



East Goshen Township

Parks, Recreation, and Open Space Plan Update

2015

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EAST GOSHEN TOWNSHIP
CHESTER COUNTY, PENNSYLVANIA

RESOLUTION NO. 2015-138

**A RESOLUTION OF THE TOWNSHIP OF EAST GOSHEN,
CHESTER COUNTY, PENNSYLVANIA, ADOPTING THE
PARKS, RECREATION, AND OPEN SPACE PLAN
UPDATE 2015.**

WHEREAS, the Board is authorized by Section 503 of the Pennsylvania Municipalities Planning Code, 53 P.S. § 10503, (the "MPC") to adopt regulations in the Township's Subdivision and Land Development Ordinance requiring the public dedication of land suitable for parks and the construction of recreational facilities, and the payment of fees in lieu thereof, the private reservation of land, or a combination thereof, for park and recreation purposes, provided that the Township has a formally adopted park and recreation plan; and

WHEREAS, in Resolution No. 93-32, the Board of Supervisors of East Goshen Township adopted the East Goshen Township Recreation, Parks and Open Place Plan dated July 20, 1993 (the "1993 Plan"); and

WHEREAS, in 2013, the Township retained the services of Toole Recreation Planning, the Brandywine Conservancy and Natural Lands Trust as planning consultants (the "Consultants") to assist in updating the 1993 Plan (the "Plan Update"); and

WHEREAS, the Consultants worked in collaboration with the Township and public to determine recreation needs, evaluate the current parks, recreation and open space system and to develop practical and achievable recommendations to improve the community through parks, recreation and open space; and

WHEREAS, based upon the public outreach and needs assessment, the Consultants identified the primary goal of the Plan Update as the desire to continue to provide premier parks and recreation facilities and services while protecting the Township's scenic beauty, natural resources and open space; and

WHEREAS, at a public meeting on October 7, 2015, the Planning Commission reviewed the Plan Update and voted to recommend that the Board approve the Plan Update; and

WHEREAS, the Board desires to adopt this Resolution approving and adopting the Plan Update.

NOW THEREFORE, BE IT AND IT IS HEREBY RESOLVED, as follows:

1. The Background to this Resolution is incorporated in and fully made part hereof.

2. After considering the recommendations and comments from the Consultants and the Planning Commission, the Board hereby resolves to adopt the attached Plan Update, incorporated herein by reference and made a part hereof, as the Township's formally adopted Park and Recreation Plan.

RESOLVED AND ADOPTED this 20th day of October, 2015.

ATTEST:

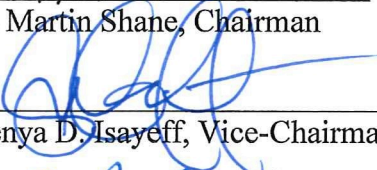


Louis F. Smith, Secretary

**EAST GOSHEN TOWNSHIP
BOARD OF SUPERVISORS**



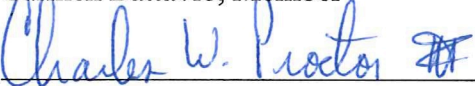
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Senya D. Isayeff, Vice-Chairman



Carmen Battavio, Member



Charles W. Proctor, III, Esquire, Member



Janet L. Emanuel, Member

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East Goshen Township Board of Supervisors

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Joe Zulli, Park & Rec Commission
Chris Reardon, Historical Commission – Vice Chairman
Don Zembruski, Commerce Commission
Sandra A. Snyder, Conservancy Board

Alternate Members

Carmen Battavio, Board of Supervisors
Monica Close, Planning Commission
Al Zuccarello, Commerce Commission

East Goshen Township Management

Louis (Rick) Smith, Township Manager
Mark A. Gordon, Code Enforcement & Zoning Officer, Plan Update Manager
Jason Lang, Recreation Director
Mark Miller, Public Works Director
Jon Altshul, Chief Financial Officer and Treasurer

Consulting Team

Toole Recreation Planning
Brandywine Conservancy
Natural Lands Trust

Special Thanks

Frank Vattilano, retired East Goshen Township Recreation Director
Virginia Newlin, former Conservancy Board member
East Goshen Township's citizens, community boards, and volunteers who help to make parks, recreation, and open space an important part of what makes East Goshen Township a great place to live, work, and play.

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East Goshen Township Parks, Recreation, & Open Space Plan Update

East Goshen Township has developed this **Parks, Recreation, and Open Space Plan Update** to enhance the quality of life in our community through the conservation of our natural resources, parks, and recreation. The plan will serve as a guide to help community leaders improve and sustain our parks and recreation system to benefit citizens of all ages and interests now and for many generations yet to come. The **Plan Update** provides an action plan to achieve the shared vision to be implemented through 2025 as resources become available.

Planning Process

In 2013, East Goshen Township retained Toole Recreation Planning, the Brandywine Conservancy, and the Natural Lands Trust to update the **1993 East Goshen Township Open Space, Recreation, and Environmental Resources Plan**. The team included a Certified Parks and Recreation Professional, a Registered Landscape Architect, a Certified Community Planner, and GIS specialists. They worked in collaboration with the Township to engage the public to determine recreation needs; evaluate the current parks, recreation and open space system; and develop practical and achievable recommendations to improve the community through parks, recreation, and open space.

A major element of the planning process was public participation including the Plan Advisory Committee, focus groups, interviews, public meetings and an online public opinion questionnaire. The goal was to provide citizens with a variety of ways to provide their ideas for consideration in the plan.

Findings

Three key findings emerged from the needs assessment and research and they included the following:

- The East Goshen Township parks, recreation, and open space system is the crown jewel of the community. Citizens recognize it as key to the quality of life here and expressed a high level of satisfaction and pride in their Township's parks, recreation, and natural areas.

- Elected and appointed officials support the system. They invest six percent of the Township’s annual operating budget annually in the 24 parks and open spaces totaling 508.76 acres and high quality, year round recreation programs and services.
- The three most important improvements to the citizens are the preservation of open space, the creation of trails to facilitate safe travel for bicycling and walking, and fixing up existing facilities that are wonderful but getting worn and tired from a great deal of use.

Recommendations

Based upon public opinion and the findings of the planning process, East Goshen Township established one goal for this **Plan Update**:

To continue to provide premier parks and recreation facilities and services while protecting the Township’s scenic beauty, natural resources, and open space.

To achieve this goal, East Goshen Township identified four key objectives:

Objective 1: Take care of and improve our parks and recreation system.

Objective 2: Protect our scenic beauty, open space, and natural resources.

Objective 3: Engage citizens in active healthy living and lifelong enrichment through recreation opportunities.

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.

The blueprint for achieving this singular goal with its four objectives includes the following 10 principal actions:

1. Undertake a feasibility study to develop a multipurpose trail on Paoli Pike.
2. Develop a park master plan for East Goshen Township Park with a special focus on creating a plan for a new destination playground to replace the current tot lot.
3. Re-configure the Recreation Department as the Parks & Recreation Department with park planning as an official function.
4. Plan, design, and install Township park signage.

5. Work in collaboration with partners in the public and private sectors to conserve the remaining open space so that the open space is preserved without responsibility to the Township for ownership or maintenance.
6. Develop and implement natural resource management plans for open space and natural areas.
7. Increase recreation programming to serve a broader base of citizens and strive for cost recovery to offset programming costs.
8. Create a Capital Improvement Program for parks and recreation to incorporate into the Township's Capital Improvement Program.
9. Increase public awareness and understanding about the Township's support and investment in parks and recreation.
10. Work toward the long-term financial and environmental sustainability of public parks and recreation in East Goshen Township.

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Building Upon Success

The Township has developed this **Parks, Recreation, and Open Space Plan Update** to enhance the quality of life in our community through the conservation of our natural resources, parks, and recreation. The plan will serve as a guide to help community leaders improve and sustain our parks and recreation system to benefit citizens of all ages and interests now and for many generations yet to come. The **Plan Update** provides an action plan to be implemented through 2025 as resources become available.

Plan Purpose

The purpose of this plan is to:

- Address current and future needs by updating the **1993 East Goshen Township Open Space, Recreation, and Environmental Resources Plan**;
- Serve as the Parks, Recreation, and Open Space element of the Township's **Comprehensive Plan**;
- Advance the **Central Chester County Bicycle and Pedestrian Circulation Plan** with respect to safe walking and cycling in East Goshen Township (2013); and
- Position East Goshen Township to be competitive for grant funding.

The **Plan Update** serves as a guide and is not a law. East Goshen Township will continue to work with public and private sector partners to implement the plan.

Related Plans

In addition to the **1993 Open Space, Recreation, and Environmental Resources Plan**, the **East Goshen Township Parks, Recreation, and Open Space Plan Update** is related to several important plans including the following:

- **East Goshen Township Comprehensive Plan**, which includes this **Parks, Recreation, and Open Space Plan Update** as a component, is being prepared. It contains goals, objectives, and strategies for the future development and conservation of the community.

- **Landscapes 2 (2009)**– Chester County’s Comprehensive Policy Plan outlines how the County Commissioners plan to address growth management and preservation in collaboration with public, private, and corporate citizens.
- **Central Chester County Bicycle and Pedestrian Circulation Plan (2012)** – This plan is a blueprint to transform seven municipalities, including East Goshen Township, into pedestrian and bicycle friendly communities.
- **Stewardship Report for Applebrook and East Goshen Township Parks (2010)** – Natural Lands Trust developed strategies to protect and enhance native plant communities to support resident and migratory wildlife in Applebrook Park and East Goshen Township Park.

Major Parks, Recreation, & Open Space Accomplishments Since 1993

Since adopting the **Open Space, Recreation, and Environmental Resources Plan** in 1993, East Goshen Township has:

- Acquired and developed Applebrook Park as a passive park;
- Worked with the Willistown Conservancy to acquire the Ashbridge Preserve;
- Supported Chester County’s Planning Commission in the development of the **Central Chester County Bicycle and Pedestrian Circulation Plan** that includes the designation of Paoli Pike as a high priority bicycle path;
- Collaborated with the Natural Lands Trust in the development of stewardship plans for township parks and open space;
- Established a state-of-the-art Public Works facility in a former supermarket building;
- Fostered the development of Township staff resulting in the certification of three Public Works employees as Certified Playground Safety Inspectors; and
- Collaborated with a group of citizens in the establishment of the Friends of East Goshen, a private non-profit organization with a mission of raising funds for the betterment of East Goshen Township.

