

Chapter 8 - Goals, Recommendations & Action Plan

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Spring Garden Township Park & Recreation Vision & Mission

Spring Garden Township defined vision and mission statements for parks and recreation. The vision and mission statements serve as the foundation for planning and park and recreation initiatives, decision-making, and the allocation of resources.

Vision Statement

Spring Garden Township's parks and recreation system enriches the community by providing opportunities that support active, healthy lifestyles; parks and recreation facilities where residents can gather and spend quality time with families and friends in a variety of settings; and opportunities to participate in community activities and special events.

Mission Statement

To acquire, develop, operate, and maintain a parks and recreation system that enriches the quality of life for those who live, work, and visit here.

Goals

The goals are based upon the community vision, mission, and themes that emerged in the planning process.

Goal 1: Establish parks and recreation facilities as community destinations where residents can have fun, socialize, experience nature, and lead active healthy lifestyles.

Objective 1: Complete park planning to position the municipality to maximize the benefit of existing parks, address accessibility and safety requirements, and create a vision for undeveloped park acreage.

- Develop Site Development Drawings for Windsor Park, Elmwood Park, and Grantley Park and submit a grant application to PA DCNR to fund improvements.
- Develop a master plan update for the Mt. Rose Avenue Property that builds upon the previous planning efforts and considers the findings and recommendations of this Plan.

- Develop a Site Development Drawing for Tri-Hill Park enhancements following the municipal campus location decision.

Objective 2: Maximize the recreation benefit of existing parks by incorporating improvements to enhance the safety, convenience, and overall enjoyment of using the facilities.

Safety Enhancements

- Provide adequate safety zones around athletic fields and playground equipment.
- Incorporate CPTED (Crime Prevention Through Environmental Design) principles into park designs.
- Program the ball field at Elmwood Park with younger players due to the short outfield.

Convenient Enhancements

- Add convenience amenities to parks (benches, spectator seating, bike racks, etc.).
- Add benches near playgrounds, in shaded locations, and at activity areas for caregivers to gather, sit, and watch park activities.
- When trails are developed in parks, add benches at convenient intervals and in shaded locations.
- Add bike racks near park entrances if safe bicycle access is provided to the park site.
- Design park improvements to address the needs of senior adults. 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 for easy access.
- Extend sidewalks to park sites and along park road frontage.
- Develop park hubs near park entrances and parking which have information kiosk with site maps and park and recreation program information. Trails should radiate from the hub to explore the park site.

New Recreation Opportunities

- Re-establish the basketball court at Grantley Park and add additional practice goals.
- Develop loop trails in Tri-Hill Park, Grantley Park, and Elmwood Park.
- Develop a new playground at Mt. Rose Park.
- Upgrade the baseball field at Custis Field and add site improvements.

Park Site Enhancements

- Enhance parks with colorful landscaping and street trees.
- Enhance park identity with entry signs with Parks and Recreation Department logo.
- Develop trails within and connecting to park sites. 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. Where possible, develop trail layouts with multiple connecting loops for diverse walking experiences.
- Complete site improvements identified in this Plan.
- Create great public spaces that promote fun, socializing, and public use.
- Plant street trees along park road frontage and colorful perennials and ornamental grasses at entry areas into the park sites.

Objective 3: Target acquisition and development of parkland to meet current and future needs of the municipality.

- Revise the mandatory dedication of parkland ordinance to relate to the fair market value of land in Spring Garden Township. Adopt criteria that outlines the characteristics of land acceptable for dedication to the Township.
- Develop the Mt. Rose Avenue Property parkland based upon the master plan update.
- Expand Tri-Hill Park, upon the removal of the building, based upon the Site Development Drawing for the park.
- Acquire parkland contiguous to the Mt. Rose Avenue Property to maximize the property for municipal uses, if contiguous land becomes available.
- Seek additional parkland acreage to address the parkland acreage deficit.

Objective 4: Provide opportunities for the enjoyment of natural areas and resources in Spring Garden Township.

- Develop the Mt. Rose Avenue Property and prioritize the development of facilities that support passive recreation and public access to and enjoyment of natural areas.
- Implement progressive conservation strategies through ordinance provisions.
- Enact ordinance provisions that protect riparian buffer corridors.
- Use park sites to promote environmental awareness through demonstration projects and interpretative signage.
- Explore the feasibility of developing a trail along Mill Creek.

- Partner with the York Water Company to retain the public use of the reservoir open space off of Country Club Road and Grantley Road and enhance the site with accessibility and public use facilities.

Objective 5: Provide facilities for public uses that comply with accessibility and safety regulations and guidelines.

