction documents. For this capital improvement program a per acre cost range has been applied to these parks.

| Springettsbury Township Parks and Recreation Facilities<br>Capital Improvement Program | | | | | |
|---|---|---|---|---|---|
| **Park Improvement** | **Quantity** | **Cost Opinion** | **2008-2010** | **2011-2013** | **2014-2018** |
| **Camp Security Park** | | | | | |
| Earthwork | LS | $ 10,000 | | | |
| Stormwater management | LS | 4,000 | | | |
| Erosion control | LS | 4,000 | | | |
| Trail | LS | 28,000 | | | |
| Signage | LS | 5,000 | | | |
| Paved parking area | LS | 32,000 | | | |
| Benches/amenities | LS | 6,000 | | | |
| Seeding/landscaping | LS | 5,000 | | | |
| Contractor bond, insurance (12%) | LS | 11,300 | | | |
| Contingency (10%) | LS | 9,400 | | | |
| Survey, design, and engineering (15%) | LS | 14,100 | | | |
| *TOTAL* | | *$ 128,800* | v | | |

| Park Improvement | Quantity | Cost Opinion | 2008-2010 | 2011-2013 | 2014-2018 |
|---|---|---|---|---|---|
| **Fayfield Park** | | | | | |
| Erosion control | LS | $ 3,000 | | | |
| Earthwork | LS | 9,000 | | | |
| Stormwater management | LS | 3,000 | | | |
| Trail | LS | 5,000 | | | |
| Bocce court | LS | 8,000 | | | |
| Playground relocation | LS | 20,000 | | | |
| I-83 Buffer | LS | 10,000 | | | |
| Benches/amenities | LS | 6,000 | | | |
| Seeding/landscaping | LS | 3,500 | | | |
| Contractor bond, insurance (12%) | LS | 8,100 | | | |
| Contingency (10%) | LS | 6,750 | | | |
| Survey, design, and engineering (15%) | LS | 10,150 | | | |
| *TOTAL* | | *$ 92,500* | | v | |
| **Kingston Park** | | | | | |
| Erosion control | LS | 1,500 | | | |
| Earthwork | LS | 5,000 | | | |
| Trail | LS | 8,000 | | | |
| Basketball pavement | LS | 3,000 | | | |
| Crosswalk | LS | 3,000 | | | |
| Traffic signs | LS | 500 | | | |
| Benches/amenities | LS | 6,000 | | | |
| Landscaping/seeding | LS | 16,500 | | | |
| Contractor bond, insurance (12%) | LS | 5,200 | | | |
| Contingency (10%) | LS | 4,350 | | | |
| Survey, design, and engineering (15%) | LS | 6,550 | | | |
| *TOTAL* | | *$59,600* | | v | |
| **Penn Oaks Park** *(based on Brinjac Engineering, Inc. 2004 estimate, rounded)* | | | | | |
| Parking | LS | $ 34,000 | | | |
| Earthwork | LS | 82,000 | | | |
| Stream restoration | LS | 12,500 | | | |
| Trail | LS | 70,000 | | | |
| Pedestrian bridge | LS | 10,000 | | | |
| Game courts | LS | 8,000 | | | |
| Landscaping | LS | 42,300 | | | |
| Seeding | LS | 36,300 | | | |
| Benches/amenities | LS | 42,900 | | | |
| Survey, design, and engineering | LS | 27,000 | | | |
| *TOTAL* | | *$ 365,000* | v | | |
| **Pleasureville Park** | | | | | |
| Development of remaining 4 acres @ $100,000 - $125,000/acres | | $400,000 - 500,000 | | | |
| *TOTAL* | | $400,000 - 500,000 | | | v |

