

**AGENDA**  
**EAST GOSHEN TOWNSHIP**  
**BOARD OF SUPERVISORS**  
Tuesday, October 27, 2015  
7:00 PM

1. Call to Order
2. Pledge of Allegiance
3. Moment of Silence – Supervisor Carmen Battavio
4. Ask if anyone is recording the meeting
5. Chairman’s Report
6. Public Hearing
7. Emergency Services Reports
  - WEGO - none
  - Goshen Fire Co. - none
  - Malvern Fire Co – none
  - Fire Marshal – none
8. Financial Report – none
9. Old Business
  - a. Consider ABC Goals for 2016
10. New Business
11. Any Other Matter - none
12. Approval of Minutes –none
13. Treasurer’s Report – none
14. Correspondence, Reports of Interest
15. Public Comment – Hearing of Residents
16. Adjournment

The Chairperson, in his or her sole discretion, shall have the authority to rearrange the agenda in order to accommodate the needs of other board members, the public or an applicant.

Dates of Importance

Oct 27, 2015	Board of Supervisors	7:00 pm
Oct 28, 2015	Futurist Committee	7:00 pm
Nov 3, 2015	Election Day (Board of Supervisors will not meet)	
Nov 4, 2015	Planning Commission	7:00 pm
Nov 5, 2015	Park & Rec Commission	7:00 pm
Nov 9, 2015	Municipal Authority	7:00 pm
Nov 10, 2015	Board of Supervisors	7:00 pm

Newsletter Deadlines for 2015:  
Winter: October 30

# Memo

## East Goshen Township

E-mail [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org)

Date: October 21, 2015  
To: Commerce Commission  
Conservancy Board  
Futurist Committee  
Historical Commission  
Municipal Authority  
Park and Rec Commission  
Planning Commission  
From: Rick Smith, Township Manager  
Re: ABC Goals

I am pleased to inform you that at their meeting on Tuesday, October 20, 2015 the Board adopted the New Comprehensive Plan and the New Township Parks, Recreation and Open Space Plan (Plans). Each of the Plans has an Implementation Chapter which identifies a number of action items, their priority and the party responsible for completing the action item.

A number of the action items have an On-Going priority. The Board's expectation is that these action items are best management practices that each ABC will continue to implement going forward. The other action items have been prioritized as High, Medium or Low.

Both of the Plans recommend that the Board of Supervisors should annually review the Implementation Chapter, in order to establish goals for the upcoming year based upon current Township priorities. The Board intends to review the Implementation Chapters at their meeting on Tuesday, October 27, 2015 and develop a tentative goal list at that meeting.

My recommendations are as noted in the attached. If you, as individual members of the ABC's have any questions, comments or concerns about what I have recommended please attend next Tuesday's meeting or if more convenient just send me an e-mail.

I will circulate the tentative goal list after Tuesday's meeting. This will allow each ABC to review their respective action items at their November and/or December meetings. If you have comments on the tentative goal list please provide them to me by December 30, 2015.

The Board's goal is to finalize the goal list at the Annual Planning Session on Saturday, January 9, 2016.

9/10/15

# East Goshen Township Comprehensive Plan

## 16. Implementation Strategies:

Our implementation strategies are consistent with our overarching view of: protecting the health, safety, and welfare of our residents; maintaining East Goshen's overall economic prosperity; enhancing the Township's built environment; protecting natural and historic environments; sustaining successful recreational programs; and protecting and improving the quality of life that we all enjoy.

**Priority:** Implementation steps include one of three levels of priority, as follows:

- 1 - Higher Priority Initiatives include those that the Task Force feels are the most urgent and achievable;
- 2 - Medium Priority Initiatives do not rise to the level of being a top priority, but are recognized as being important; and
- 3 - Lower Priority Initiatives include actions that are considered to be useful, but are not as critical as #1 and #2.

**Completion Time Frame:** is meant as an estimate of the time frame in which a specific Initiative can be completed.

**Responsibility:** identifies which of the East Goshen Township ABC's are most responsible for overseeing the Implementation of each Initiative.

**Implementation Method:** identifies whether the Initiative will require such actions as an ordinance amendment, physical improvement, special study, meetings, workshops, plan review, or development.