- Address accessibility requirements of the ADA.
 - Accessible route - Develop walkways to provide an accessible route from handicap parking spaces and sidewalks to and between recreation facilities. This requirement is lacking at each park site. Walkway should be developed to maximum five-percent slope to be accessible. Additionally, PA DCNR requires that a clear stabilized area for a wheelchair is provided adjacent to benches along a trail.
 - Provide stabilized handicapped parking space in each parking area with pavement markings, handicap parking signs, and immediate access to an accessible route.
 - Provide play options for physically challenged children at all playgrounds. Playground manufacturers are aware of this requirement and work with communities as new playground equipment is specified to provide accessible play options.
 - Provide accessible spectator viewing areas and player accommodations at athletic fields and courts. PA DCNR interprets this requirement to include an accessible route to players' benches at ballfields and accessible viewing spaces adjacent to bleachers at athletic fields and courts. This accommodation has not been provided at any of the existing facilities.
 - Provide gates with clear opening widths that meet or exceed the ADA requirements to allow use by disabled athletes at game courts.
 - Provide accessible picnic tables at picnic areas. Every picnic table in a park need not provide this accommodation, but, as new tables are added, a percentage should be accessible models. There should be accessible picnic tables in each pavilion.
 - Drinking fountains should be accessible models.
- Provide playground areas and play equipment that meets the safety criteria of the Consumer Product Safety Commission Guidelines for Public Playground Safety.
- A Certified Playground Safety Inspector (CPSI) should conduct playground safety inspections on an ongoing basis.
- It is important to 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 park/municipal capital improvement program budget.

Objective 6: Create great public spaces.

- Strive to undertake improvements to the parks that are holistic and not piecemeal in order to provide a sense of presence and accomplishment in the public view.
- Design with nature in a manner that is consistent with sustainable design principles.
 - Protect and enhance natural resources of the park sites.
 - Provide buffer areas around sensitive natural resources that should have limited or no public access.
 - Protect water resources from erosion, pollution, and other negative impacts and promote infiltration of stormwater runoff. Enhance streams and creeks by establishing or expanding riparian buffers within park sites. Plant buffer vegetation native to southcentral Pennsylvania. Develop rain gardens to control stormwater runoff and promote groundwater recharge.
 - Limit disturbance of natural areas and consider natural functions when incorporating site improvements.
 - Locate facilities with consideration of prevailing wind and solar orientation.
 - Develop parking, trails, and other pavements with pervious materials, as appropriate for the setting and use.
 - Use native plant material to enhance wildlife habitats and minimize watering and maintenance requirements.
 - Locate shade trees to reduce heat island effect in parking areas, cool buildings in summer, and allow solar access in winter.
 - Consider the site soil, underlying geology, and depth of ground water during the planning and development phase. Soil, geology and depth of ground water and bedrock directly affect facility constructability, drainage, and long-term maintenance.
 - Incorporate wetlands, rock outcrops, hedgerows, and other natural features sensitively into park designs.
 - Develop park sites using Best Management Practices for erosion control and stormwater management.
 - Consider life-cycle costs and use of post-consumption materials when designing improvements.

- Consider development options that reduce energy consumption and use such as ground source geothermal heating and cooling, connections to trail system to promote non-motorized transportation, solar powered amenities/features, and no-mow/low-mow areas.
- Create great playground areas that promote fun, socialization, learning, creativity, and healthy exercise. Create playground areas that engage children and provide a safe, fun setting for play. Where appropriate, playgrounds should be developed with themes that relate to the context of the site and its resources. Develop the playgrounds as a space, not just equipment placed in mulch. Include benches for caregivers and small pavilions for story-telling, shaded play or crafts, and traditional picnics. Include shade with shade trees, pavilions, or shade sails. Include pavement areas for pavement games, chalk drawings, and other activities.
- Design with consideration of safety and security of the parks for users:
 - Provide visual access into parks from surrounding streets and sidewalks. Avoid designs that create “hidden” areas. Provide visual access into these areas as possible by minimizing landscaping that cuts off long views into park activity areas, limbing tree branches up to seven feet, and locating structures and equipment to retain clear sight lines into the parks.
 - Provide adequate safety zones around sports facilities and play equipment.
 - Provide physical barriers, as appropriate, between park activity areas and adjacent roadways, drives, and parking areas.
 - Where possible, limit the extent of vehicle penetration into park sites and vehicular/pedestrian conflict areas.
 - Provide trails of adequate width for the intended user groups. Multi-use trails should be developed at a minimum width of five feet wide to meet the requirements of the ADA.
- Provide support and accessory facilities that create a premier recreation destination, such as, dugouts for baseball fields; picnic areas designed as a unit with grills, picnic tables, horseshoe pits, shaded areas and water; restrooms in each park; and benches convenient to courts for depositing equipment and viewing activities.

Objective 7: Plan for the continued revitalization and improvement to Spring Garden Township parks through a comprehensive capital improvement program.

- Develop a capital improvement program that outlines annual capital expenditures and cyclic improvements to the parks. Update the capital improvement program annually.

Goal 2: Connect Spring Garden Township through a system of trails.

Objective 1: Coordinate greenway and trail planning and development with regional partners and stakeholders.