| Park Improvement | Quantity | Cost Opinion | 2008-2010 | 2011-2013 | 2014-2018 |
|---|---|---|---|---|---|
| **Fayfield Park** | | | | | |
| Erosion control | LS | $ 3,000 | | | |
| Earthwork | LS | 9,000 | | | |
| Stormwater management | LS | 3,000 | | | |
| Trail | LS | 5,000 | | | |
| Bocce court | LS | 8,000 | | | |
| Playground relocation | LS | 20,000 | | | |
| I-83 Buffer | LS | 10,000 | | | |
| Benches/amenities | LS | 6,000 | | | |
| Seeding/landscaping | LS | 3,500 | | | |
| Contractor bond, insurance (12%) | LS | 8,100 | | | |
| Contingency (10%) | LS | 6,750 | | | |
| Survey, design, and engineering (15%) | LS | 10,150 | | | |
| *TOTAL* | | *$ 92,500* | | v | |
| **Kingston Park** | | | | | |
| Erosion control | LS | 1,500 | | | |
| Earthwork | LS | 5,000 | | | |
| Trail | LS | 8,000 | | | |
| Basketball pavement | LS | 3,000 | | | |
| Crosswalk | LS | 3,000 | | | |
| Traffic signs | LS | 500 | | | |
| Benches/amenities | LS | 6,000 | | | |
| Landscaping/seeding | LS | 16,500 | | | |
| Contractor bond, insurance (12%) | LS | 5,200 | | | |
| Contingency (10%) | LS | 4,350 | | | |
| Survey, design, and engineering (15%) | LS | 6,550 | | | |
| *TOTAL* | | *$59,600* | | v | |
| **Penn Oaks Park** *(based on Brinjac Engineering, Inc. 2004 estimate, rounded)* | | | | | |
| Parking | LS | $ 34,000 | | | |
| Earthwork | LS | 82,000 | | | |
| Stream restoration | LS | 12,500 | | | |
| Trail | LS | 70,000 | | | |
| Pedestrian bridge | LS | 10,000 | | | |
| Game courts | LS | 8,000 | | | |
| Landscaping | LS | 42,300 | | | |
| Seeding | LS | 36,300 | | | |
| Benches/amenities | LS | 42,900 | | | |
| Survey, design, and engineering | LS | 27,000 | | | |
| *TOTAL* | | *$ 365,000* | v | | |
| **Pleasureville Park** | | | | | |
| Development of remaining 4 acres @ $100,000 - $125,000/acres | | $400,000 - 500,000 | | | |
| *TOTAL* | | $400,000 - 500,000 | | | v |

| Park Improvement | Quantity | Cost Opinion | 2008-2010 | 2011-2013 | 2014-2018 |
|---|---|---|---|---|---|
| **Springettsbury Township Park** | | | | | |
| Erosion control | LS | $ 68,000 | | | |
| Earthwork | LS | 228,000 | | | |
| Stormwater management | LS | 70,000 | | | |
| Trail | LS | 25,000 | | | |
| Sidewalk/plaza | LS | 25,000 | | | |
| Playground | LS | 190,000 | | | |
| Skate park | LS | 175,000 | | | |
| Splash pad | LS | 220,000 | | | |
| Pavilion 1 | LS | 60,000 | | | |
| Pavilion 2 | LS | 50,000 | | | |
| Pavilion 3 | LS | 40,000 | | | |
| Horseshoe/game courts | LS | 10,000 | | | |
| Benches/amenities | LS | 35,000 | | | |
| Landscaping/seeding | LS | 85,000 | | | |
| Signs | LS | 15,000 | | | |
| Community recreation center | - | Costs to be determined by a feasibility study | | | |
| Contractor bond, insurance (12%) | LS | 155,500 | | | |
| Contingency (10%) | LS | 129,600 | | | |
| Survey, design, and engineering (15%) | LS | 194,400 | | | |
| *TOTAL* | | *$ 1,775,500* | | v | |
| **North Hills Open Space** | | | | | |
| Development of 38 acres @ $80,000 - $100,000/acres | | $3,040,000 – 3,800,000 | | | |
| *TOTAL* | | $3,040,000 – 3,800,000 | | | v |
| *GRAND TOTAL* | | *$6,462,250 - $7,372,250* | | | |

# Appendix B. Survey

The Township needs your input to help in the preparation of the Comprehensive Recreation, Park and Open Space Plan. Please provide your opinions to the following questions, and return your completed survey to Springettsbury Township, 1501 Mt. Zion Road York, PA 17402. Additional surveys are also available in .pdf format on-line at www.springettsbury.com. Please submit one survey per person. Additional comments can be made by contacting David Wendel at 717-505-0406 or e-mail at dwendel@springettsbury.com. Thank you for your participation.