**Potential Funding Source:** addresses potential funding sources that could be used to supplement Township funds. These include state funding sources - the Department of Conservation and Natural Resources (DCNR), the Department of Community & Economic Development (DCED), the Department of Environmental Protection (DEP), grants from federal Community Development funds, and grants from the Chester County Board of Commissioners.

The Board of Supervisors should use this Implementation Matrix as a guide to monitor progress on the various Initiatives. Therefore, the Board of Supervisors should periodically review and update the Implementation Matrix to reflect current Township priorities.

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### Notes:

1. The Initiatives listed in this Section are supplemented by expanded lists in the Appendices.
2. Whenever there is an "On-Going" initiative, an asterisk (\*) is indicated as these items are constant.



### Implementation Matrix

Objective	Priority	Completion Time Frame (1)	Responsibility (2)		Method of Implementation (3)	Potential Funding Sources (2)
			Primary	Other		
<b>5. Housing Plan</b>						
5.1. Encouraging the maintenance and improvement of the existing housing stock	*	on-going	PS		Development, Plan Review	PS
5.2. Continuing to provide opportunities for a variety of housing types.	*	on-going	BOS	PC	ZO	PS
5.3. Encouraging infill opportunities by providing for additional dwelling units, without adversely impacting the character of existing neighborhoods.	*	on-going	PC	BOS, FC	ZO, SLDO, Plan Review	PS
5.4. Redeveloping selected properties along West Chester Pike in order to provide for new housing opportunities.	3	2 to 10 years	PS		Development, Plan Review	PS
5.5. Encouraging mixed uses and mixed housing types where appropriate.	*	on-going	BOS	PC	ZO	PS
5.6. Encouraging the Redevelopment of vacant and/or underperforming lots to create new housing opportunities.	3	5 to 10 years	PC	PS	Development, Plan Review	PS
5.7. Fostering opportunities for aging in place.	2	2 to 10 years	BOS	PC	ZO	PS, CCC
<b>6. Land Use Plan</b>						
6.1. Transforming the Town Center into a viable, walkable, visitable Place.	1	1 to 10 years	PS	BOS, PC	Plan Review, Development	PS, PT
6.2. Transforming the Paoli Pike Corridor into a walkable, connected, artery.	1	1 to 10 years	BOS	PC, PT, CCC	Special Study	PT, DVRPC
6.3. Transforming the West Chester Pike Corridor into a more functional and attractive artery.	2	2 to 20 years	PS	BOS, PC, PT	Special Study	PT, PS, DVRPC
6.4. Continuing to receive guidance from the Authorities, Boards and Commissions (ABC's).	*	on-going	BOS	PC, ABC's	Meetings, Workshops	GF
6.5. Continuing effective governance by the East Goshen Township Board of Supervisors.	*	on-going	BOS		Meetings, Hearings	GF
6.6. Continuing to accommodate a diverse mix of residential, commercial, institutional, light industrial, and recreational uses.	*	on-going	BOS	PC, FC	ZO, Plan Review	PS

PC  
#1  
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BOS  
#2

**Notes:**

(1) The Township can use this Implementation Matrix as a guide to monitor progress on various Initiatives. Therefore, this Implementation Matrix should be periodically reviewed and updated to reflect current Township priorities.

(2) BOS = Board of Supervisors; PC = Planning Commission; PR = Parks & Recreation Commission; MA = Municipal Authority; CB = Conservancy Board; HC = Historic Commission; CC = Commerce Commission; FC = Futurist Committee; PS = Private Sector; PT = Penn DOT; DCNR: PA Department of Conservation and Natural Resources; DCED = PA Department of Community & Economic Development; DEP = Department of Environmental Protection; CCC = Chester County Commissioners; DVRPC = Delaware Valley Regional Planning Commission.

(3) ZO = Zoning Ordinance; SLDO = Subdivision and Land Development Ordinance; GF = General Fund