- Coordinate with the York County Planning Commission, York County Department of Parks and Recreation, the York County Rail Trail Authority, Rabbit Transit, York Water Company, and the Trolley Trail local leaders regarding greenway and trail planning efforts and initiatives in Spring Garden Township.
- Coordinate with York County, adjacent municipalities, and York Suburban School District regarding greenway and trail initiatives that could extend regionally and link parks, schools, and community destinations. Forward this Comprehensive Recreation, Parks and Open Space Plan to entities responsible for regional and municipal plans to promote coordination and incorporation of initiatives into regional implementation efforts.
- Coordinate with Springettsbury Township regarding the development of a trail, along Mill Creek and Route 83, between the Mt. Rose Avenue Property and the Loucks Mill Road Heritage Rail Trail County Park trailhead.
- Coordinate with York Township regarding the development of the Ma & Pa Community Greenway with a northern trailhead at the Mt. Rose Avenue Property. The trail is planned to extend south following the former MA & PA Railroad corridor.
- Coordinate with York Township regarding the development of the Trolley Trail along the former York and Windsor Electric Railroad corridor, connecting to York College of Pennsylvania.
- Coordinate with Met-Ed regarding the development of the Trolley Trail along the former York and Windsor Electric Railroad corridor, currently owned by Met Ed.
- Coordinate with PennDOT regarding the feasibility of developing a multi-use trail along the Mill Creek/Route 83 corridor when Route 83 widening/ improvement activities occur.
- Work with PennDOT and the Spring Garden Township public works departments to provide bicycle and pedestrian friendly facilities and accommodations when public roads and bridges are upgraded or replaced.
- Coordinate with the City of York to facilitate bicycle and pedestrian connections.

Objective 2: Undertake initiatives that set the stage for the successful development of greenways and trails.

- Work to raise public awareness about the benefits of greenways and trails throughout the community through a targeted public awareness campaign. The Spring Garden Township Recreation Commission should lead this effort.
- Develop trails within Tri-Hill Park, Elmwood Park, and the Mt. Rose Avenue Property to expand the municipal trail system and provide trail opportunities as a means to create momentum for trail initiatives and a broader understanding of trail benefits. Prioritize trail development in Elmwood Park and Tri-Hill Park.

- Undertake improvements to make parks convenient for bicycle access by providing bike racks.
- Develop a Spring Garden Township Official Map as a tool to acquire and extend trails throughout the community. Review and update the Official Map annually.
- Expand the trail network through the municipal planning process.
- Amend the mandatory dedication of open space provisions to permit the dedication of land for trails.
- Seek rights-of-ways and access easements from developers when new residential subdivisions and land developments are proposed in areas designated for trails or trail links.
- Require the construction of sidewalks along street frontage as part of subdivision and land development projects.
- Adopt ordinance provisions that align with the concept of “Complete Streets”.

Objective 3: Develop a greenway and trail network that protects the green corridors and linear natural resources of Spring Garden Township and connects neighborhood, parks, schools, and community destinations.

- Explore creation of a greenway and trail system for Spring Garden Township composed of greenways, bike lanes, multi-purpose trails, trail links, and sidewalks that connect with hubs. Appoint the Spring Garden Township Recreation Commission to champion this effort.
- Develop ordinance provisions and seek conservation easements to protect and buffer natural resources along designated greenway corridors.
- Complete a feasibility study that explores the potential to develop the Mill Creek Trail. Coordinate this effort with the York County Rail Trail Authority, Springettsbury Township, and PennDOT. Seek funding for the study from the PA DCNR.
- Complete a feasibility study that explores the potential of extending bike lane in the City of York into Spring Garden Township. Target connections to designated bus stops.
- Evaluate local roads in terms of bicycle and pedestrian compatibility, working with transportation engineers familiar with bicycle and pedestrian facility development and integration of bicycle facilities and accommodations into existing roadway networks.
- Develop trails based on the recommendations and guidelines presented in the Statewide Bicycle & Pedestrian Master Plan and AASHTO Guide for the Development of Bicycle Facilities.

Goal 3: Become recognized as a valuable community asset that works in partnership with groups and businesses in the Township to provide a well-rounded schedule of recreation programs and special events to residents.

Objective 1: Expand promotion of the Township park areas, recreation facilities, and recreation programs to increase public awareness of the Township's investment.

- Embrace the critical link between being active and becoming healthier when promoting programs and encouraging visits to the parks.
- Develop a greater social media presence to promote recreation programs, special events and park use.
- Place directions and a listing of the facilities at each Township park on the Township website and in the Township newsletter. Promote the self-directed recreation opportunities available at the Township parks, such as picnic pavilions and playground equipment, with photos and facility rental information. Include a map showing the park locations. Include a program registration form in the Township newsletter.
- Brand the Recreation Department with a professionally-designed logo and tag line.
- Develop an e-newsletter using a service such as Mail Chimp to promote recreation programs and park use on a monthly basis.
- Prepare an annual report detailing Recreation Department program participation statistics, program partners, and park facility use.

Objective 2: Promote the services of other community recreation providers.

- Promote the services of other community recreation providers in the Township newsletter to make Township residents aware of the recreation opportunities available to them, whether the programs or facilities are sponsored by youth sports groups, Martin Memorial Library, White Rose Senior Center, York County Parks and Recreation Department, or other groups.
- Include links to community recreation provider websites on the Township website.

Goal 4: Find the Township's best niches for community recreation programs, resulting in strong participation numbers and continued program growth.

Objective 1: Expand the number and types of Township sponsored recreation programs.

- Do a comprehensive search for indoor space for recreation programs to expand the quantity and types of programs the Township can offer. The goal is to satisfy the need for indoor recreation programming space in the short term, by maximizing the use of

existing community locations through partnerships (i.e. York College, churches, York Suburban School District facilities, etc.).