1. Have you or members of your household used township parks in the last year?
   a. Yes b. No. If no, why not? _____

2. What do you think of township parks? *Circle one.*
   a. The parks are better than I expect them to be.
   b. The parks are what I expect them to be.
   c. I am not familiar with township parks.
   d. I don't use township parks, but I think the parks are important to have.
   e. The parks are not what I expect them to be. Why not?
   _____
   _____
   _____

3. How should Springettsbury Township focus its park improvements and development efforts? *Circle one.*
   a. Protect open space and natural resources
   b. Provide nature based parks with trails, picnic areas, and play areas
   c. Provide more active recreation areas with ballfields and game courts
   d. Provide a balance between natural areas and active recreation facilities
   e. Provide bicycle trails that connect the community
   f. Other _____

4. What additional improvements in the parks would you like to see? *Circle up to three.*
   a. Ballfields
   b. Game Courts
   c. Skateboard area
   d. Dog park
   e. Library
   f. Indoor Community Recreation Center (gym, activity & fitness areas, meeting rooms, etc.)
   g. Playgrounds
   h. Winter sports facilities (sledding, skiing)
   i. Comfort facilities (restrooms, water fountains)
   j. Swimming pool
   k. Splash Pad (a water play area with fountains and sprinklers)
   l. Other _____

5. Have you or members of your household participated in township recreation programs in the last year? Springettsbury Township Parks & Recreation Department programs include: Fitness and Aerobics, Summer Playground, Adult Enrichment, S.T.A.R.S. (senior programs), Trips, Concerts, Saturday in the Park, and the Holiday Tree Lighting.
   a. Yes b. No. If no, why not? _____

6. What kind of programs would you or members of your household be likely to participate in the future? *Circle all that apply.*

   Programs for:
   a. Pre-schoolers
   b. Elementary schoolers
   c. Teens
   d. Families
   e. Senior adults
   f. Special needs

   Types of Programs:
   g. Special events (concerts, festivals, etc.)
   h. Arts
   i. Organized sports
   j. Camps over school holidays and summer
   k. Fitness and wellness
   l. Adult enrichment classes
   m. Other _____

7. How should the Township focus its parks and recreation efforts in the future? *Circle one.*
   a. Natural resource & open space protection
   b. Acquiring park land
   c. Developing new facilities
   d. Building an indoor recreation facility
   e. Expanding recreation programs and services
   f. Balance of all of the above

8. If Springettsbury Township could do one thing to improve parks and recreation, what would you want that to be? *Please print.*
   _____
   _____
   _____

9. Springettsbury Township spends about $24.31 per year per Township resident on parks and recreation. In order to improve our community for parks and recreation, how much more would you be willing to spend?
   a. Pay an additional $4 per year
   b. Pay an additional $6 per year
   c. Pay an additional $8 per year
   d. Not willing to pay any more
   e. Need more information
   f. Other _____

# Appendix C. Survey Results

*104 Resident Responses*

1. Have you or members of your household used township parks in the last year?
   - *01 No answer*
   - *92* a. Yes
   - *11* b. No.
     - *Because my dog isn't allowed in the parks*
     - *Little need*
     - *No need*
     - *No time available, prefer county parks*
     - *No interest*

2. What do you think of township parks? *Circle one.*
   - *02 No answer*
   - *46* a. The parks are better than I expect them to be.
   - *44* b. The parks are what I expect them to be.
   - *03* c. I am not familiar with township parks.
   - *07* d. I don't use township parks, but I think the parks are important to have.
   - *02* e. The parks are not what I expect them to be. Why not?
     - *We need an indoor rec facility and bathrooms to be more handicapped friendly.*
     - *I only use the park on Pleasant Valley & Mt. Zion Rd. I love it.*