# East Goshen Township Comprehensive Plan

## 16. Implementation Strategies:

Objective	Priority	Completion Time Frame (1)	Responsibility (2)		Method of Implementation (3)	Potential Funding Sources (2)
			Primary	Other		
<b>7. Economic Development Strategy</b>						
7.1.	Promoting the enhancement of business opportunities in the Town Center.	*	on-going	BOS	PC, CC, FC	ZO, SLDO, Plan Review PS, GF
7.2.	Promoting the enhancement of business opportunities along the West Chester Pike Corridor.	*	on-going	BOS	PC, CC, FC	ZO, SLDO, Plan Review PS, GF
7.3.	Allowing for new uses and smaller incubator businesses in the corporate parks and the industrial park.	1	1 to 10 years	BOS	PC, CC, FC	ZO, Plan Review, Development PS
7.4.	Continuing the use of East Goshen Park for the Farmers Market and other context-sensitive enterprises and activities.	*	on-going	BOS	PR	Programs, Development GF
7.5.	Utilizing the Commerce Commission with the business community, in order to identify and address needs pertaining to business growth and expansion.	*	on-going	CC	BOS	Workshops, Newsletter, Website PS
7.6.	Providing opportunities for shared parking opportunities for smaller commercial establishments.	2	2 years	BOC	PC	ZO, SLDO PS
7.7.	Continuing No-Impact Home-Based Businesses, Home Occupations, and Home-Related Businesses.	*	on-going	BOS	PC, PS	ZO, SLDO PS
<b>8. Transportation &amp; Circulation Systems Plan</b>						
8.1.	Continuing to provide safe, well-maintained roads throughout the Township.	*	on-going	BOS	PT	Maintenance GF, PT
8.2.	Identifying and implementing regional highway improvement projects that enhance mobility, safety, and reduce congestion.	1	1 to 10 years	BOS	PT, DVRPC	Special Study PT, DVRPC
8.3.	Minimizing speeding vehicular traffic on the local roadways and minimizing cut-through vehicular traffic within neighborhoods.	*	on-going	BOS	PT	Maintenance, Development PT, PS
8.4.	Implementing vehicular traffic flow and traffic calming improvements for select roads and intersections.	2	2 to 10 years	BOS	PT	Plan Review, Maintenance PT, GF
8.5.	Reducing vehicular traffic by supporting public transportation opportunities and travel demand management techniques.	*	on-going	BOS	DVRPC	Special Study DVRPC, PT

BOS #1  
CC #1



Objective	Priority	Completion Time Frame (1)	Responsibility (2)		Method of Implementation (3)	Potential Funding Sources (2)
			Primary	Other		

**8. Transportation & Circulation Systems Plan (continued)**

8.6.	Increasing pedestrian circulation along Paoli Pike, especially in the form of a "Paoli Pike Promenade" with Sidewalks and Crosswalks, as well as increasing pedestrian circulation and pedestrian safety along Greenway, with Trails, Walkways, and Crosswalks.	1	1 to 10 years	BOS	PC, PR	Special Study, ZO, SLDO	GF, CCC, DVRPC, DCNR
8.7.	Implementing the East Goshen Township Act 209 Transportation Plan	*	on-going	BOS	PC	Plan Review	PS

PR #2

**9. Community Facilities and Services Plan**

9.1.	Maintaining and expanding the Open Space, Recreation, and Trails Network.	2	2 to 20 years	BOS	PC, PR, CB	Special Study	GF, CCC, DCNR
9.2.	Developing the Paoli Pike Trail to create the linkage between West Chester and Malvern, through East Goshen, from West Goshen to Willistown.	1	1 to 10 years	BOS	PC, PR, PT, CCC	Special Study	GF, PT, CCC, DCNR
9.3.	Maintaining and upgrading East Goshen Park.	*	on-going	BOS	PR	Maintenance, Rec Fee in Lieu	GF, DCNR
9.4.	Continuing to provide high quality Recreation Services.	*	on-going	BOS	PR	Programs	GF, DCNR
9.5.	Continuing to provide high quality Police, Fire and EMS services.	*	on-going	BOS		Maintenance	GF, DCED
9.6.	Continuing the provisions of effective administrative, public works, and related services.	*	on-going	BOS	MA	Maintenance	GF
9.7.	Continuing to support important and viable Community Facilities.	*	on-going	BOS	PR	Maintenance	GF

PR #1

**10. Utilities Plan**

10.1.	Continuing to provide effective sewage disposal and wastewater treatment with oversight of the Municipal Authority.	*	on-going	BOS	MA	Development	PS
10.2.	Continuing to provide effective solid waste disposal, and recycling services.	*	on-going	BOS	MA	Maintenance	GF
10.3.	Maintaining the role of the East Goshen Township Municipal Authority for evaluating sewered and unsewered areas.	*	on-going	BOS	MA	Special Study, Plan Review	PS