Planning Process

East Goshen Township retained Toole Recreation Planning, the Brandywine Conservancy, and the Natural Lands Trust to develop the **Plan Update** in collaboration with the community. Their team of parks, recreation, environmental and community planners, landscape architects, and GIS specialists worked with the Township’s management team and a Plan Advisory Committee in formulating the **Plan Update**. The planning process consisted of the assessment of all aspects of parks and recreation; synthesis of conclusions and options; identification of opportunities; development of implementation strategies; and formation of an action plan with a time frame for implementation. The planning process addressed five areas.

- Community characteristics and needs;
- Parks, recreation facilities, and open space;
- Trails;

- Programs and services; and
- Administration, Management, and Financing.

Benefits of Parks, Recreation, and Open Space

- Preservation of the scenic beauty of the community
- Protection of the environment and natural resources
- Creation of a sense of community
- Improvement of health and fitness
- Increase in property values
- Deterrence of crime and substance abuse
- Establishment of strong family bonds, the foundation of our society
- Attraction and retention of businesses and residents
- Connection of the mind, body, and spirit of people leading active lifestyles

Validation of the Issues Regarding Parks, Recreation, and Open Space

The Validation of the Issues regarding Parks, Recreation, and Open Space provides an analysis of the major focus areas of this plan including community recreation needs, parks and recreation facilities, programs and services, operations and management, and financing.

Community Profile and Needs

East Goshen Township is a highly desirable community in which to live, work, play, raise a family, operate a business, and retire. The residents are well educated and relatively affluent. The ten-square mile township is nearly fully developed.

With respect to the population of 18,026 according to the 2010 Census, the most important demographic characteristic related to parks, recreation, and open space planning is the trend toward an aging population. The median age of the residents is 47, eight years older than Chester County's median age of 39. Nearly 30 percent of the population is aged 60 and older. In about 34 percent of households, the householder lives alone.

There are 3,076 children under 19 years of age constituting about 20 percent of the population. Households with children declined from 26 percent of all East Goshen households in 2000 to 20 percent in 2010 due to the increase in housing dedicated to people over the age of 55.

Programs for all age groups will continue to be important. Providing community activities such as special events would be important for intergenerational recreation experiences.

Public Opinion about Parks, Recreation and Open Space

Citizen involvement is the hallmark of this plan. It will continue to play a vital role in the implementation of the recommendations. The process included a Plan

Advisory Committee, an online public opinion questionnaire, focus groups, key person interviews, and public meetings.

Throughout the public participation process, it was evident that the residents have extraordinary community pride and that the parks, recreation programs, and open space have a lot to do with that. In fact, an oft-repeated message of many residents was that they moved to East Goshen Township because of the parks and recreation opportunities available.

Community Park, Recreation, and Open Space Needs

Residents expressed a vision for East Goshen that embraces a green and connected community that includes the following:

- Take care of what we have,
- Conserve our natural resources,
- Preserve the Township's scenic beauty,
- Protect the remaining open space, and
- Provide recreation opportunities year round for people of all ages and a variety of interests.

Open Space

East Goshen Township has preserved 1,105.6 acres of open space. Township-owned open space includes about 326 acres configured in 19 sites. Another 13 areas covering about 779 acres of open space are privately owned. The number of large undeveloped parcels in East Goshen Township is extremely limited.

Preservation and Management of Open Space

The preservation of open space and the community's scenic beauty is a top priority of the citizens. The municipal open space sites range in size from one acre to about 122 acres. They contain a variety of resources, ranging from stormwater basins to riparian forests. The broad diversity of nature-based recreation available in the open spaces is a nice complement to the existing active recreation facilities.

The management of the Township's natural resources is crucial to their conservation as well as to the scenic beauty of the community. The development of an overall open space master plan is important. In addition, individual master plans for designated sites, programs for tree maintenance, dam safety, street tree planting, invasive species control, and formal maintenance plans for ponds, steep slopes, woodlands, streams, wetlands, grass areas, and storm water basins are needed. Since most of the open spaces contain similar features, it may be possible to develop model plans that can apply to the resources of multiple open space properties.

Homeowners' Associations own the majority of the open space in the municipality. With a significant amount of open space in private ownership, a public education program could be developed to help promote a philosophy "that every land owner is a land steward" supporting township-wide conservation.

Preservation of Open Space

The Township would like to continue to preserve additional open space without purchasing or maintaining it through creative land use planning strategies. Because the number of large undeveloped parcels is limited, the Township should focus on the preservation of these parcels where the most significant impact and benefit would occur.

Parks

The assessment of East Goshen Township's parks and recreation facilities addressed five factors: the amount of parkland, its configuration, location, recreation facility types, and the quality of the parks and facilities.

Amount of Park Land - East Goshen Township has 24 parks and open spaces that are used for active and passive recreation totaling 508.76 acres. The two main parks in the Township are East Goshen Township Park and Applebrook Park. With East Goshen Township as a joint owner with the Willistown Conservation Trust, the Ashbridge Reserve serves the community as a nature-based park. Two parks, Milltown Park and Mill Creek Ballfield, also provide recreational opportunities. The other 20 sites that are left natural still provide residents with scenic views and opportunities to experience nature, walking, dog walking, and de-stressing through relaxation outdoors.

The **1993 Open Space, Recreation and Environmental Resources Plan** recommended a parkland standard of 10.5 acres of parkland per 1,000 residents in accordance with the National Recreation & Park Association (NRPA) guidelines in place then. Since then, NRPA has changed these standards to recommend that each community develop its own level of service for the amount and type of parkland that is necessary to meet community needs. A community needs assessment was conducted as part of the process in developing the **Plan Update**. The findings indicated that taking care of existing facilities, preserving open space, creating trails and improving existing parks were the highest priorities of the citizens. East Goshen provides 28.2 acres of parkland and open space per 1,000 residents. This standard should prevail in the future as the Township's standard for the amount of parkland and open space.

What Is Active and Passive Recreation?

Active Recreation activities are those engaged in for the purpose of relaxation, health and wellbeing or enjoyment with the primary activity requiring physical exertion and the primary focus on human activity.

Passive Recreation includes outdoor activities that create opportunities for independence, closeness to nature, and a high degree of interaction with the natural environment and which require no organization, rules of play, facilities, or equipment, other than those which may be necessary to protect the natural environment.

Configuration of Parkland - East Goshen Township wishes to retain two broad classifications of parks: active and passive, which are defined above.

Location of Parks – Parks and recreation facilities are well distributed in East Goshen Township. The exception is the area south of East Strasburg Road to the southern border of the Township as described above. However, the recreation

needs in this area of the Township are covered by the ten of the 17 multi-family housing complexes whose facilities include swimming pools, playgrounds, picnic areas, game courts, dog runs, clubhouses, trails, and natural areas.

Types of Recreation Facilities – The Township offers a wide variety of recreation facilities including game courts, ballfields, pavilions and gazebos, playgrounds, walking paths, an amphitheater, natural areas, and support facilities including restrooms and parking lots.

Quality of Parks and Recreation Facilities – Park visitors and citizens providing input to the planning process indicated that while East Goshen Township Park is wonderful, it is beginning to show its age. The assessment found that East Goshen Township and Applebrook Parks are beloved community treasures. They have the potential to become facilities that set the standard for excellence. East Goshen Township Park and Applebrook Park are upgraded on as needed without any plans in place. A master plan should be prepared to develop a long-term vision for the two parks. The master plan would result in designs to act as a guide for final construction plans.

Trails

Safe places to walk and bicycle are important to Township residents as determined in the public involvement process for this plan and the **Central Chester County Bicycle & Pedestrian Circulation Plan**. This plan should serve as East Goshen Township's pedestrian and bicycle mobility plan until the Township develops a more detailed plan. A top priority in the Chester County plan is the Paoli Pike Multi-Use Trail in East Goshen Township. It includes the proposed installation of a multi-use trail to parallel Paoli Pike in both East Goshen and West Goshen Townships. This trail will connect East Goshen Township Park and Applebrook Park with adjacent municipalities and destinations such as the YMCA and East High School.

Recreation Programs

East Goshen Township provides recreation opportunities in three ways:

- **Provision of Facilities** - Provision of parks, open space, and recreation facilities for citizens to use at their own discretion for outdoor recreation activities such as walking, running, family play on the playground, and a host of other pursuits.
- **Facilitation of Programs** - Facilitation of programs offered by others such as baseball, soccer, and lacrosse leagues through the provision of facilities, maintenance, coordination, and scheduling.
- **Provision of Organized Programs and Services** - Direct provision of organized programs and activities. In 2014, the Township offered recreation programs falling into three main categories: Programs, Special Events, and Trips. The hallmark programs were the Youth Recreation Camp in the summer and special events including the Egg Hunt, Community Day, and the Pumpkin Festival.

Recreation is provided primarily as a community service. Recreation is free in East Goshen Township except for the organized programs that have a fee for participation. The major special events are supported by the Friends of East Goshen Township, a charitable foundation.

To meet recreation needs in the future, a program management plan should be developed that focuses on target markets including: preschoolers, children, teens, families, and older adults. Although this transition might seem subtle, it is actually profound and deeply changes the whole approach to serving the community through recreation.

Management and Financing

Management

East Goshen Township operates in an environment with a can-do attitude. The management and staff strive to provide excellent public service through:

- Teamwork to get the job done, whatever it takes.
- Embracing change for growth and seizing opportunities.
- Imagination and ideas translated into new and improved programs, services, and facilities.
- A positive approach is used when making difficult decisions.
- Responsive customer service, operations, and fiscal management.

Policy and Administration

The Board of Supervisors sets policy. Township Administration, under the auspices of the Township Manager, implements the policy set forth by the Board of Supervisors by carrying out daily functions. The “ABCs” (Authorities, Boards, and Commissions) provide opportunities for citizen volunteers to serve the community. ABCs with a parks, recreation, and open space focus include the Park & Recreation Commission and the Conservancy Board.

Parks and Recreation: A Collaborative Effort

Two departments are responsible for the management of parks and recreation: Recreation and Public Works. The Recreation Department is responsible for program planning and implementation. The Public Works Department is responsible for park facility and open space maintenance. The two departments collaborate on parks, recreation, and open space functions.

The Township’s mission through the Public Works Department is to sustain the park system. Through the Department’s accomplishments, residents consistently rate parks high in terms of safety, cleanliness, and beauty.