- Potential programs to offer include:
 - Preschool introduction to sports programs (such as little sticks field hockey, pee wee soccer, pep squad cheering, little hoopers basketball)
 - Adult classes (such as art, dance, and cooking classes)
 - Senior events (such as bus trips, card parties, holiday banquets, bridge lessons, and gardening classes)
 - Family special events (such as a daddy-daughter dance, Halloween costume swap, outdoor movie nights, family old-fashioned game day, and park scavenger hunt)
 - Community sports contests (such as pitch, hit and run; punt, pass and kick; foul shooting; elementary cross country run; and soccer shoot-outs)
 - Summer day camps
 - Teen clubs
- Meet with the York Suburban School District to discuss taking over sponsorship of its former adult education programs. These programs would add to the programs already sponsored by the Township, and will give the Recreation Department an identity and important service niche.
- Focus on improving the current special events and expanding the number of special events.

Objective 2: Pursue partnerships for all recreation programs and special events sponsored by the Township.

- Begin discussions between the Spring Garden Township Recreation Commission and the Springettsbury Township Parks and Recreation Board to investigate joint recreation programming possibilities. Over one-half of the programs currently offered are York Township Recreation Department programs. A natural municipal programming partner would be Springettsbury Township Parks and Recreation Department, due to its being within the York Suburban School District, which also serves Spring Garden Township.
- Identify who the key strategic partners should be for the Recreation Department – such as WellSpan Health and York Suburban School District – and begin to forge stronger relationships.
- Plan programs and special events in partnership with School District groups, so that access to indoor and outdoor facilities is simplified and more cost effective.

- Pursue an agreement with the School District to allow the Township priority use of school facilities for recreation programs and a special rate schedule.
- Develop working relationships with all youth sports groups that serve the Township.
- Seek creative programming partnerships with a wide variety of entities – karate and dance studios, parent-teacher organizations, senior center, girl and boy scouts, library, flower shops, bowling alley, cooking schools, performing arts centers, county parks and recreation department, child care centers, gymnastics academy, non-profit agencies, church groups, etc.
- Build a stronger base of volunteers to assist with recreation programs and special events by forming partnerships with area businesses, colleges, schools, and service clubs.

Objective 3: Put processes in place to improve customer service and program quality.

- Streamline the process of registering for recreation programs by purchasing program registration software that allows on-line registration and payment.
- Allow on-line reservation and payment for park pavilion rentals.
- Accept credit cards for recreation program and pavilion rental payments online, in person, by telephone or by mail, without a service fee.
- Adopt a 100 percent satisfaction guaranteed policy for recreation programs and give refunds regardless of the reason, to show a commitment to quality programming and customer satisfaction. After a program begins, pro-rate the refund.
- Develop a simplified system to allow children to participate in Township recreation programs regardless of ability to pay that does not require Recreation Commission approval.
- Develop a written inclusion statement to be placed in the Township Newsletter and on its website that promotes and values the involvement of all persons, including those with disabilities, in recreation program offerings.
- Survey all program participants after recreation programs end and utilize the feedback to improve the programs.

Goal 5: Operate the parks, recreation, greenways, and trail system effectively and efficiently through volunteer and staff leadership and community partnerships.

Objective 1: Reorganize the Recreation Commission as a Parks and Recreation Board.

- Re-define its roles, responsibilities, and expectations for service; provide training and adopt job descriptions.

- Increase the size of the board to gain more expertise and contacts. Look for residents who bring needed skill sets, have the ability to strengthen existing and establish new partnerships, and provide access to potential resources.
- Identify board member expertise, influence, and connections and how board members can help to increase funding, resources, promotion, volunteers, and program locations.
- Work with the York Suburban School Board to get its representative appointed. A School District employee or School Board member who can report directly to and from the School Board would be the best representative.
- Change the name of the department to Parks and Recreation Department.

Objective 2: Develop a working relationship with the Springettsbury Township Parks and Recreation Board and Department.

- Set up a meeting of the two volunteer boards to begin discussions. As the other municipality in the York Suburban School District, working together, particularly for recreation programming, makes sense.

Goal 6: Secure adequate financing to maintain existing parks; develop additional park areas, trails, greenways, and recreation facilities; and offer recreation programs for citizens.

Objective 1: Secure adequate funding for park maintenance, park development, and recreation programming.

- Conduct an annual walk-through of the parks with the Recreation Director and Public Works parks staff prior to budget preparation to identify projects for funding.
- Place funds raised by the youth sports programs throughout the year into a restricted account, to make any funds remaining at the end of the year available to the programs for the following year.
- Prepare a multi-year capital improvement plan for replacement and repair of park facilities.
- Amend the Township’s mandatory dedication ordinance, including increasing the fee-in-lieu amount, adding criteria for the acceptance of land, and adding criteria to include commercial and industrial development.
- Adopt a formal revenue policy to establish realistic targets for different types of recreation programs including those that deserve tax-funded support and are offered at low or no cost; those that should recover their direct costs; and those where an additional percentage should be added to direct costs to help defray the administrative overhead costs.

- Strengthen business financial support of Township programs by expanding the number of business program sponsorships.
- Generate more revenue through program fees to offset the cost of providing recreation programs. Currently 15.6 percent of the Recreation Department budget is financed by program fees; work to double that percentage.
- Set non-resident program fees at a standard percentage higher than resident fees.
- Determine the potential cost to maintain the Mt. Rose Avenue Property as decisions are made about its future development, and budget funds accordingly.
- Increase the amount of Recreation Department funding incrementally each year. The current funding is 5.1 percent of total Township spending. The Pennsylvania Department of Conservation and Natural Resources recommends that up to 10 percent of municipal funds be allocated to parks and recreation.