# East Goshen Township Comprehensive Plan

## 16. Implementation Strategies:

Objective	Priority	Completion Time Frame (1)	Responsibility (2)		Method of Implementation (3)	Potential Funding Sources (2)
			Primary	Other		
<b>10. Utilities Plan (continued)</b>						
10.4.	Cooperating with Aqua on Public Water Supply	*	on-going	PS		Development PS
10.5.	Maintaining effective Stormwater Management	*	on-going	BOS	DEP	Plan Review PS
10.6.	Regulating pipelines to protect land uses and the environment.	*	on-going	BOS	DEP	Plan Review CCC, PS
<b>11. Natural Resource Protection Plan</b>						
11.1.	Protecting the Riparian Areas along Ridley and Chester Creeks and their tributaries.	*	on-going	BOS	PC, DEP, DCNR	CB, DCNR, DEP PS, DCNR, DEP
11.2.	Considering opportunities for a Greenway Network along Chester and Ridley Creeks.	*	on-going	BOS	PC, PR, DCNR	Special Study, Plan Review DCNR, GF
11.3.	Preserving and enhancing Street Trees.	*	on-going	BOS	PC, CB	Plan Review PS
11.4.	Continuing the advocacy role of the Conservancy Board.	*	on-going	CB	BOS	Website, Plan Review GF
11.5.	Continuing riparian buffer plantings throughout the Township.	1	1 to 20 years	CB	DCNR	Planting GF, DCNR
11.6.	Continuing to control invasive species.	*	on-going	CB	DCNR	DEP, Plan Review PS
11.7.	Improving woodland protection standards.	2	2 to 5 years	BOS	PC, CB	ZO, SLDO GF, CCC
11.8.	Reviewing and updating tree replacement standards as needed.	2	2 to 5 years	BOS	PC, CB	ZO, SLDO, Plan Review GF, CCC
11.9.	Reviewing and updating criteria for non-buildable areas.	2	2 to 5 years	BOS	PC, CB	ZO, SLDO, Plan Review GF, CCC
11.10.	Improving and enhancing Green Infrastructure	*	on-going	BOS	PC, PS	ZO, SLDO, Plan Review GF, DCNR
<b>12. Energy Conservation Strategy</b>						
12.1.	Creating more compact, mixed-use, walkable places.	*	on-going	PS	BOS, PC, FC	Plan Review, Development PS, DCED
12.2.	Advocating energy conservation for residents, businesses, and institutions.	*	on-going	BOS	PC, CB, FC	Website, Newsletter GF, DEP
12.3.	Advocating green building and site development practices.	*	on-going	BOS	PC, CB, FC	ZO, SLDO, Special Study GF, DEP, DVRPC
12.4.	Promoting and enhancing the protection of Woodlands.	*	on-going	BOS	PC, CB, DCNR	ZO, SLDO, Plan Review PS, DCNR

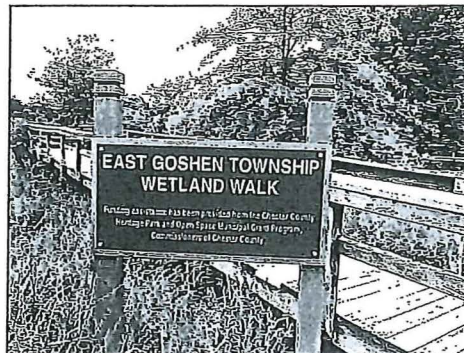
CB  
#1

CB  
#2



Objective	Priority	Completion Time Frame (1)	Responsibility (2)		Method of Implementation (3)	Potential Funding Sources (2)
			Primary	Other		
<b>12. Energy Conservation Strategy (continued)</b>						
12.5.	Designating areas for compact car parking, in order to reduce the size of off-street parking lots.	2	2 to 5 years	BOS	PC	ZO, SLDO, Plan Review PS
12.6.	Encouraging park and ride facilities, shared parking, and increased public transportation.	*	on-going	BOS	PT, CCC, DVRPC	BOS, DVRPC, CCC, PT PT, DVRPC, BOS
12.7.	Providing conservation tips on the Township website.	*	on-going	BOS	CB	Website GF
<b>13. Historic Resources Protection Plan</b>						
13.1.	Continuing the East Goshen Historical Commission (EGHC) programs at the Blacksmith Shop and Plank House, and refinement of the Township Historic Property Inventory.	*	on-going	HC	BOS	HC Programs, Special Study GF
13.2.	Continuing to have the EGHC comment on applications for subdivision and land development involving and adjacent to Historic properties.	*	on-going	HC	PC	SLDO PS
13.3.	Continuing to have the EGHC provide educational information for the Township website and Newsletter.	*	on-going	HC		Website, Newsletter GF
13.4.	Utilizing the characteristics of Goshenville and Rocky Hill to guide the character of nearby development.	3	5 years	HC	PC, BOS	ZO, SLDO CCC, GF
13.5.	Reviewing Historic Preservation requirements.	1	1 to 5 years	HC	PC	ZO, SLDO CCC, GF
13.6.	Considering simplified Historic Preservation Standards.	2	2 to 5 years	HC	PC	ZO, SLDO CCC, GF