Community Partners

East Goshen Township is fortunate in having a number of important community organizations that support parks and recreation including the following:

- Friends of East Goshen is a private non-profit organization dedicated to raising funds for the betterment of East Goshen Township.
- West Chester Area School District offers the use of school district facilities for township recreation programs.
- Community Sports Organizations that provide leagues for East Goshen residents include West Chester United Soccer Association; Greater Chester Valley Soccer Association that offers both soccer and lacrosse; West Chester Area Sports Association that provides youth adult softball leagues; Malvern-Paoli American Legion Baseball; West Chester Junior Basketball; and Great Valley Little League.
- YMCA of the Brandywine Valley offers year round membership based recreation programs and services.

Park Planning: A Needed Function

Park planning is not a designated function of Township operations. Consequently, improvements in the parks are done on an as-needed basis without the benefit of park master plans. It is important to designate park planning as an official Township function with responsibility vested in a specific township position.

Financing

East Goshen Township invests significantly in parks, recreation and open space. The Township's parks and recreation operating budget is \$577,466, about 6.4 percent of the Township's \$9,027,627 operating budget in 2015. The ratio of the parks and recreation budget to the Township budget is higher than the state's average of about three percent. This is a per capita investment of \$32.04. The Township's participation in innovative management methods such as the regional police force has resulted in cost savings that enable the Township to invest in parks and recreation at a higher level.

Programs were budgeted to generate \$126,964 in revenues in 2014. This is about 49 percent of the \$259,217 program budget. Maintenance operates with a budget of \$318,249. This is somewhat lower than would be expected using benchmarks of \$2,500 per acre for active parks and \$500 per acre for passive parks and open space which would equate to about \$385,000 for East Goshen Township's parks, both active and passive. The Township concentrates on the maintenance of active recreation areas, which accounts for the cost differential.

Synthesis of Findings

The assessment of the parks, recreation, and open space system indicates that East Goshen Township has a system of high quality parks, open space, and associated recreation programs carved into a setting with tremendous scenic beauty and important natural resources. To maintain this high quality system in the future, East Goshen Township will need to:

- Protect the remaining open space,
- Maintain and revitalize its current parks and recreation facilities,

- Respond to emerging trends and changing priorities,
- Continue to provide premier customer service and community engagement,
- Strengthen the stewardship of natural and cultural resources,
- Develop master plans for the township parks,
- Adapt to changing demographic characteristics, and
- Ensure fiscal sustainability through a revenue strategy that includes public investment and the generation of revenues from non-tax sources.

The Township's philosophy of providing exceptional public service engrained in sound financial management serves as a strong foundation for this **Plan Update**.

Values

The following values were identified and developed through the public engagement process.

Values

Community Character and Scenic Beauty – Although it is a suburban community that is nearly fully developed, East Goshen Township's agrarian heritage and scenic character are the essence of this community.

Stewardship – Forests, wildlife, clean water, and air must be conserved.

Quality of Life – The distinctive way of life here needs to be protected to ensure that it remains a tranquil community.

Sustainability – Making the best use of all resources in ways that steward the environment, respect human and financial capacity, and provide a legacy for future generations is vital.

Health and Fun – The health and wellness of citizens of all ages is paramount. Recreation fosters active healthy lifestyles through facilities, programs, and services that benefit individuals and the community.

Thriving Economy - Parks, recreation, and open space are an important asset to the Township by helping to attract and retain businesses, affluent retirees, and knowledge workers.

The Goal of the Parks, Recreation, and Open Space Plan Update

This **Parks, Recreation, and Open Space Plan Update** has one goal: ***To continue to provide premier parks and recreation facilities and services while protecting the Township's scenic beauty, natural resources and open space.***

Organization of the Action Plan

Building upon the Township's great success in establishing a premier parks and recreation system, the strategy of this **Plan Update** is to focus on four objectives. The objectives are:

Objective 1: Take care of and improve our parks and recreation system.

Objective 2: Protect our scenic beauty, open space, and natural resources.

Objective 3: Engage citizens in active healthy living and lifelong enrichment through recreation opportunities.

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.

The Implementation Matrix in Chapter 6 presents all of the objectives, recommendations, and actions with assigned priorities and responsible party for implementation.

Parks and Recreation Facilities

Objective 1: Take Care of and Improve Our Parks and Recreation System

East Goshen Township has an outstanding parks and recreation system. As shown on the map on page 31 and the table on page 33, there are 24 parks and open spaces for active and passive recreation with 508.26 acres ranging in size from an acre to about 122 acres. East Goshen Township Park and Applebrook Park are the Township's signature parks, generally regarded as model parks in southeastern Pennsylvania. They help to define the scenic beauty and character of the community by serving as an important gateway to the community on Paoli Pike. The parks today are well loved but showing signs of wear and tear coming from much use and enjoyment by the citizens. The Township's strong legacy of parks came to be through foresight and creative planning that will serve citizens for many generations yet to come. This plan calls for that same kind of foresight and initiative in improving the parks and working to connect them through trails for safe bicycling and walking.

Recommendation 1.1 - Ensure that East Goshen Township has sufficient parkland to meet the needs of citizens now and in the future.

Action Item 1.1A – Revise the parkland standard to 28.2 acres per 1,000 residents.

Action Item 1.1B – Adopt a Mandatory Dedication of Parkland Ordinance.

Recommendation 1.2 – Establish Park Planning as an official Township function.

*Currently, improvements to parks are made on an ad hoc basis primarily as a maintenance function. Ensuring that parks and recreation facilities remain the caliber desired by East Goshen Township as they are improved over the next ten years requires that park planning be designated as an official Township function. This **Plan Update** includes a recommendation to change the Recreation Department to the Park and Recreation Department and vest the responsibility for park planning in this department.*

Action Item 1.2A – Ensure that improvements to parks, recreation facilities, and trails should undergo a park planning and design process managed by the Park and Recreation Department in consultation with the Public Works Department.

Recommendation 1.3 – Plan, direct, and evaluate park maintenance.

Over the lifetime of a park, 75 percent of its life cycle cost is in park maintenance. While it is relatively easy to develop and improve parks, it is far more difficult to find the resources necessary to maintain them. A formalized maintenance management system offers the best potential for efficient and effective maintenance and the optimal allocation of resources.

Action Item 1.3A – Continue to maintain the parks and recreation facilities as safe, clean, ready-to-use, and attractive.

Action Item 1.3B - Develop a formal written maintenance management plan.

Action Item 1.3C - Consider the use of park maintenance software.

Recommendation 1.4 – Plan for the systematic improvement of Township parks.

While the residents treasure Township parks and use them extensively, the parks are showing signs of wear and tear. Making improvements to the parks over the next ten years will ensure that they remain safe, beautiful, and responsive to the needs and interests of citizens of all ages and interests.

Action Item 1.4A – Develop a Master Plan for East Goshen Township Park.

Action Item 1.4B – Explore the possibility of adding restrooms to Applebrook Park.

Action Item 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.

Action Item 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.

Action Item 1.4E – Develop a master plan for Mill Creek Ballfield.

Recommendation 1.5 – Establish areas in the parks for environmental education and interpretation.

The citizens of East Goshen Township are very environmentally oriented. Facilities and programs that connect people to nature, offer environmental education, and foster volunteer engagement in park and open space stewardship are important.

Action Item 1.5A – Work with the Conservancy Board to identify appropriate park areas for environmental education, interpretation, and stewardship.

Action Item 1.5B – Develop an education program to increase public awareness, appreciation, and engagement in managing natural resources and park features.

Recommendation 1.6 – Establish public art in the parks.

Community art can create attachment to one's community and could help to foster a unique sense of place for East Goshen Township. The "aesthetics of a place – a community's art, parks, and green spaces," has been found to rank higher than education, safety, and the local economy as a "driver of attachment."¹ Attachment to communities is important because it links directly to local economic growth.

Action Item 1.6A – Develop a relationship with a volunteer group to plan and develop a means to establish public art in the parks.

Recommendation 1.7 – Provide for community connections by planning and establishing safe places to walk and bicycle.

*Safe places to bicycle and walk emerged as the community's most preferred recreation opportunity in this **Plan Update**. The 2013 **Central Chester County Bicycle & Pedestrian Circulation Plan** identified a multi-use trail along Paoli Pike as a top priority. The development of this trail is the single most important improvement that East Goshen Township can make in parks and recreation over the next ten years.*

Action Item 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.

Action Item 1.7B – Provide connections from neighborhoods to the Paoli Pike Trail.

Action Item 1.7C – Undertake the development of a Township bicycle and pedestrian plan that builds upon the **Central Chester County Bicycle & Pedestrian Circulation Plan**.

¹ John S. and James L. Knight Foundation. 2012. Soul of the Community Project. <http://www.soulofthecommunity.org/sites/default/files/OVERALL.pdf>.

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Open Space

Objective 2: Protect our Township's open space, scenic beauty, and natural resources.

What makes East Goshen Township a desirable place to live? What draws people to stake their future in it? Consistent and rather surprising research shows that the three main drivers that attach residents to their communities are aesthetics (green spaces and physical beauty); how welcoming the community is; and social offerings (recreation and places to meet). The public participation process for this **Plan Update** found this to be true in East Goshen Township. The citizens love their Township for its beauty, open space, recreational opportunities, and sense of community. Why is this important? Communities with more attached residents are better off. Local economic growth is highest in municipalities with the greatest percentage of residents who are attached to their communities.²

East Goshen Township has been working successfully in preserving open space and the community's scenic beauty for decades. As a result, East Goshen Township has a total of 1,287.76 acres that are preserved including 508.76 acres of Township-owned open space and 779 acres of preserved land in private ownership. The Township's open spaces are shown on the map on page 31 and the table on page 33. Preserving open space through creative land planning methods enables the Township to preserve more open space and not have to bear the cost of maintaining it. East Goshen Township would like to protect the remaining open space but does not want to own or maintain it.

Recommendation 2.1 - Strive to preserve the large undeveloped open spaces remaining in East Goshen Township.

Action Item 2.1A – Work with the Natural Lands Trust to develop and implement a strategy to reach out to landowners regarding the preservation of large undeveloped properties.

Action Item 2.1B – Determine sources of funding for open space conservation.

Recommendation 2.2 - Continue to provide for and enhance the stewardship of natural areas and resources.

² John S. and James L. Knight Foundation. Ibid.

Action Item 2.2A – Implement the Natural Land Trust’s stewardship plan for Applebrook Park.