3. How should Springettsbury Township focus its park improvements and development efforts? *Circle one.*
   - *03 No answer*
   - *16* a. Protect open space and natural resources
   - *18* b. Provide nature based parks with trails, picnic areas, and play areas
   - *08* c. Provide more active recreation areas with ballfields and game courts
   - *38* d. Provide a balance between natural areas and active recreation facilities
   - *12* e. Provide bicycle trails that connect the community
   - *09* f. Other
     - *Provide hand rails at steps (steps in concert area) before someone else falls!*
     - *Put railings on the steps in the amphitheatre.*
     - *Please provide parking for Penn Oaks Park*
     - *Look at Lancaster*
     - *Skateboarding is so popular and I feel we need a skateboarding park*
     - *More shade for playground areas.*
     - *Don't waste money*
     - *Don't add anymore keep the existing in good condition.*
     - *Building indoor facility*

4. What additional improvements in the parks would you like to see? *Circle up to three.*
   - *03 No answer*
   - *06* a. Ballfields
   - *09* b. Game Courts
   - *07* c. Skateboard area
   - *20* d. Dog park
   - *25* e. Library
   - *44* f. Indoor Community Recreation Center
     (gym, activity & fitness areas, meeting rooms, etc.)
   - *09* g. Playgrounds
   - *20* h. Winter sports facilities (sledding, skiing)
   - *27* i. Comfort facilities (restrooms, water fountains)
   - *20* j. Swimming pool
   - *22* k. Splash Pad (a water play area with fountains and sprinklers)
   - *16* l. Other
     - *We definitely need a building for exercise, etc.*
     - *Walking trails*
     - *Tennis courts in existing parks*
     - *Soccer Fields*
     - *Senior Center*
     - *Roof over seating areas at the band stand & railings on the steps*
     - *Picnic tables*
     - *Only more land purchased*

- *Ok at this time*
- *Monitor park use too many people from outside the community are monopolizing them.*
- *If you had one the skateboarders might not use the amphitheater.*
- *Don't waste money*
- *Booce Courts & shuffleboard*
- *Bocce Courts*
- *Bocce & Shuffleboard courts*
- *Better pay for staff*

5. Have you or members of your household participated in township recreation programs in the last year? Springettsbury Township Parks & Recreation Department programs include: Fitness and Aerobics, Summer Playground, Adult Enrichment, S.T.A.R.S. (senior programs), Trips, Concerts, Saturday in the Park, and the Holiday Tree Lighting.

*04 No answer*
*84* a. Yes
*16* b. No.
- *See answer #1*
- *no interest*
- *Time & money*
- *We have enough activities elsewhere*
- *My recreation is done elsewhere - other interests*
- *Personal illness kept me homeland*
- *Nothing we like or dates don't workout*
- *Schedule never worked out*
- *Plan to attend the concerts*
- *yes*
- *Yes Saturday in the Park 2004, 2005*
- *No programs for 2-3 year olds*
- *Work too much currently*
- *Time, but we usually attend a concert or two.*
- *see #1 above*

6. What kind of programs would you or members of your household be likely to participate in the future? *Circle all that apply.*

Programs for:
*12* a. Pre-schoolers
*20* b. Elementary schoolers
*22* c. Teens
*38* d. Families
*52* e. Senior adults
*05* f. Special needs

Types of Programs:
*73* a. Special events (concerts, festivals, etc.)
*20* b. Arts
*24* c. Organized sports
*21* d. Camps over school holidays and summer
*47* e. Fitness and wellness
*47* f. Adult enrichment classes
*06* g. Other
- *Crafts Quilting etc.*
- *Environmental Reservation ie composting site, etc.*
- *Shows in New York*
- *Skateboarding park*
- *Swimming lessons*
- *We hunt/mountain bike/hike/piknick*

7. How should the Township focus its parks and recreation efforts in the future? *Circle one.*

*09 No answer*
*22* a. Natural resource & open space protection
*03* b. Acquiring park land
*02* c. Developing new facilities
*26* d. Building an indoor recreation facility
*06* e. Expanding recreation programs and services
*36* f. Balance of all of the above