HC  
#1  
  
HC  
#2





9/10/15

## Implementation Matrix

The **East Goshen Township Parks, Recreation, and Open Space Plan Update** sets forth a vision that advances the Township's success in parks, recreation, and open space conservation. It provides the framework for improving the public parks and recreation system as well as preserving the community's scenic beauty and natural resources. Recreation and conservation efforts that integrate East Goshen Township's values for community, health, natural beauty, and sustainability are the hallmark of this plan.

The Implementation Matrix featured in this chapter is based on improving the parks, recreation, and open space system over time using a mix of public and private funding and generating support for operations and maintenance through partnerships, volunteerism, and Township support.

The **Plan Update** includes a recommendation to transition the Recreation Department, currently managed by the Recreation Director, into the Park and Recreation Department, managed by the Park and Recreation Director. The Recommendations, Actions, Description, Priority, and Responsible Party in the Matrix reflect the recommended organizational configuration for the Park and Recreation Department.

Every incremental success, no matter how small, will advance East Goshen Township's vision for the future. The intent of this Implementation Matrix is to chart a course of action that is pragmatic and achievable and that also allows for larger scale projects should the opportunities emerge. Priorities and the responsible party for each recommended action provide guidance for the implementation of this **Plan Update**.

The annual review of the Implementation Matrix will enable the Township to see its progress in the implementation of the **Plan Update**, determine the actions to carry out in the next fiscal year, and budget accordingly.

<b>Parks and Recreation Facilities</b>			
<b>Objective 1: Take Care of and Improve Our Parks and Recreation System</b>			
<b>Recommendation 1.1 – Ensure that East Goshen Township has sufficient parkland to meet the needs of citizens now and in the future.</b>			
Action #	Description	Priority	Responsible Party
1.1A	Adopt the parkland standard to 28.20 acres per 1,000 residents.	High	Board of Supervisors
1.1B	Adopt a Mandatory Dedication of Parkland Ordinance.	High	Board of Supervisors
<b>Recommendation 1.2 – Establish Park Planning as an official Township function.</b>			
Action #	Description	Priority	Responsible Party
1.2A	Ensure that improvements to parks, recreation facilities, and trails undergo a park planning design process to be managed by the Park and Recreation Department in consultation with the Public Works Department.	Ongoing	Park and Recreation Director
<b>Recommendation 1.3 – Plan, direct, and evaluate park maintenance.</b>			
Action #	Description	Priority	Responsible Party
1.3A	Continue to maintain the parks and recreation facilities as safe, clean, ready-to-use, and attractive.	Ongoing	Public Works Director
1.3B	Develop a formal written maintenance management plan.	Medium	Public Works Director
1.3C	Consider the use of park maintenance software.	Low	Public Works Director
<b>Recommendation 1.4 – Plan for the systematic improvement of Township parks.</b>			
Action #	Description	Priority	Responsible Party
1.4A	Develop a Master Plan for East Goshen Township Park.	High	Park and Recreation Director
1.4B	Consider adding restrooms to Applebrook Park.	Medium	Park and Recreation Commission
1.4C	Continue to monitor use of other Township parks and regularly undertake public opinion assessments of them in order to plan for their maintenance, programming if appropriate, and improvements in the future.	Ongoing	Park and Recreation Director
1.4D	Modify the Capital Improvement Program for parks and recreation in accordance with park conditions and improvements, master plans, and community needs and interests.	High	Park and Recreation Director
1.4E	Develop a master plan for Mill Creek Ballfield.	Low	Park and Recreation Director