Action Item 2.2B - Develop a Township wide natural areas and resources stewardship plan that includes model stewardship plans for specific aspects of natural areas such as ponds, meadows, and trees.

Action Item 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.

Action Item 2.2D - Develop and implement an educational program to promote public awareness that “every landowner is a land steward”.

Recommendation 2.3 - Implement the recommendations of the East Goshen Township Comprehensive Plan regarding natural resources, preservation of scenic beauty, and open space conservation.

Action Item 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.

Action Item 2.3B - Base all decisions with potential impact on the Township’s scenic beauty, community character, and natural resources on the values and goals of this **Plan Update** and the **Comprehensive Plan**.

Recreation Programs & Services

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

Recreation is an important part of a well-balanced lifestyle. Participation in a broad range of leisure activities has the potential to improve physiological and mental health. Recreation participation increases sense of well-being, deters addictions, and assists in the social learning of tolerance and respect for others.

Recreation promotes a strong sense of community by providing settings for people to socialize, share common interests, and foster community interaction and pride. Recreation facilities are an important contribution to the physical infrastructure of communities. It is widely accepted that parks and recreation facilities influence how a community looks, feels, and functions.

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

Action Item 3.1A – Solicit input from the Park and Recreation Commission.

Action Item 3.1B – Use social media to address timely matters.

Action Item 3.1C – Conduct onsite interviews with park visitors and program participants.

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

Action Item 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.

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

Action Item 3.3A – Continue to facilitate the use of Township parks by community recreation providers such as sports leagues, scouts, and schools.

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

Action Item 3.4A – Develop programs based upon service to specific customer groups such as Youth, Families, and Active Adults.

Action Item 3.4B – Collaborate with the Conservancy Board in the development of nature based recreation opportunities.

Action Item 3.4C – Develop and promote self-directed recreation opportunities.

Action Item 3.4D – Plan and implement a systematic approach to evaluate programs.

Action Item 3.4E – Develop and implement a cost recovery plan to sustain recreation programs and services.

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

Action Item 3.5A – Develop an on-line registration system that accepts credit card payments.

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.

Success in today's government takes unwavering dedication, hard work, and a commitment to cost containment. East Goshen Township's elected officials and management are united in delivering excellent public service with the resources available. As a Township of the Second Class, the Board of Supervisors sets policy and the Township Manager is responsible for implementing the policy. A team of department heads supports the Township Manager in managing municipal facilities and delivering public services. The Recreation Director manages programs and services. The Public Works Director manages the maintenance of Township parks, trails, and open space.

The Park and Recreation Commission has seven members appointed by the Board of Supervisors who serve in an advisory capacity for parks and recreation. The Open Space Task Force provided support for the development of this **Plan Update**. The Township has a number of organizations that help to support parks and recreation including the Friends of East Goshen, sports leagues, and the West Chester Area School District.

East Goshen Township has a budget philosophy based upon fiscal accountability and a deep sense of responsibility to the taxpayers. The Township supports parks and recreation in accordance with the community's desire for a premier parks and recreation system dedicating about six percent of the Township budget annually to parks and recreation. User fees and charges help to offset the operating costs of recreation programs.

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

Action Item 4.1A – Designate park planning as an official function of the newly formed Park & Recreation Department.

Action Item 4.1B – Coordinate park planning with Public Works to include park maintenance as an element of park planning.

Action Item 4.1C – Revise the job description of the Recreation Director to that of Park and Recreation Director.

Action Item 4.1D – Develop a policies and procedures manual for parks and recreation management and operations.

Action Item 4.1E – Recruit interns to undertake specific projects in parks and recreation.

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

Action Item 4.2A – Develop a revenue policy that includes goals for financial sustainability and policies on fees and charges, gifts, and donations.

Action Item 4.2B – Work with the Friends of East Goshen on fundraising for projects and events.

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 Item 4.3A – Secure the services of a marketing professional to assist the Township in the development of a branding and targeted promotional program.

Action Item 4.3B – Develop and implement a program to increase public awareness of the benefits of parks and recreation.

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

Action Item 4.4A – Develop a formal volunteer program.

Action Item 4.4B – Monitor the information produced through the maintenance management system to plan for staffing, fees, and volunteerism.

Action Item 4.4C – As programs increase and revenues are generated, consider the addition of a dedicated program specialist(s).

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

Action Item 4.5A – Determine the level of support for a bond or loan for park and trail improvements and open space.

Action Item 4.5B – Provide staff assistance to write grants or secure outside services in order to track and pursue grants.

Action Item 4.5C – Determine sources of funding for open space conservation.

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

Action Item 4.6A – Continue to fund parks & recreation at about six percent of the Township's operating budget.

Action Item 4.6B – Strive to increase cost recovery for programs.

Action Item 4.6C – As part of all park master plans, include an element that addresses maintenance requirements, and revenue sources and costs.

Action Item 4.6D – Continue to preserve open space via creative land use planning to avert acquisition and maintenance costs.

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

Action Item 4.7A – Review the Implementation Matrix annually. Use the review to help develop the budget and establish goals for upcoming year.

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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.

Parks and Recreation Facilities			
Objective 1: Take Care of and Improve Our Parks and Recreation System			
Recommendation 1.1 – Ensure that East Goshen Township has sufficient parkland to meet the needs of citizens now and in the future.			
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
Recommendation 1.2 – Establish Park Planning as an official Township function.			
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
Recommendation 1.3 – Plan, direct, and evaluate park maintenance.			
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
Recommendation 1.4– Plan for the systematic improvement of Township parks.			
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

Recommendation 1.5 – Establish areas in the parks for environmental education, interpretation, and park stewardship.			
Action #	Description	Priority	Responsible Party
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
Recommendation 1.6– Establish public art in the parks.			
Action #	Description	Priority	Responsible Party
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
Recommendation 1.7– Provide for community connections by planning and establishing safe places to walk and bicycle.			
Action #	Description	Priority	Responsible Party
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

Open Space Objective 2: Protect our Township's open space, scenic beauty, and natural resources.			
Recommendation 2.1 – Strive to preserve the large undeveloped open spaces remaining in East Goshen Township.			
Action #	Description	Priority	Responsible Party
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
Recommendation 2.2 – Continue to provide for and enhance the stewardship of natural areas and resources.			
Action #	Description	Priority	Responsible Party
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
Recommendation 2.3 – Implement the recommendations of the East Goshen Comprehensive Plan regarding natural resource, preservation of scenic beauty, and open space conservation.			
Action #	Description	Priority	Responsible Party
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

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East Goshen Township Parks & Open Space

Legend

 Road Centerline

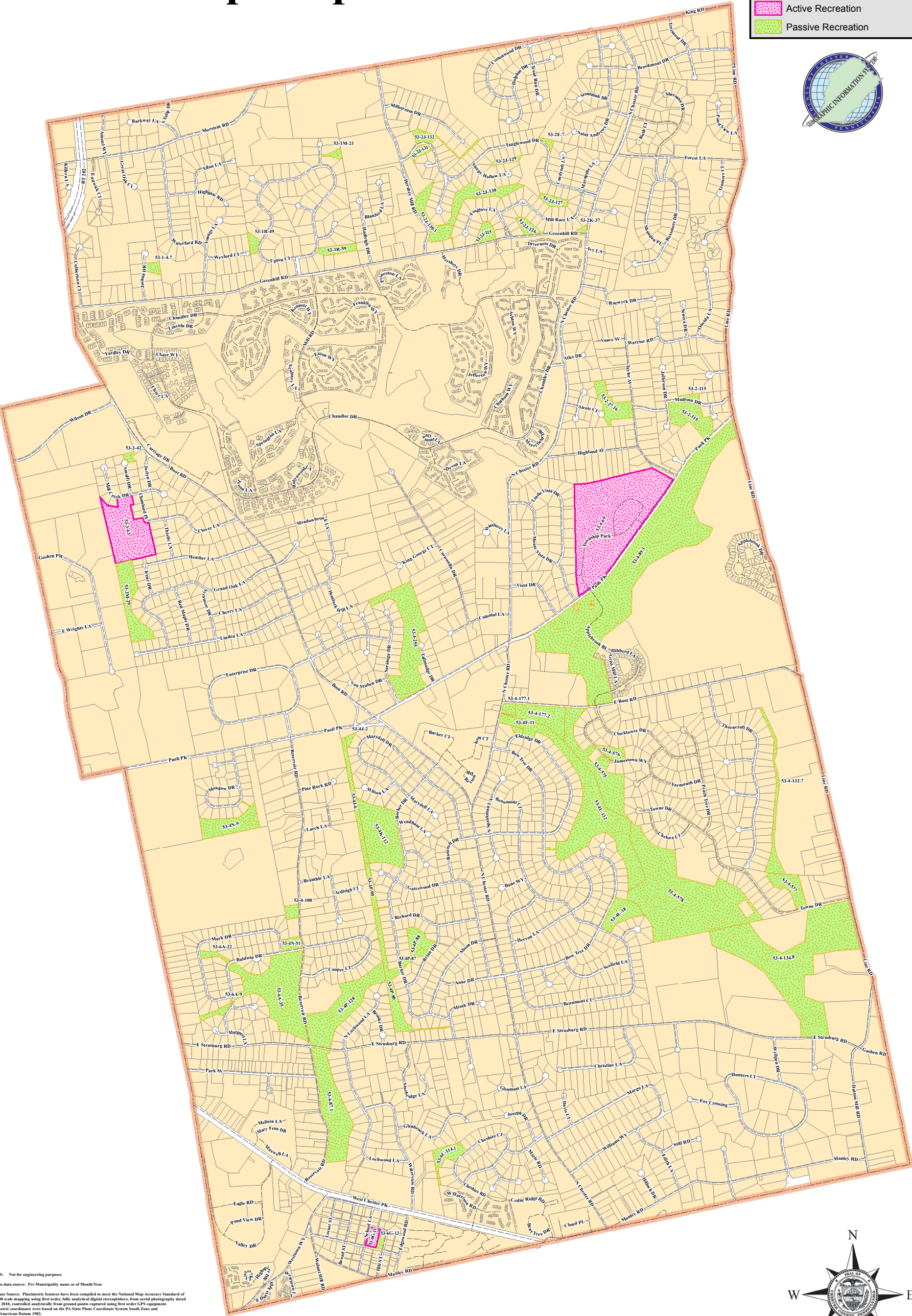
 Municipal Boundary

 Parcel Boundaries

Township Owned Properties

 Active Recreation

 Passive Recreation



NOTES: Not for engineering purposes

Address data source: Per Municipality name as of Month/Year

Landbase Source: Planimetric features have been compiled to meet the National Map Accuracy Standard of 1:24,000 scale mapping using first order, fully analytical digital stereoplotters, from aerial photography dated Spring 2010, controlled analytically from ground points captured using first order GPS equipment. Planimetric coordinates were based on the PA State Plane Coordinate System South Zone and North American Datum 1983.