Objective 2: Hire staff or independent contractors to expand the recreation program schedule.

- Hire part-time staff and recruit volunteers to offer recreation programs and to perform routine tasks that do not require administrative expertise.
- Develop a written contract for any program instructors who are not placed on payroll.

Goal 7: Ensure that park areas and recreation facilities are well-maintained, meet current safety standards, and provide an enjoyable environment for residents.

Objective 1: Develop a written maintenance plan that describes the annual routine work and preventative maintenance that is needed at the parks.

- Include an inventory of the facilities at each site, what time of year and the frequency with which maintenance tasks should occur, and the acceptable standard of care in each park and facility that describes what they should look like when maintenance is completed.
- The acceptable standard of care should be different for each location depending on the facilities, the frequency and type of use, the amount of manpower and budget resources available.

Objective 2: Develop a computerized daily maintenance tracking system.

- Track where each employee works each day, the tasks performed and amount of time worked, to help with maintenance planning and decision making.
- Use the computerized daily maintenance system to project future maintenance costs for the Mount Rose Avenue Property as part of the park master planning process.

Objective 3: Have a Township staff person obtain the Certified Playground Safety Inspector (CPSI) credential.

- Annually inspect the park playground equipment and keep written records in the Public Works Department of all CPSI inspections.
- Keep written records of all periodic park inspections performed throughout the year.
- Correct all identified safety issues promptly.
- Provide training to the park maintenance staff to enhance their ability to recognize hazards and identify unsafe conditions during routine park inspections throughout the year.

Strategies and Key Recommendations for Accomplishing the Goals

Implementing the **Spring Garden Township Comprehensive Recreation, Park and Open Space Plan** will require the enthusiasm and dedication of the Recreation Department staff and other Township personnel, the investment of time and money, and the commitment of elected officials. Momentum will be rooted in small successes over time. Every accomplishment, no matter the size, will help to advance parks, recreation, and trails in Spring Garden Township. Key recommendations for accomplishing the **Plan** goals include:

1. **Adopt the Spring Garden Township Comprehensive Recreation, Parks & Open Space Plan.**
2. **Organize for Implementation** – Build momentum for implementation by undertaking specific actions upon Plan adoption. Reorganize the Recreation Commission as a Parks and Recreation Board and expand the Board and include representation from York Suburban School District. Develop a plan of action for year one following Plan adoption to keep moving forward.
3. **Take Care of Existing Facilities and Improve What We Have** – Improve the parks as recommended in the Plan to provide safe, accessible, and beautiful parks and recreation facilities. Prioritize park initiatives in the short term:
 - Complete park improvements listed on the CIP summary as “low hanging fruit”. These are improvements that the Spring Garden Township Public Works Department can complete in-house with minimal investment and time.
 - Pursue a grant from PA DCNR for the improvement to three existing parks: Windsor Park, Elmwood Park, and Grantley Park. Develop Site Development Drawings which illustrate improvements. Complete improvements to the three parks upon award of grant funding.
 - Complete a master plan update for the Mt. Rose Avenue Property based on the findings and recommendations of this plan. Pursue grant funding for the first phase of development of the Mt. Rose Avenue Property.

4. **Develop the Mt. Rose Avenue Property** – The Mt. Rose Avenue Property provides the best opportunity to expand recreation opportunities for residents of Spring Garden Township. The property is owned by the municipality and has the diverse characteristics that support development of both active and passive recreation facilities. Following development of a master plan for the 60-acre property, developing the first phase of park improvements should be prioritized.
5. **Expand Recreation Programs and Special Events** – Consider the next two years as transformational years in which the Department works towards building its customer base and identity. Expand recreation programs and special events to reflect the recreation needs and interest of Spring Garden Township residents and recreation trends. Pursue partnerships and enhance customer service.
6. **Pursue Trail Opportunities** – Develop trails in existing parks and coordinate with others to expand trails and pedestrian and bicycle accommodations in Spring Garden Township.
7. **Streamline Maintenance Management** – Develop a written maintenance management plan that enhances planning, budgeting, and undertaking park and recreation maintenance in an efficient manner.

Action Plan

The Action Plan sets forth the time frame for the actions that Spring Garden Township will undertake over the short, medium, and long term through 2025 to address the recommendations of this Plan. The Action Plan is organized around the seven goals of the plan.

Goal 1

Establish parks and recreation facilities as community destinations where residents can have fun, socialize, experience nature, and lead active healthy lifestyles.