BOS  
# 1  
# 2

<b>Recommendation 1.5 – Establish areas in the parks for environmental education, interpretation, and park stewardship.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
1.5A	Work with the Conservancy Board to identify appropriate park areas for environmental education, interpretation, and stewardship.	High	Park and Recreation Director
1.5B	Develop a public education program to increase public awareness, appreciation, and engagement in managing natural resources and park features.	High	Conservancy Board
<b>Recommendation 1.6 – Establish public art in the parks.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
1.6A	Develop a relationship with a volunteer group to plan and develop a means to establish public art in the parks.	Low	Park and Recreation Director
<b>Recommendation 1.7 – Provide for community connections by planning and establishing safe places to walk and bicycle.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
1.7A	Develop a master plan and construction documents for the Paoli Pike Multi-Use Trail. Establish an action plan to follow the development of the Paoli Pike Multi-Purpose Trail.	High	Zoning Officer
1.7B	Provide connections from neighborhoods to the Paoli Pike Trail.	Medium	Park and Recreation Director
1.7C	Undertake development of a Township bicycle and pedestrian plan based on Central Chester County Bicycle & Pedestrian Circulation Plan.	Low	Park and Recreation Director

CB  
#1



<b>Open Space</b>			
<b>Objective 2: Protect our Township's open space, scenic beauty, and natural resources.</b>			
<b>Recommendation 2.1 – Strive to preserve the large undeveloped open spaces remaining in East Goshen Township.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
2.1A	Work with the Natural Lands Trust to develop and implement a strategy to reach out to willing landowners regarding the preservation of large undeveloped properties.	Medium	Township Manager
2.1B	Determine sources of funding for open space conservation.	Ongoing	Natural Lands Trust
<b>Recommendation 2.2 – Continue to provide for and enhance the stewardship of natural areas and resources.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
2.2A	Implement the Natural Land Trust's stewardship plan developed for Applebrook Park.	High	Public Works Director
2.2B	Develop a Township wide natural areas and resources stewardship plan including developing model stewardship plans for specific aspects of natural such as ponds, meadows, and trees.	Medium	Conservancy Board
2.2C	Undertake a survey of the serpentine rock formations in East Goshen Township and develop a restoration, management, and interpretive program for the formations.	Medium	Conservancy Board
2.2D	Develop and implement an educational program to promote public awareness that "every landowner is a land steward".	Medium	Consultant
<b>Recommendation 2.3 – Implement the recommendations of the East Goshen Comprehensive Plan regarding natural resource, preservation of scenic beauty, and open space conservation.</b>			
<b>Action #</b>	<b>Description</b>	<b>Priority</b>	<b>Responsible Party</b>
2.3A	Coordinate the implementation of recommendations for natural resource conservation identified in the Comprehensive Plan as they apply to parks and publicly owned open space.	Medium	Township Manager
2.3B	Base all decisions with potential impact on the township's character, scenic beauty, community character and natural resources in the values and goals of this Plan Update and the Comprehensive Plan.	Ongoing	Board of Supervisors

**Recreation Programs and Services**  
**Objective 3: Engage citizens in active healthy living and lifelong learning through recreation programs and services.**

**Recommendation 3.1 – Continue to obtain public input about parks, recreation, and open space.**

Action #	Description	Priority	Responsible Party
3.1A	Solicit input from the Park and Recreation Commission.	Ongoing	Park and Recreation Director
3.1B	Use social media to address timely matters.	Ongoing	Park and Recreation Director
3.1C	Conduct onsite interviews with park visitors and program participants.	Ongoing	Park and Recreation Director

**Recommendation 3.2 – Encourage citizens to use Township parks, recreation facilities and trails.**

Action #	Description	Priority	Responsible Party
3.2A	Establish events and programs specifically to encourage people, especially those living in isolation to come out to walk, enjoy the parks, and socialize.	Ongoing	Park and Recreation Director

**Recommendation 3.3 – Continue to support partnerships with other recreation providers, environmental organizations, schools, businesses, and others.**

Action #	Description	Priority	Responsible Party
3.3A	Continue to facilitate the use of Township parks by community recreation providers such as sports leagues, scouts, and schools.	Ongoing	Park and Recreation Director

**Recommendation 3.4 – Establish a strategic plan to sustain, enhance, and grow recreation programs and services into the future.**