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Table 1. EAST GOSHEN TOWNSHIP PARKS AND OPEN SPACES				
Facility Name	Acres	Parcel ID	Use	Acres
East Goshen Township Park	55.00	53-4-69	Active	55.00
Applebrook Park	93.14	53-4-89.1	Passive	
	3.52	53-4-85-2A	Passive	
Total	96.66			96.66
Milltown Park	1.60	53-6G-11	Active	
	0.46	53-6G-13	Passive	
Total	2.06			2.06
Mill Creek Ballfield	17.50	53-3-43	Active	
	0.66	53-3-42	Passive	
Total	18.16			18.16
Blacksmith Shop	1.00	53-4-177.1	Passive	1.00
Bow Tree I Open Space	6.00	53-4L-18	Passive	6.00
Bow Tree II & III and Clocktower Open Space	47.40	53-4L-132	Passive	
	9.10	53-4-177.2	Passive	
	42.39	53-4-578	Passive	
	2.10	53-4-576	Passive	
	14.60	53-4-575	Passive	
	0.57	53-4F-11	Passive	
	5.60	53-4-577	Passive	
Total	121.76			121.76
Goshen Downs Open Space	3.10	53-1R-59	Passive	
	0.90	53-1M-21	Passive	
	1.40	53-1R-49	Passive	
Total	5.40			5.40
Grand Oak Open Space	9.90	53-3M-29.0	Passive	9.90
Hershey's Mill Open Space	1.90	53-2J-126	Passive	
	6.50	53-2J-130	Passive	
	1.22	53-2J-131	Passive	
	2.70	53-2J-132	Passive	
	2.00	53-2J-127	Passive	
	2.30	53-2J-115	Passive	
	0.44	53-2K-37	Passive	
	1.00	53-2J-129	Passive	
	6.40	53-2J-130.1		
	1.00	53-2E-7	Passive	
Total	25.46			25.46
Hunt Country (Thorncraft) Open Space	6.00	53-4-132.7	Passive	
Joshua Drive Open Space	1.00	53-1-4.7	Passive	1.00

Facility Name	Acres	Parcel ID	Use	Acres
Marydell Farms Open Space	16.60	53-4K-112	Passive	
	1.70	53-4P-90	Passive	
	0.63	53-4J-2	Passive	
	7.20	53-4J-6	Passive	
Total	26.13			26.13
Meadows Open Space	8.20	53-4N-9	Passive	8.20
Milltown Reservoir	19.40	53-6-87.1	Passive	19.40
Oakwood Open Space	6.00	53-2-27.16	Passive	6.00
Pin Oaks Open Space	4.60	53-4P-88	Passive	
	0.59	53-4P-87	Passive	
	8.10	53-4P-89	Passive	
Total	13.29			13.29
Reservoir Road Open Space	1.30	53-4-100	Passive	1.30
Rockland Village Open Space	17.70	53-4P-128	Passive	17.70
Suplee Valley Open Space	1.29	53-6A-9	Passive	
	1.20	53-6A-22	Passive	
	26.10	53-6A-35	Passive	
	1.70	53-4N-51	Passive	
Total	30.29			30.29
Waterford Open Space	8.60	53-2-115	Passive	8.60
Wentworth Open Space	20.60	53-4-255	Passive	20.60
White Chimneys Open Space	3.90	53-6C-114.1	Passive	3.90
Total Township Park and Open Space				497.81
Ashbridge Preserve	55.00	53-4-134.8	Passive	55.00
This property is jointly owned by the Willistown Conservation Trust (91%) and the Township (9%).				

Appendix

Parks & Recreation Facilities

Parks, plentiful recreation opportunities, and scenic beauty have a significant positive impact on the livability of a community and how happy citizens are regarding their place of residence. This is particularly true in East Goshen Township, a community renowned for its wonderful parks. Beautiful vistas, open space, play areas, trails, and clean air and water all contribute to community aesthetics, health, wellness, and a vibrant economy. Appendix A provides a report on the inventory and assessment of East Goshen Township's parks and recreation facilities. It also identifies potential ways to enhance them.

East Goshen Township Parks and Recreation Facility Assessment

The purpose of the assessment of parks and recreation facilities is to evaluate the parks and recreation opportunities in terms of meeting community needs. The goal of the assessment is to determine if current recreation needs are being met and to project how East Goshen Township's parks and recreation system should change to meet recreation needs both immediately as well as in the future. Five factors guided the park and recreation facility assessment including the following:

1. Configuration of parks
2. Amount of parkland
3. Location of parks
4. Recreation facilities
5. Condition of parks

Park Factor 1: Configuration of Parkland

East Goshen Township has a park and recreation system composed of four parks for active and passive recreation and 20 open spaces used for passive recreation as shown in **Appendix A Table 1**.

As a municipality that is nearly fully developed, East Goshen Township has been successful in preserving and configuring parkland to meet community needs. Through the establishment of the park system, East Goshen Township has established two main categories for the configuration of its parkland: active and passive. East Goshen Township Park (55 acres), Milltown Park (2.06 acres), and Mill Creek Ballfield (18.16 acres) are for active recreational use while Applebrook Park (96.66 acres) is a passive park. East Goshen Township Park and Applebrook Park serve as the Township's main community parks and will continue to do so in the future. Although these are two separate parks, they really act as one park separated by Paoli Pike. They read as one large park, appearing to be much larger than they actually are because of their proximity. East Goshen has 19 open spaces that the community uses for passive recreation and enjoyment of nature close-to-home. The open spaces range in size from an acre to about 122 acres. East Goshen Township jointly owns Ashbridge Preserve in partnership with Willistown Conservation Trust. The Township owns nine percent of the Preserve, which equates to 4.45 acres. The Township owns a total of 503.81 acres of land for active and passive recreation.

Appendix A. Table 1. East Goshen Township Park and Public School Inventory		
Park	Acreage	Park Type
Municipal Parks		
East Goshen Park	55	Active
Applebrook Park	96.66	Passive
Milltown Park	2.06	Active
Mill Creek Ballfield	18.16	Active
Blacksmith Shop	1	Passive
Bow Tree I Open Space	6	Passive
Bow Tree II & III & Clocktower Open Space	121.76	Passive
Goshen Downs Open Space	5.4	Passive
Grand Oak Open Space	9.9	Passive
Hershey's Mill Open Space	25.46	Passive
Hunt Country (Thorncroft) Open Space	6	Passive
Joshua Drive Open Space	1	Passive
Marydell Farms Open Space	26.13	Passive
Meadows Open Space	8.2	Passive
Milltown Reservoir	19.4	Passive
Oakwood Open Space	6	Passive
Pin Oaks Open Space	13.29	Passive
Reservoir Road Open Space	1.3	Passive
Rockland Village Open Space	17.7	Passive
Supplee Valley Open Space	30.29	Passive
Waterford Open Space	8.6	Passive
Wentworth Open Space	20.6	Passive
White Chimneys Open Space	3.9	Passive
Total	503.81	Passive
Jointly Owned Nature Preserve		
Ashbridge Preserve	4.45 acres of 55 total acres	Passive
Combined Parks and Open Spaces Acreage		
24 Sites	508.26	Passive
Schools		
East Goshen Elementary School	14	School
Fugett Middle School and East High School	60.2	School

Appendix A Table 2 presents the quasi-public and private recreation facilities in East Goshen Township. Many housing developments have Homeowners' Associations that offer recreation facilities for use by the residents of the respective development. Hershey's Mill is a renowned 55+ community. It offers a variety of recreation facilities and programs to its very active residents. The residents report using both the HOA facilities and Township parks. The Township also provides some recreation programming on site for the residents such as computer classes via a volunteer program featuring high school students.

The West Chester Pike corridor is home to most of the Township's residents who live in multi-family housing. Most of these residential complexes offer recreation facilities as shown in **Appendix A Table 2**.

Appendix A. Table 2.		
East Goshen Township Quasi-Public and Private Recreation Facilities Inventory		
Facility	Type	Characteristics/Comments
Quasi-Public		
West Chester Area YMCA	Membership based	Indoor facilities: gym, indoor pool, track and fitness facilities
Ashbridge Preserve	Open to public	Willistown Conservation Trust is the owner of this 55-acre preserve.
Private		
Hershey Mill Estates	HOA	Trails, game courts and indoor facilities
Hershey's Mill Village	HOA	Trails, game courts and indoor facilities
Charter Chase	HOA	Swimming pool
Hershey's Mill Golf Club	Membership based	Premier course in southeastern Pennsylvania
Townhouses/Condos		
Summit House	Condos	Tennis courts
Goshen Valley	Condos	Tennis courts, pool, and tot lot
Rose Hill	Condos	
Highspire Townhomes	Condos	No recreation facilities
Steeplechase	HOA	No recreation facilities
Cider Knoll	Condos	Swimming pool and tot lot
Audubon Townhomes	Condos	No recreation facilities
Dutts Mill Townhomes	Condos	No recreation facilities
Summit House	Condos	Tennis courts, clubhouse
Apartments		
Metropolitan Apartments	Apartments	Swimming pool, tot lot, nature area, and trail
Racquet Club Apartments	Apartments	No recreation facilities
New Kent Apartments	Apartments	Swimming pool, tot lot, and tennis court
Oxford Gateway	Apartments	Swimming pool, club house, trail, dog run, picnic grills court
Rose Hill Apartments	Apartments	Swimming pool
Windermere Apartments	Apartments	Swimming pool, club house, tennis courts
Ridgewood Apartments	Apartments	No recreation facilities
Waterview Apartments	Apartments	Swimming pool, tot lot, picnic grills
Treetops Apartments	Apartments	Swimming pool, picnic patio, picnic grills, tennis courts
TOTAL about 4,000 residents live in rental units		

Park Factor 2: Amount of Parkland

How much parkland does East Goshen Township need? East Goshen Township's has 508.76 acres of parkland and open space. The 2010 US census counted 18,026 people in the Township. This equates to a parkland standards

of 28.20 acres of parkland and open space per 1,000 residents. Since the Township is nearly fully developed and only four large tracts of land remain undeveloped, the Township anticipates limited population growth. The amount of existing parkland seems to be sufficient given present and projected recreational needs.