Project Key √ Start Project → Continue Implementation	Cost/Source/ Responsibilities	2016- 2018	2019- 2021	2022- 2025+
Complete park planning				
<ul style="list-style-type: none"> ■ Develop Site Development Drawings for: <ul style="list-style-type: none"> - Windsor Park - Elmwood Park - Grantley Park - Tri-Hill Park 	\$1,000 \$1,000 \$1,000 \$1,500	√ √ √	√	
<ul style="list-style-type: none"> ■ Develop a master plan for Mount Rose Avenue Property. 	\$50,000 - \$60,000 (park master planning only, excluding architecture)	√		
Maximize the recreation benefits of existing parks.				
<ul style="list-style-type: none"> ■ Upgrade parks with consideration of safety and security, convenience, and overall enjoyment of using the facilities. <ul style="list-style-type: none"> - Program the Elmwood Park softball field for younger players. - Incorporate CPTED principles to park designs. - Add convenience amenities (benches, bike racks, etc.). - Create gathering areas with benches at playgrounds and activity areas. - Add amenities and facilities preferred by senior adults. - Extend sidewalks along park frontage. - Develop park hubs with information kiosk and trails. - Add colorful landscaping and street trees. - Add park entry signs. - Develop trails within and connecting to park sites. 	To be determined. Volunteer and staff time.	√ √ √ √ √ √ √ → √ √	→	→
<ul style="list-style-type: none"> ■ Develop Mount Rose Avenue Property as defined by the park master plan. 	To be determined, based on master plan cost analysis. Source: Grants, municipal funds.	√		
<ul style="list-style-type: none"> ■ Enhance existing park sites to target citizen interests. <ul style="list-style-type: none"> - Grantley Park – re-establish the basketball court - Tri-Hill, Grantley, and Elmwood Parks – develop loop trails - Mt. Rose Park – install and new playground - Custis Field – new baseball field upgrades 	To be determined. Reference CIP. Source: Grants, municipal funds.	√ √ √	√	

Goal 1, continued

Establish parks and recreation facilities as community destinations where residents can have fun, socialize, experience nature, and lead active healthy lifestyles.

Project Key √ Start Project → Continue Implementation	Cost/Source/ Responsibilities	2016- 2018	2019- 2021	2022- 2025+
Acquire parkland.				
<ul style="list-style-type: none"> ■ Seek acreage for a second community park (50+ acres). ■ Expand Tri-Hill Park via removal of building. ■ Revise mandatory dedication ordinance to reflect fair market value. ■ Acquire parkland contiguous to Mount Rose Avenue Property. 	To be determined. Source: Grants, municipal funds, mandatory dedication of parkland ordinance.	√ → √	 √ →	 →
Provide opportunities to enjoy natural areas				
<ul style="list-style-type: none"> ■ Implement progressive conservation strategies through ordinance provisions. ■ Enact riparian buffer protection ordinances. ■ Promote environmental awareness through demonstration projects in parks. ■ Partner with York Water Company to retain and enhance public use of the reservoir open space. ■ Prioritize development of passive nature-based recreation opportunities at the Mount Rose Avenue Property. 	Staff time. Staff time. Staff time. Staff time. Staff time.	√ √ √ √ √		
Comply with accessibility and safety regulations and guidelines.				
<ul style="list-style-type: none"> ■ Renovate parks with accommodations to meet the requirements of the ADA and safety guidelines. <ul style="list-style-type: none"> - Provide accessible routes to facilities. - Provide paved, signed HC parking in all parks. - Provide accessible viewing areas at athletic fields and courts. - Provide accommodations to enable use of recreation facilities by persons with disabilities. - Renovate playgrounds to offer accessible play options. - Provide site amenities to accommodate persons with disabilities. ■ Develop playgrounds with safety zones and age segregated equipment. ■ Complete playground safety inspections. ■ Develop a written strategy plan for the phased implementation of safety and accessibility improvements. 	To be determined. Source: Grants, municipal funds, mandatory dedication of parkland ordinance.	√ √ → √	 → →	 → →

Goal 2

Connect our community through a system of trails.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016- 2018	2019- 2021	2022- 2025+
Coordinate greenway and trail initiatives with local and regional entities.				
<ul style="list-style-type: none"> ▪ Coordinate with the York County Planning Commission, York County Rail Trail Authority, York Water Co., Trolley Trail local leaders and other entities regarding greenway and trail initiatives. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Coordinate greenway and trail initiatives with adjacent municipalities, York County, and York Suburban School District. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Coordinate with York Township regarding the MA & PA Community Greenway and Trolley Trail. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Coordinate with Met-Ed regarding the Trolley Trail. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Coordinate with PennDOT regarding a multi-use trail along Mill Creek/Route 83. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Work with PennDOT and Spring Garden Township to provide bicycle and pedestrian friendly facilities 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Coordinate bicycle and pedestrian accommodations with the City of York. 	Staff time.	→	→	→
Set the stage for successful greenway and trail development.				
<ul style="list-style-type: none"> ▪ Raise awareness of the benefits of greenways and trails. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Develop trail in municipal parks. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ▪ Add park amenities to make bicycle use convenient. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ▪ Expand the trail network through the municipal planning process and mandatory dedication of land. 	Staff time.	→	→	→
Develop a greenway and trail network that protects green corridors and linear natural resources and connects neighborhoods, parks, schools and community destinations.				
<ul style="list-style-type: none"> ▪ Appoint the Recreation Commission as champion of creating a greenway and trail system. 	Staff time.	→		
<ul style="list-style-type: none"> ▪ Protect natural corridors through conservation easements and ordinance provisions. 	Staff time.	→	→	→
<ul style="list-style-type: none"> ▪ Complete a feasibility study for the Mill Creek Trail. 	To be determined. Source: DCNR grant, municipal funds.	√		
<ul style="list-style-type: none"> ▪ Complete a feasibility study that explores extending bike lanes into Spring Garden Township. 	To be determined. Source: Grant, municipal funds.		√	
<ul style="list-style-type: none"> ▪ Evaluate local roads for compatibility with bicycle and pedestrian accommodations. 	To be determined. Source: Grant, municipal funds.		√	