Action #	Description	Priority	Responsible Party
3.4A	Develop programs based upon service to identified customer groups targeting Youth, Families, and Active Adults.	Ongoing	Park and Recreation Director
3.4B	Collaborate with the Conservancy Board in the development of nature based program opportunities.	Ongoing	Park and Recreation Director
3.4C	Develop and promote self-directed recreation opportunities.	Ongoing	Park and Recreation Director
3.4D	Plan and implement a systematic approach to evaluate.	High	Park and Recreation Director
3.4E	Develop and implement a cost recovery plan to sustain recreation programs and services.	Medium	Park and Recreation Director

**Recommendation 3.5– Make program registration easy and convenient for the residents.**

Action #	Description	Priority	Responsible Party
3.5A	Develop an on-line registration system that will accept credit card payments.	High	Chief Financial Officer



**Management and Financing**

**Objective 4: Continue to provide operational excellence and financial sustainability for the parks, recreation, and open space system through a mix of public and private support**

**Recommendation 4.1 – Transition from the existing Recreation Department into the Park & Recreation Department.**

Action #	Description	Priority	Responsible Party
4.1A	Designate park planning as an official function of the newly formed Park & Recreation Department.	High	Township Manager
4.1B	Coordinate park planning with Public Works to include park maintenance as an element of park planning.	Ongoing	Park and Recreation Director
4.1C	Revise the job description of the Recreation Director to that of Park and Recreation Director.	High	Township Manager
4.1D	Develop a policies and procedures manual for parks and recreation management and operations.	Medium	Park and Recreation Director
4.1E	Recruit interns to undertake specific projects in parks and recreation.	Ongoing	Park and Recreation Director

**Recommendation 4.2 – Strive to generate revenue from a mix of public and private sources.**

Action #	Description	Priority	Responsible Party
4.2A	Develop a revenue policy that includes goals for financial sustainability and policies on fees and charges, gifts, and donations.	Medium	Park and Recreation Director
4.2B	Work with the Friends of East Goshen on fundraising for projects and events.	Ongoing	Park and Recreation Director

**Recommendation 4.3 – Develop a brand for the parks, recreation, and open space system followed by a promotional program to increase public awareness of the benefits of parks and recreation.**

Action #	Description	Priority	Responsible Party
4.3A	Secure the services of a marketing professional to assist the Township in the development of a branding and targeted promotional program.	Medium	Park and Recreation Director
4.3B	Develop and implement a program to increase public awareness of the benefits of parks and recreation.	Low	Park and Recreation Director

**Recommendation 4.4 – Monitor parks, recreation and open space responsibilities to assess staff, volunteer, and partnership needs.**

Action #	Description	Priority	Responsible Party
4.4A	Develop a formal volunteer program.	Low	Park and Recreation Director
4.4B	Monitor the information produced through the maintenance management system to plan for staffing, fees, and volunteerism.	Ongoing	Public Works Director
4.4C	As programs increase and revenues are generated, consider the addition of a dedicated program specialist(s).	Low	Township Manager



**Recommendation 4.5 – Consider a bond and grants for the preservation of open space, improvement of Township parks, and trail development.**

Action #	Description	Priority	Responsible Party
4.5A	Determine the level of support for a bond or loan for park and trail improvements and open space.	Low	Township Manager
4.5B	Provide designated staff assistance to write grants or secure outside services in order to track and pursue grants.	Ongoing	Township Manager
4.5C	Determine sources of funding for open space conservation.	Ongoing	Township Manager

**Recommendation 4.6 – Continue to ensure adequate financial support for the maintenance and operation of Township parks, recreation facilities, and open space.**

Action #	Description	Priority	Responsible Party
4.6A	Continue to fund parks & recreation at about six percent of the Township's operating budget.	Ongoing	Board of Supervisors
4.6B	Strive to increase cost recovery for programs.	Ongoing	Park and Recreation Director
4.6C	As part of all park master plans, include an element that addresses maintenance requirements as well as revenue sources and costs.	High	Park and Recreation Director
4.6D	Continue to preserve open space via creative land use planning to avert acquisition and maintenance costs.	Ongoing	Township Manager

**Recommendation 4.7 – Monitor progress on implementation of the Plan Update.**

Action #	Description	Priority	Responsible Party
4.7A	Review the Implementation Matrix every year prior to budget discussions. Use the review to help develop the budget and establish goals for upcoming year.	Ongoing	Park and Recreation Director