Park Factor 3: Location of Parks

The East Goshen Township Parks and Open Space Map on page 31 and Table 1 East Goshen Township Parks and Open Spaces on page 33 present the location of parks in East Goshen Township. It is important to note that East Goshen Township Park and Applebrook Park are nearly centrally located in the community. The area south of Strasburg Road is under-served having no parkland with little chance of securing any due to the extent of development there. The challenge in this area is that it is also the location of most of the multi-family housing units of the Township. The facilities shown in **Appendix A Table 2** indicate that residents in this area of the Township have access to recreational opportunities in the complexes where they reside. Providing safe connections for walking and bicycling to access community parks can help to mitigate the lack of parkland; however, doing so will be a challenge.

Park Factor 4: Recreation Facilities

Recreation facilities should meet the needs of individuals, community groups, and organized adult and youth sports 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 activities. An analysis of facilities must consider the context of the municipality, present usage, and trends. Facility trends and observations in East Goshen Township illustrate the need for enhanced and expanded recreation facilities. Consider the following findings from the key person interviews, online public commenting, and local and national trends:

- **Citizens value their parks.** Township residents love their public parks. Indeed, residents of other townships regularly use East Goshen Township Park and Applebrook Park.
- **Parks are worn and aging.** While the citizens love the parks and use them year round, they also recognize that the facilities are getting “tired and worn”. They need updating.
- **Trails, trails, trails.** Trails emerged as a high priority during the public participation process. The most important trail would be along Paoli Pike for residents to get to East Goshen Township Park and Applebrook Park, as well as to connections to the High School, the YMCA, and to regional trails beyond the Township boundaries.

- **Revitalize the playground.** Another high priority is an upgrade to the playground in East Goshen Township Park. Improvements have been made by installing play equipment pieces without an overall plan based on how children and families play. Incorporation of natural play areas would be important based upon the high level of interest in nature in this community.
- **What's missing?** Facilities that are not included in Township parks that reflect important trends include a dog park, a skate park, modern adult outdoor fitness facilities, and indoor recreation facilities. While the Township building offers a community room for recreation programs, it is limited in size and availability.
- **Name that park!** A unified signage system will help East Goshen Township to promote and build support for the public park system through increased public recognition and appreciation of the extent and quality of the system.
- **Better plans, better parks.** Township parks are updated and upgraded on an as needed basis. However, master plans should be prepared to provide a long-term vision for each of the parks. Master plans would result in conceptual designs to act as a guide for final designs.

Park Factor 5: Conditions of Parks

Each park was viewed multiple times during the planning process. Generally, the parks are well developed and in good condition. The findings of the facility inventory for each site have similarities that relate to accessibility and the requirements of the Americans with Disabilities Act (ADA), the conservation of natural resources, and recommendations to enhance the users experience through the addition of convenience facilities such as restrooms in Applebrook Park and drinking fountains for re-filling water bottles. Specific findings of site observations and recreation opportunities are described next.

Parks & Recreation Facilities Analysis

East Goshen Township's parks provide residents with a variety of facilities, from high school level athletic fields to the Farmers Market and areas for special community events. East Goshen Township Park provides a little bit of everything - athletic fields and courts, trails, children's play areas, natural areas, amphitheater, and pavilions. It draws residents from across the Township. Applebrook Park, across Paoli Pike, provides approximately three miles of paved trails for use by runners, walkers, cyclists, and dog walkers. Mill Creek Ballfield, tucked away in the western end of the Township, mixes a little league field with woodlands and streams. The other parks are primarily nature based open spaces used informally for recreation as well as simply connecting people to nature through their everyday enjoyment of the sites as they pass by.

As a general finding, the requirements of the Americans with Disabilities Act are frequently updated. The Township should review new ADA requirements annually and address any outstanding issues with retrofit solutions as applicable.

East Goshen Township Park

Type: **Active Park**

Location: **Paoli Pike**

Size: **55 acres**

East Goshen Township Park is East Goshen Township's flagship park, a very special place, which is well loved by the community. The varied facilities and the trail system draw residents of all ages and backgrounds to the park. The visitor's experience at East Goshen Park can be enhanced through implementation of the following measures:

- **Craft a Vision for the Park** - The 55-acre park is essentially made up of five smaller focus areas: the baseball fields, the tot lot area, the soccer and football field area, the basketball court area, and the amphitheater. For this park to serve its optimum potential, a clear vision and mission need to be established. A park master plan should be established to carry out the vision and mission of this special park, which should include a design guide for park furnishings and signage.
- **Provide accessibility in accordance with the Americans with Disabilities Act**
 - **Accessible Routes** – Not every trail or path in the park is required to be ADA accessible. However, each area of the park should be served by at least one accessible route. Accessible routes must meet minimum requirements for surface stability, grade, and clearances. Most of the park's facilities lack an accessible route. Future planning efforts should address this shortcoming.
 - **Accessible Parking Spaces** – The parking areas contain numerous ADA parking spaces. However, it is unclear whether enough spaces are provided. Current ADA standards require between 2 and 4% of all spaces meet ADA requirements, depending on the number of total spaces. Future planning efforts should determine whether the existing spaces meet current standards.
- **Enhance the Soccer and Football Fields**
 - **Provide Endline Fencing & Landscaping** – Split rail fence backed with weld wire mesh in conjunction with a row of shrubbery or flowering trees placed behind each endline would provide a backstop for errantly kicked balls, as well as add beauty to a section of the park which lacks landscaping or other aesthetic features.

Working with sports groups to determine where this could best be located would be important given the necessity of shifting the ballfields to deal with wear and tear and multiple uses.

- **Provide Shade Trees** – The areas surrounding the fields lack shade trees. Additional landscaping could beautify the area as well as provide shade for spectators and team bench areas.
- **Assess the amenities for safety** – The goals, benches, and bleachers should be assessed for safety issues, as they may be outdated and no longer meet current standards.
- **Make the Basketball Courts a park hub with the two full courts and two half courts**
 - **Assess the amenities** – Assess the need for providing permanent amenities such as player benches, spectator seating, or water fountains.
 - **Assess the width of the path** – Tire ruts appear next to the path, which could be from a mower or a public works truck. If the path is used as service drive, it should be widened to properly accommodate vehicles or equipment.
 - **Monitor collection of stormwater** – If water commonly pools in the areas around the courts, additional stormwater control measures, such as rain gardens or other plantings, may improve the situation.
- **Update the Exercise Cluster as an Outdoor Fitness Area for Adults**
 - **Assess the location** - The exercise cluster may benefit by being relocated to be closer to compatible uses, such as the play area. By moving the exercise cluster to a redesigned family oriented area, users such as parents or grandparents can use the exercise cluster while the children play nearby. Intertwining the two uses helps to instill a health-based ethos in children.
 - **Enhance the surrounding landscaping** – The cluster may benefit from additional landscaping, which would provide screening from the surrounding roads as well as additional shade for the users.
 - **Install additional equipment** – Include modern outdoor exercise equipment closely resembling typical equipment found in gyms and health clubs, featuring moving parts and adjustable settings. The addition of outdoor equipment such as cardiovascular and resistance based strength training machines would provide more variety and will draw more users to the exercise cluster.

- **Improve the Tennis Court Area (Six Tennis Courts)**
 - **Provide a solid backdrop** – A fabric or landscaped backdrop should be provided along the fence at the endlines of the courts. This will allow the players to see the tennis ball better and improve the overall playing conditions.
 - **Provide shade** – While the stream buffer plantings provide shade to some of the courts, there is no landscaping along the southwest side of the tennis courts, leaving other courts exposed to the sun during the heat of the summer. While being careful not to fill the courts with autumn leaves, some strategically placed shade trees could provide additional respite for players between sets.
 - **Assess the Success of the Key and Tag System** – The Township should analyze the revenues generated by the sale of tags and keys in association with the levels of use. Modifications to the system may increase use of the tennis courts. Additionally, other uses that were taking place in the courts prior to the tag and key system may warrant consideration for accommodation within the park system.
 - **Consider Programming** – Camps and other programmed use of the tennis courts may be appropriate. Use of the courts for private or group lessons or other programs offered by third party organizations should be considered. A bank of six courts is unusual and conducive to major programming and tournaments.
- **Evaluate the Value and Potential of the Beach Volleyball Court.** Determine if it should be kept and improved or decommissioned.
 - **Assess Drainage and Profile of Sand Pit** – It is unclear to what standards the court has been constructed. A minimum depth of one foot of sand is required, with up to two feet preferred. Additionally, the sand layer should be underlain by a layer of gravel also approximately 1 – 2' in thickness. This profile should address storage of water after rainfall. The existing court appears to hold water within the sand layer. It appears that at times water flows off of the court, carrying sand into the surrounding grass.
 - **Assess dimensions of the sand pit** – It is unclear whether the court was built to any standard dimensions. Should the court be relocated or improved, the sand court should be designed to meet standards of the Association of Volleyball Professionals (AVP), the National Collegiate Athletic Association (NCAA), the Amateur Athletic Union (AAU) or similar governing body.
 - **Assess Need for Improvements** – It appears that the volleyball court is not used heavily and therefore the informal nature of the court may be adequate. If the court is to be upgraded, additional improvements could include leveling the posts, providing a fully taped net, tape boundaries and a referee's chair. Also consider that

volleyball is a social activity and having two courts may work better than having a single court.