Goal 3

Become recognized as a valuable community asset that works in partnership with groups and businesses in the Township to provide a well-rounded schedule of recreation programs and special events to residents.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016-2018	2019-2021	2022-2025+
Expand promotion of the Township park areas, recreation facilities, and recreation programs to increase public awareness of the Township's investment.				
<ul style="list-style-type: none"> Embrace the critical link between being active and becoming healthier when promoting programs and encouraging visits to the parks 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Develop a greater social media presence to promote recreation programs, special events and park use. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Place directions and a listing of the facilities at each Township park on the Township website and in the Township newsletter. Promote the self-directed recreation opportunities available at the Township parks, such as picnic pavilions and playground equipment, with photos and facility rental information. Include a map showing the park locations. Include a program registration form in the Township newsletter. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Brand the Recreation Department with a professionally-designed logo and tag line. 	\$5,000/Township Budget	√	→	→
<ul style="list-style-type: none"> Develop an e-newsletter using a service such as Mail Chimp to promote recreation programs and park use on a monthly basis. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Prepare an annual report detailing Recreation Department program participation statistics, program partners, and park facility use. 	Staff time.	√	→	→
Promote the services of other community recreation providers.				
<ul style="list-style-type: none"> Promote the services of other community recreation providers in the Township newsletter to make Township residents aware of the recreation opportunities available to them, whether the programs or facilities are sponsored by youth sports groups, Martin Memorial Library, White Rose Senior Center, York County Parks and Recreation Department or other groups. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Include links to community recreation provider websites on the Township website. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Pursue partnerships for all recreation programs and special events sponsored by the Township. 				
<ul style="list-style-type: none"> Begin discussions between the Spring Garden Township Recreation Commission and the Springettsbury Township Parks and Recreation Board to investigate joint recreation programming possibilities. A natural municipal programming partner would be Springettsbury Township Parks and Recreation, due to its being within the York Suburban School District, which also serves Spring Garden Township. 	Volunteer and staff time.	√	→	→

Goal 3, continued

Become recognized as a valuable community asset that works in partnership with groups and businesses in the Township to provide a well-rounded schedule of recreation programs and special events to residents.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016-2018	2019-2021	2022-2025+
<ul style="list-style-type: none"> Identify who the key strategic partners should be for the Recreation Department – such as WellSpan Health and York Suburban School District – and begin to forge stronger relationships. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Plan programs and special events in partnership with School District groups, so that access to indoor and outdoor facilities is simplified and more cost effective. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Pursue an agreement with the School District to allow the Township priority use of school facilities for recreation programs and a special rate schedule. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Develop working relationships with all youth sports groups that serve the Township. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Seek creative programming partnerships with a wide variety of entities – karate and dance studios, parent-teacher organizations, girl and boy scouts, library, flower shops, bowling alley, cooking schools, child care centers, non-profit agencies, church groups, etc. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Build a stronger base of volunteers to assist with recreation programs and special events by forming partnerships with area businesses, colleges, schools, and service clubs. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Put processes in place to improve customer service and program quality. 				
<ul style="list-style-type: none"> Streamline the process of registering for recreation programs by purchasing registration software that allows on-line registration and payment for programs and facility rentals. 	\$30,000/Township Budget	√	→	→
<ul style="list-style-type: none"> Accept credit cards for recreation program and pavilion rental payments online, in person, by telephone or by mail without a service fee. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Adopt a 100 percent satisfaction guaranteed policy for recreation programs and give refunds regardless of the reason. After a program begins, pro-rate the refund. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> Develop a simplified system to allow children to participate in Township recreation programs regardless of ability to pay. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Develop a written inclusion statement to be placed in the Township Newsletter and on its website that promotes and values the involvement of all persons, including those with disabilities, in recreation program offerings. 	Staff time.	√	→	→
<ul style="list-style-type: none"> Survey all program participants after recreation programs end and utilize the feedback to improve the programs. 	Staff time.	√	→	→

Goal 4

Find the Township's best niches for community recreation programs, resulting in strong participation numbers and continued program growth.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016-2018	2019-2021	2022-2025+
Expand the number and types of Township-sponsored recreation programs.				
<ul style="list-style-type: none"> ■ Do a comprehensive search for indoor space for recreation programs to expand the quantity and types of programs the Township can offer. The goal is to satisfy the need for indoor recreation programming space in the short term by maximizing the use of existing community locations through partnerships (i.e. York College, churches, York Suburban School District facilities, etc.). 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Potential programs to offer include: <ul style="list-style-type: none"> - Preschool introduction to sports programs (such as little sticks field hockey, pee wee soccer, pep squad cheering, little hoopers basketball) - Adult classes (such as art, dance and cooking classes) - Senior events (such as bus trips, card parties, holiday banquets, bridge lessons, and gardening classes) - Family special events (such as a daddy-daughter dance, Halloween costume swap, outdoor movie nights, family old-fashioned game day, and park scavenger hunt) - Community sports contests (such as pitch, hit and run; punt, pass and kick; foul shooting; elementary cross country run; and soccer shoot-outs) - Summer day camps - Teen clubs 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Meet with the York Suburban School District to discuss taking over sponsorship of its former adult education programs. These programs would add to the programs already sponsored by the Township, and will give the Recreation Department an identity and important service niche. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Focus on improving the current special events and expanding the number of special events. 	Volunteer and staff time.	√	→	→