8. If Springettsbury Township could do one thing to improve parks and recreation, what would you want that to be? *Please print.*

- *Increase utilization of Penn Oaks Park but plan for parking lot is unnecessary as it will not eliminate/street parking. Blacktop is anti-environmental.*
- *Seems as if summer programs have gotten away from the more nature oriented - for example, camping, hiking, canoeing, would like to see these come back. The summer rec program is a wonderful asset thanks so much.*
- *Druck Valley east of Mt Zion Rd is last remaining open space in twp. Acquire or designate for scenic area, nature trails, wildlife habitat, bird migration route in order to preserve before it is lost to development.*
- *Linear parks connecting parts of the Township for walking & bikes*
- *More local neighborhood parks. Too many people drive to parks. More local parks allow walking. Whenever possible, connect small local parks with off-street pathways that also serve as a nature trail & bicycle path. (Model community - Columbia MD).*
- *Work with the Hawks Club to put a park in their field.*
- *Do no do any more developing or improving the existing parks. For example do not add trails improve parking or expand into the wooded areas at Rocky Ridge.*
- *Walking trails for walkers only - separate bicycle trails & walking park for dogs.*
- *Offering a dog park would greatly improve your already vast offering. A huge part of the population are avid dog lovers.*
- *Indoor recreation area*
- *An indoor recreation facility would be wonderful espec in the winter months.*
- *From my perspective, the current diversity of programs offered is spectacular and really needs no major additions or changes!*
- *The Fayfield park is overwhelmed by I 83. More trees or a barrier would be great. I do realize this is more than what you were asking. There are some days where it is hard to even hear.*
- *Make all areas of the parks completely "smoke free". Do we really need to spend considerable monies to provide & maintain a dog park & can't dog owners use Rocky Ridge, etc. for their needs.*
- *Senior activities & handicap parking*
- *More security*
- *Great the way it is.*
- *It's good the way it is.*
- *Try to get a community pool*
- *Implement more activities for younger children (babies to preschool). This could be special playground facilities or classes/programs for these ages, i.e. mommy & me classes or mini camps (there are no summer programs for children under 6 yrs. old. Don't we have younger children too?).*
- *More security*
- *Expand car parking*
- *I realize this forum isn't exactly right to make this point, but the township really needs to return to the excellent leaf composting program we had which the township ended 2 years ago. We would be willing to pay additional funds to make necessary drainage changes.*
- *Good entertainment at concerts.*
- *Keep local neighborhood parks nice for children and to provide activities and events for kids to participate in. Expand Sat in the park to have more activities for kids/families.*
- *Bocce Ball Courts for all*
- *Bocce Ball courts for all*
- *Better pay for park directors older age to be at park.*
- *More fields for athletics with adequate parking. Monitor & have police patrol parks at night (hearing fireworks at Kingston). Offer cooking classes for all not just the STARS.*
- *Bocce Courts - this is a sport that can be played by all ages - from organized leagues to family groups from children to grandparents.*
- *New playground equipment for Pleasureville Park. What's currently there needs updated & expanded badly.*
- *Install handrails @ Springettsbury Township Park going down the steps & the amphitheater.*
- *I think the township does a remarkable job. I hope we can continue to have these open spaces and even more beautifl parks.*
- *Look out for senior's more activities.*
- *Open up a pool.*
- *Hold intro to computing course during the day. Add rick K to the concert series.*
- *Summer concert Series - Less emphasis on loud rock & roll reggae, cajun and similar extreme groups; and more emphasis on groups with a broader spectrum of appeal. Specifically a return of gospel quartets and ensembles, traditional standard dance bands, york county honors choir, etc, and continuing groups, such as Andy Angel, recreation, spring larden band.*
- *Summer concerts - schedule less rock & roll , cajun, reggae, etc. Add gospel and other vocal groups to the schedule. Continue with recreation, Andy Angel and similar groups.*
- *No opinion at this time*
- *Have events every night of the summer.*