- **Upgrade the Playground**
 - **Upgrade for Safety** – Ensure that play equipment meets the Consumer Product Safety Commission’s guidelines and continue to conduct regular safety inspections.
 - **Consider establishing a destination playground** - A destination playground is an appropriately designed large-scale play area that serves residents Township wide. Design the playground with a theme reflective of this park with features that are responsive to the nature of children’s play and family interaction, based on the science of children’s play.
- **Assess Use and Make Improvements to T-ball Fields**
 - **Assess the Demand for Fields** – Two T-ball backstops currently exist within the park. However, only one is currently used. The Township should assess the need for multiple T-ball fields. If it is determined that only one is needed now or in the future, then the additional backstop should be removed.
 - **Consider relocating the T-ball Fields** – The field that is used sits far from the parking area and the restrooms. This location is inconvenient for the teams, coaches and parents, who need to carry equipment from the parking areas to the field. The T-ball fields and the play areas should remain in close proximity to one another.
- **Maximize Location of Gazebos for Park Visitors**
 - **Assess the Use and Locations** – The gazebos add an element of charm and whimsy to the park. Their locations provide some respite from the surrounding active recreation and play areas. However, they could be reoriented to better serve the users of each part of the park. The gazebo near the play area and teeball field could be reoriented for better use by teeball spectators and parents of the children at the playground.
- **Keep Pavilions As Is**
 - The park contains two pavilions that feature picnic tables, water, garbage cans and electrical outlets. The two pavilions are well located, maintained, and used. No significant improvements are necessary.

- **Add Restroom**
 - **Consider an additional bathroom** - The Park contains two modern bathrooms with running water and flush toilets. They are well situated to serve the baseball fields, football and soccer fields, amphitheater, and pavilions. However, an additional bathroom could be provided specifically to serve young children and families near the play area.
- **Enhance Baseball and Softball Fields**
 - **Additional landscaping** – While the baseball fields are a utilitarian area, they should still be beautiful. This portion of the park is lacking in landscaping. Additional landscaping, such as shade trees beyond the outfield fences, will beautify this area, without negatively affecting the function.
 - **Batter’s eye** – Darkly colored evergreens could be planted behind the centerfield fences of the baseball fields in order to provide a batter’s eye, allowing the batters to better see pitched balls.
 - **Backstop plantings** – Similar to a batter’s eye, darkly colored plantings could be planted behind the home plates, in order to provide the fielders with a backdrop, allowing them to better see batted balls.
 - **Shade for spectators** – The lack of landscaping provides very little shade for the spectators, particularly at the little league-sized field. Shade trees provided along the sides, set back from the fences, would provide additional shade for spectators.
- **Plan, Design and Install a Township Park Signage System**
 - **Establish design standards for consistent signage** – The parks contain many different styles of signs and kiosks. The variety of colors, sizes, and fonts makes the signage appear to have been unplanned and simply installed on an as needed basis. The Township should choose a consistent color and text theme for signs going forward.
 - **Assess and Plan a Signage System** -A designed and planned system of signage would improve the aesthetics of the signage. A planned system could also reduce the required number of signs, as some signs could display multiple messages and a greater amount of information. Consistency in signage across all Township parks and open spaces will also help form a connection between the parks, establishing them as a park system.

- **Stormwater Control Measures**
 - **Assess Existing Conditions** – The Park was built in the 1980's, before modern stormwater control measures were required. Numerous inlets exist along the trails, but no basins or drainage swales exist. The water that flows off of the athletic fields and paved areas collects in grass areas where it slowly infiltrates.
 - **Assess Existing Capacity** – Site visits revealed many stormwater management issues, including sheet flow over parking areas and trails, wet and muddy grass areas, and overburdened stream corridors. A comprehensive study of the stormwater should be conducted in order to determine whether basins, rain gardens or other stormwater control measures are necessary.
- **Trails**
 - **Grading & Stormwater Control Measures** – The trails should be assessed annually during wet weather and freezing temperatures to identify locations of pooling or flowing stormwater on the trails. Swales, rain gardens, and other stormwater control measures should be installed to alleviate the issues.
 - **Trail & Mile Markers** - The expansive trail system within East Goshen Township Park, Applebrook Park, and the Goshenville historic site is a great amenity for Township residents. However, it could be improved by the addition of mile markers, allowing walkers, runners and cyclists to measure distances on the trails. Mile markers also can make the trails safer for users, by allowing them to more easily recognize their location on a trail in case of emergency.
- **Tributaries**
 - **Perform a Stewardship Assessment** – Tributaries of the East Branch Ridley Creek that flow through East Goshen Township Park have no riparian buffers. Storm water flows over the surrounding turf grass and into the stream channels, rather than infiltrating into the ground. Additionally, the stream banks have no significant vegetation to hold the soil together. The water flowing through the channels is eroding the banks and carrying sediment downstream. The tributaries should be further studied to determine how best to steward them.
 - **Prepare Planting Plans** – Riparian buffers should be established along the tributaries in accordance with the results of stewardship assessments. Plantings will slow the flow of stormwater into the channels, encouraging infiltration. The roots of the plants will also hold together the soil, reducing erosion of the banks.

- **Create Educational Programming Focused on the Tributaries** – Installation of riparian buffers will greatly alter the look of the tributaries. Some visitors may think that they are unkempt or unmaintained. Educational outreach will be necessary to inform the residents about the benefits of riparian buffers. This outreach may include informational sessions prior to installation, signage placed at the site, and site based educational programs for young students.
- **Serpentine Outcrops and Natural Areas**
 - **Perform a Stewardship Assessment** – According to the PA USDA Web Soil Survey, a band of Chroma soil runs east and west beneath the park. Chroma is the soil type that underlies serpentine rock. Due to the high magnesium and nickel content, along with low calcium content, these areas often support unique plant populations, sometimes including globally rare species. The Chroma soils in the park have been co-opted by layers of organic matter, which now support typical woody species. A stewardship assessment may reveal stewardship projects or methods to sustain the soils in a manner to support the rare serpentine plant species.
- **Parking Areas**
 - **Assess the size** – It is unclear whether the parking areas are adequately sized for the many uses. A master plan should assess the number of spaces provided in the park overall and in each area of the park in accordance with the facilities and frequency of use.
 - **More landscaping** – Utilitarian parking areas can still be beautiful. Additional landscaping would help improve the aesthetics of the parking areas while providing shade and infiltrating stormwater runoff.
- **Mowed Areas**
 - **Reduce Mowing Areas** – Acres of turf grass that are not used as athletic fields or as informal play areas could be mowed less frequently in order to establish meadows, or planted with trees to establish wooded areas. Such land management would also save time, allowing staff to devote their energies to other Township activities such as invasive plant removal or assistance with recreation programs.
 - **Hillsides** – There are few small hillsides throughout the park. These hills are not used for recreation and could be planted in meadows or other vegetation that requires less maintenance. This could save the Township time and money while beautifying the area, improving stormwater management and reducing erosion.

Applebrook Park

Type: Passive Park

Location: Paoli Pike

Size: 96.66 acres

Applebrook Park is devoted to passive recreation and open space. The park stretches from Township Line Road to the historic Goshenville Area at North Chester Road. The park's open spaces provide a beautiful gateway to the Township as well as a beautiful setting for nearly three miles of trails. The park should remain dedicated to passive recreation, but could be improved with some minor changes.

- **Restroom**
 - **Consider Installing a Restroom** – The Applebrook Park trail system is extensive, providing approximately three miles of trails. However, there is no bathroom in Applebrook Park. Trail users here must rely on the East Goshen Township Park bathrooms. Trail users at either end of the Applebrook Park can be over a mile from these bathrooms. An additional bathroom in Applebrook Park would benefit the trail users. This bathroom would likely need to be of a different character than those in East Goshen Township Park. It could be a smaller, unisex bathroom. It could possibly even be a composting toilet or portable restrooms with screening.
- **Signage**
 - **Establish Consistent Signage** – Signage recommendations for East Goshen Township Park are included above. Applebrook Park should be included in any signage plan, in order to establish a consistent signage system across all Township parks.
- **Trails**
 - **Wayfinding** – Trail users are not likely to get lost on the trails at Applebrook Park, but the system could still benefit from trail segment names and wayfinding measures, especially in case of emergencies. Trail names and location specific markers would help trail users communicate their exact locations to emergency responders quickly and clearly.
 - **Grading & Stormwater Control Measures** – The trails should be assessed annually during wet weather and freezing temperatures to identify locations of pooling or flowing stormwater on the trails. Swales, rain gardens and other stormwater control measures should be installed to alleviate the issues.
 - **Trail & Mile Markers** - The expansive trail system in East Goshen Township Park, Applebrook Park, and the Goshenville Historic Site is a great amenity for Township residents. However, it could be improved by

the addition of mile markers, allowing walkers, runners and cyclists to measure distances on the trails. Mile markers also can make the trails safer for users, by allowing them to more easily recognize their location on a trail in case of emergency.

- **Tributaries**
 - **Perform Stewardship Assessments, Prepare Planting Plans, and Create Educational Programming** – Stewardship and outreach recommendations for the tributaries within East Goshen Township Park are included above. Applebrook Park should be included in studies of the tributaries and addressed accordingly.
- **Grass Areas**
 - **Reduce Mowing Areas** – It appears that much of the 96.66 acres in Applebrook Park is mowed on a regular basis. The Board of Supervisors prefers that the area along the street be mowed. It does not appear that turf grass is the best use for this land. The entire park should be assessed and planned for improved stewardship and cost savings. Recommendations may include:
 - Strengthening the riparian buffers along the East Branch Ridley Creek, to improve water quality and reduce erosion and sedimentation;
 - Establishing a wet tolerant plant community within the stormwater management area south of the Chamber of Business and Industry;
 - Establishing meadows, woodlands or other more sustainable plant communities throughout the site, which will provide habitat for native birds and mammals, improve the soil quality, reduce erosion and sedimentation and reduce maintenance costs.

Mill Creek Ballfield

Type: **Active Park**
Location: **Mill Creek Drive**
Size: **17.5 acres**

Mill Creek Ballfield is about 17.5 acres and features woodlands, a tributary of the East Branch Chester Creek, and a little league baseball field. Vehicular access is provided from Goshen Parkway, while pedestrian access is available from Mill Creek Drive as well as Clover Lane. The park is adjacent to a Township owned open space containing an additional 10 acres of woodlands, streams, and grass areas. Combined, these two properties provide an opportunity to create a trail system to connect the nearby neighbors to the baseball field as well as for passive recreation.