Goal 5

Operate the parks, recreation, greenways and trail system effectively and efficiently through volunteer and staff leadership and community partnerships.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016- 2018	2019- 2021	2022- 2025+
Reorganize the Recreation Commission as a Parks and Recreation Board.				
<ul style="list-style-type: none"> ■ Re-define its roles, responsibilities, and expectations for service; provide training, and adopt job descriptions. 	Elected officials, volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Increase the size of the board to gain more expertise and contacts. Look for residents who bring needed skill sets, have the ability to strengthen existing and establish new partnerships, and provide access to potential resources. 	Elected officials, volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Identify board member expertise, influence and connections and how board members can help to increase funding, resources, promotion, volunteers and program locations. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Work with the York Suburban School Board to get its representative appointed. A School District employee or School Board member who can report directly to and from the School Board would be the best representative. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Change the name of the department to Parks and Recreation Department. 	Volunteer and staff time.	√	→	→
Develop a working relationship with the Springettsbury Township Parks and Recreation Board and Department.				
<ul style="list-style-type: none"> ■ Set up a meeting of the two volunteer boards to begin discussions. As the other municipality in the York Suburban School District, working together, particularly for recreation programming, makes sense. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Hire staff or independent contractors to expand the recreation program schedule. 				
<ul style="list-style-type: none"> ■ Hire part-time staff and recruit volunteers to offer recreation programs and to perform routine tasks that do not require administrative expertise. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Develop a written contract for any program instructors who are not placed on payroll. 	Staff time.	√	→	→

Goal 6

Secure adequate financing to maintain existing parks; develop additional park areas, trails, greenways, and recreation facilities; and offer recreation programs for citizens.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016- 2018	2019- 2021	2022- 2025+
Secure adequate funding for park maintenance, park development, and recreation programming.				
<ul style="list-style-type: none"> ■ Conduct an annual walk-through of the parks with the Recreation Director and Public Works parks staff prior to budget preparation to identify projects for funding. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Place funds raised by the youth sports programs throughout the year into a restricted account, to make any funds remaining at the end of the year available to the programs for the following year. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Prepare a multi-year capital improvement plan for replacement and repair of park facilities. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Amend the Township’s mandatory dedication ordinance, including increasing the fee-in-lieu amount, adding criteria for the acceptance of land, and adding criteria to include commercial and industrial development. 	Elected officials, volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Adopt a formal revenue policy to establish realistic targets for different types of recreation programs including those that deserve tax-funded support and are offered at low or no cost; those that should recover their direct costs; and those where an additional percentage should be added to direct costs to help defray the administrative overhead costs. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Strengthen business financial support of Township programs by expanding the number of business program sponsorships. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Generate more revenue through program fees to offset the cost of providing recreation programs. Currently 15.6 percent of the Recreation Department budget is financed by program fees; work to double that percentage. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Set non-resident program fees at a standard percentage higher than resident fees. 	Volunteer and staff time.	√	→	→
<ul style="list-style-type: none"> ■ Determine the potential cost to maintain the Mt. Rose Avenue property as decisions are made about its future development, and budget funds accordingly. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Increase the amount of Recreation Department funding incrementally each year. The current funding is 5.1 percent of total Township spending. The Pennsylvania Department of Conservation and Natural Resources recommends that up to 10 percent of municipal funds be allocated to parks and recreation. 	Elected officials, volunteer and staff time.	√	→	→

Goal 7

Ensure that park areas and recreation facilities are well-maintained, meet current safety standards, and provide an enjoyable environment for residents.

Project Key √ Start Project → Continue Implementation	Cost/Source	2016- 2018	2019- 2021	2022- 2025+
Develop a written maintenance plan that describes the annual routine work and preventative maintenance that is needed at the parks.				
<ul style="list-style-type: none"> ■ Include an inventory of the facilities at each site, what time of year and the frequency with which maintenance tasks should occur, and the acceptable standard of care in each park and facility that describes what they should look like when maintenance is completed. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ The acceptable standard of care should be different for each location depending on the facilities, the frequency and type of use, the amount of manpower and budget resources available. 	Staff time.	√	→	→
Develop a computerized daily maintenance tracking system.				
<ul style="list-style-type: none"> ■ Track where each employee works each day, the tasks performed and amount of time worked, to help with maintenance planning and decision making, in advance of the development of the Mt. Rose Avenue property. 	Staff time.	√	→	→
Have a Township staff person obtain the Certified Playground Safety Inspector (CPSI) credential.				
<ul style="list-style-type: none"> ■ Annually inspect the park playground equipment and keep written records in the Public Works Department of all CPSI inspections. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Keep written records of all periodic park inspections performed throughout the year. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Correct all identified safety issues promptly. 	Staff time.	√	→	→
<ul style="list-style-type: none"> ■ Provide training to the park maintenance staff to enhance their ability to recognize hazards and identify unsafe conditions during routine park inspections throughout the year. 	Staff time.	√	→	→