- *We love Penn Oaks Park. Thank you!!! (please build a bathroom). Camera surveillance for vandals. Red Lion has one.*
- *See #7*
- *Put in outdoor community swimming pool.*
- *Only the building of an indoor facility.*
- *Encourage central York School District to make its facilities (gym, fitness, classrooms, meeting rooms, etc), available to all residents of the community. The school district should construct and swimming pool that would be available to students, staff & residents.*
- *Build an all purpose recreation facility on the premises. Ocean City Maryland can support this so can Springettsbury Township.*
- *I would like to see some Bocce Courts & league Play organization.*
- *Out township needs an indoor facility with more options for our sports teams ( youth organized sports).*
- *York Township has a terrific "movies in the park" program throughout the summer. This could be a success for our parks as well.*
- *Provide a community building for teenagers to have a safe place to go in the summer and weekends. Dances/pooltables/ping-pong card tables.*
- *Offer more organized programs for 2-3 year olds/families.*
- *Adding a community pool! This would give people a change to get to know each other and provide a healthy activity for children & teens, all or the community.*
- *Bicycle Trails, greenways, hiking paths (nature trails)*
- *I currently feel the township is doing a good job of balancing finance & service to parks.*
- *I would like a one stop activity location. We visit Fountain Hills & they have lots to do during the day for Seniors. I would like to see something like that here. Cards, art classes, computer club. Special interests groups, astronomy, coins, stamps, dancing, languages.*
- *Provide more accessible parking to program areas.*
- *I am very satisfied but I'm sure some people would like improvements.*
- *It would be great if you could buy the farm across from Springettsbury Township park & build a swimming pool there & expand the park.*
- *Build indoor recreation facility*
- *Organized weekend softball league*
- *I love park program Mr. Justin & Mr. Dave are the best.*
- *Festivals*
- *Get a place where teens can skateboard with ramps and a place for BMX bikes like a cement skatepark.*
- *Bike trails to get around area could become very popular as the price of gas increases.*
- *We are close to numerous shopping opportunities, but it is dangerous to walk or bike to them. A biker/hiker trail would be a wonderful improvement. It should connect the Galleria with York Marketplace and major neighborhoods.*
- *Fund an extension to the rail trail and develop an east-west corridor.*
- *In some way, monitor those using parks, especially facilities at Springetts. Holidays and weekends our children are overrun by teens from outside the community using basketball/tennis courts and families although we pay the taxes for maintenance etc. They're reaping the benefits.*
- *Bike trails*
- *I live in Penn Oaks. This current soccer/baseball season has seen a tremendous increase in park users. The parking situation on Edenbridge Road has reached a crisis & if it is not addressed, immediately, a child or adult will be hurt. Passage & visibility is next to impossible on the road & unsafe. This is also unfair to residents in our neighborhood. I am glad the park is being utilized but safety needs to be addressed.*
- *Enforce the rules. Dave makes announcements before the concert starts. He should make them also in the middle of the concerts for the people who come late especially about the kids fooling around in the pit.*
- *I feel skateboarding is an up and coming sport with snowboarding in the olympics and extreme sports becoming so popular. I feel we need a skate boarding park. There are so many skateboarders at the park all year round even in the winter.*
- *Put up a sound wall near I 83 for the Fayfield Park because the noise is so bad the counselors have to shout to talk to the kids. If you are sitting at the pavilion, you cannot hear the kids in the playground area.*
- *Enforce the speed limit on roads leading to them. There is a speeding epidemic in the twp. If the officers don't want to do their job, hire ones who will!*
- *Keep existing parks in better/useful condition, township has enough parks - open area!*
- *Build indoor recreation facility.*

9. Springettsbury Township spends about $24.31 per year per Township resident on parks and recreation. In order to improve our *community for parks and recreation, how much more would you be willing to spend?*

*04* No answer
*10* a. Pay an additional $4 per year
*13* b. Pay an additional $6 per year
*24* c. Pay an additional $8 per year
*10* d. Not willing to pay any more

38 e. Need more information

05 f. Other

- *$2 per year*
- *Pay an additional $24.31/year (its that important to community atmosphere)*
- *Whatever it takes to accomplish the above.*
- *Charge developers more*
- *100.00 1 year more if there is a swimming pool.*

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