- **Trails**
 - **Internal Trail System** – The expansive woodlands in Mill Creek Ballfield and the adjacent open space provide the opportunity for establishment of a system of nature trails, which can provide passive recreation to the nearby neighbors. Additionally, a system of nature trails would provide a recreation option to parents who may be waiting for their children to finish baseball practice. A trail assessment should be performed on the existing woodlands to determine if the neighbors have created a trail system already. Any existing trails should be recorded using Global Positioning System tools and assessed for suitability. Then a trail plan should be created, designing new trails that provide adequate circulation throughout the site and connections to neighboring streets, while working with natural resources to create a peaceful, yet exciting user experience.
 - **Relationship to a Township Trail System** – Due to its location, size, shape and proximity to residences and business, Mill Creek Ballfield and the adjacent open space could become an important trail link in a Township wide trail plan. If additional trail segments could be established on currently undeveloped properties in the business park as well as through privately owned agricultural properties, many residents could gain access to a Paoli Pike trail through these trails.
- **Parking Areas**
 - **Consider Formalizing Parking** – Visitors to Mill Creek Ballfield currently park in an informal gravel parking area. The parking area is roughly triangularly shaped, with no striping or delineation of driveways. If the park is master planned, this area should be addressed and redesigned. Striping and a more formal design could increase the number of available parking spaces and improve circulation.

Park and Recreation Facility Analysis

Strengths

The citizens of East Goshen Township treasure their parks and recreation system. The park system is the crown jewel of the community. A well-balanced system, East Goshen Township Park, Mill Creek Ballfield, and Milltown Park offer active recreation opportunities while Applebrook Park and the 20 open spaces offer passive recreation in naturalized settings. East Goshen Township Park and Applebrook Park function as one park bisected by Paoli Pike. They complement each other with one being active and the other passive. Together they will function as the Township's community parks far into the future. Mill Creek Ballfield serves as a Township wide sports facility and offers the potential to be a much better park if it were master planned.

The open space areas are well distributed throughout the Township and serve as neighborhood parks. They offer opportunities for walking, dog walking, free play, and enjoying nature. Many have ponds that add to their charm.

In addition to the public parks and recreation facilities, many quasi-public and private recreation facilities help to meet community needs. Sixteen (16) residential developments that include single-family homes, condominiums and apartments offer recreation facilities through the Homeowners' Associations or the property management. These facilities include swimming pools, game courts, clubhouses, picnic facilities, tot lots, trails and nature areas. This helps to mitigate the Township's need for additional parkland and recreation facilities. The West Chester Area YMCA is located in East Goshen Township near the high school. It offers residents the opportunity to use indoor recreation facilities and programs through memberships.

Challenges

During the public engagement process, a surprising finding emerged: the East Goshen Township Park and Applebrook Park are such nice parks that many people thought that they were county parks. Most residents have limited awareness of the parks and recreation system. Consequently the Township is not getting the credit it deserves for this fine system. Increasing public awareness through a Township wide park signage system appropriate to the Township's character would help to do that as would other measures such as more information on the website and additional programs and activities designed to acquaint the residents with the parks. A township trail system to enable people to access parks and other community destinations safely by bicycle or walking is the highest parks and recreation priority of the community. Getting safely to parks via walking and bicycling is important to the community. One of the major challenges for the Township is that the parks are starting to show wear and tear and need to be upgraded. Master plans for the parks and professional design services for all capital improvements will guarantee that the Township will make the best use of its physical and financial resources. While the Township parks have many great recreation facilities, keeping up with changing community needs and interests is important. Facilities to consider in the future include a dog park, a skate plaza, an outdoor fitness center near the playground, a destination playground, an outdoor ice rink, and a Township trail system.

Opportunities

Six major opportunities present themselves:

- **Paoli Pike Multi-Purpose Trail** – The top priority that emerged in this planning process was to plan, design, and develop the Paoli Pike Multi-Purpose Trail. It will serve as the spine for a future network of trails in the Township. It was also identified by Chester County as a top trail priority.
- **Conservation of Open Space** – The conservation of the Township's remaining open space is important to the citizens. By working in collaboration with conservation organizations and in tandem with the land development process, the Township can pursue strategies to

conserve open space in the future in ways that do not require township ownership nor future maintenance responsibilities.

- **Destination Playground** – East Goshen Township Park is beloved and well used. However, some areas are worn, tired, and needs updating. Rather than doing this piecemeal, developing a plan based upon modern play theory holistically would give the Township the chance to have a premier destination for the residents. The inclusion of a restroom and naturalized play scapes using the stream for environmental play would make this play area a cut above any in the region. Developing a master plan for the park as a whole, including the destination playground, is important. However, if a master plan for the whole park is not undertaken, then a master plan for the destination playground should be undertaken before any further improvements are made to the existing playground.
- **Natural Resource Management** – Most of the Township’s parks are natural resource based, many with ponds. Using the stewardship plans developed by the Natural Lands Trust as models, the Township could develop natural resource management plans that would conserve the environment and the Township’s scenic beauty as well as save funding long-term through more efficient and effective maintenance practices. It will be possible to tap volunteer assistance in this area as well as the Conservancy Board and private citizens expressed interest in helping the Township with natural resource management planning.
- **Park Planning and Design** – Establishing Park planning as a function of parks and recreation is key. By incorporating professional park planning with expertise in the recreational use of great public spaces, the Township will ensure that its capital dollars achieve maximum public benefit.
- **Continuing to Provide High Quality Recreation Programming to a Broader Base of Citizens** – Serving the needs of East Goshen Township residents will continue to grow and evolve with a new focus on programs for adults, connecting people to nature, and fostering active recreation activities for health and wellness. These program areas emerged as important in the planning process and reflect nationwide recreation trends.

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Open Space Report

East Goshen Township owns 336.88 acres of land, configured in 21 open space areas. The open spaces have different levels of use and maintenance. However, they contain many of the same features, allowing maintenance and stewardship strategies to be replicated across the properties. Strategies for maintenance, stewardship, and use of the individual features as well as the open space network are provided in this report.

Open Space Strategies

Well-managed open space programs protect the natural green infrastructure of East Goshen Township, providing opportunities for recreation, preserving important environmental and ecological functions, and enhancing community quality of life.

Master Planning for Open Spaces

The open spaces contain a variety of resources, ranging from utilitarian stormwater basins to riparian forests, which protect the many streams flowing through the Township. The open spaces also function at different levels; some have no public use, while others are host to events such as fishing derbies. Due to the diversity of uses and resources, the open spaces warrant further planning, including an overall open space system master plan as well as individual master plans. Open spaces, which offer only utilitarian uses, such as the stormwater basins, can be beautified with trees and other plantings. Where streams and woodlands are preserved, trails may be appropriate for use by hikers, walkers, runners, birders, and outdoor enthusiasts. Other open spaces, which are used more recreationally, could be improved as more functional parks. The broad diversity of nature-based recreation available in the open spaces can be a nice complement to the existing park system's active recreation facilities.

The open spaces also could share an overall master plan, incorporating them further into the Township park system. The open spaces would benefit from a common signage system and connections via trails and pathways where possible. Master planning would include an ecological inventory of natural features on each site, and be in the context of larger ecological systems such as watersheds and woodlands. The individual open space master plans would result in conceptual designs to act as a guide for final designs and construction documents. Individual master plans would also incorporate rounds of public input.

Using the Marydell pond as an example, master planning could result in recommendations such as:

- Provide street trees along the road frontage to beautify the space;
- Stabilize the bank of the pond to ensure safety;
- Naturalize the outflow to provide buffer plantings, reduce erosion and sedimentation and provide habitat for birds, amphibians and aquatic species;
- Provide pond edge plantings to stabilize the bank, provide fish habitat and help keep the pond water temperature cool, also to benefit fish;
- Provide fishing access areas;
- Provide ADA compliant paths, to allow handicapped residents easy access to the pond; and
- Undertake an educational program such as “When it Rains, It Drains,” demonstrating the effects of stormwater runoff and pollution on the pond.

Street Tree Planting Program

Many of the open spaces front on Township roads. Where open fields or lawns abut the roads, the Township could consider planting street trees. Street trees provide numerous benefits, including:

- Bird and animal habitat;
- Heat island mitigation;
- Increased property values;
- Traffic calming;
- Improved air quality.

Additionally, if the Township plants street trees on its properties, it demonstrates a willingness to invest in trees and to maintain and beautify Township property. This sends a signal to the residents that it is appropriate for them to maintain their properties similarly. Further, the Township could choose a few species as East Goshen signature trees. When a resident sees one of these easily recognizable species, they’ll know that they are visiting a property that the Township makes available for their enjoyment.

Invasive Species Control

Invasive plant species have become established in the open spaces in East Goshen Township, as they have in most natural areas in Pennsylvania. The invasive species have not yet overrun the open spaces, but will continue to spread if they are not removed, or at least managed. Invasive species negatively affect the environment by subverting natural processes, providing fewer food sources and degrading habitat for native animal species. The following invasive species have been observed in the open spaces and should be managed by hand or by means of chemical or mechanical intervention:

- Tree of Heaven (*Ailanthus altissima*)
- Amur Honeysuckle (*Lonicera maackii*)

- Japanese Honeysuckle (*Lonicera japonica*)
- Japanese Stiltgrass (*Microstegium vimineum*)
- Japanese Plumegrass (*Miscanthus sinensis*)
- Multiflora Rose (*Rosa multiflora*)
- Japanese Knotweed (*Fallopia japonica*)
- Oriental Bittersweet (*Celastrus orbiculatus*)
- Common Reed Grass (*Phragmites australis*)

Strengths

East Goshen Township's public open space is an important environmental asset as well as key to the community's scenic beauty. Citizens have identified the conservation of open space as a top priority. Community organizations such as the Conservancy Board have expressed a desire to help with efforts to conserve the remaining open space. The Township is willing to preserve open space within a framework of not owning it or having to maintain it. The Natural Lands Trust has reached out to the Township to provide guidance in this effort of open space conservation through collaboration with willing landowners. Private landowners also own and manage open space.

Challenges

East Goshen Township is nearly fully developed. Very little land remains that could be preserved for open space. While the Township has commissioned stewardship plans for properties such as Applebrook Park, most of the Township's open spaces do not have master plans or management plans. Most maintenance of public land, including parks, is undertaken as manicured spaces. Less mowing could be done in a process of transitioning parks and open spaces to more naturalized areas but public opinion presses for the traditional manicured appearance. Through outreach, public education, signage, and workload cost tracking to demonstrate efficiencies and cost savings, the Township could work toward more naturalized management of public spaces over time. The development of an overall master plan for the management of Township open space along with plans for specific elements such as ponds, storm water etc. will enable the Township to achieve its environmental goals, protect natural resources, conserve the scenic beauty of nature, and help to save money over time.

Opportunities

People are generally beginning to understand the value of conservation and naturalized areas vs. manicured parks. However, this will take time and educational process. People in the community such as the Conservancy Board and the Recreation Department have expressed the desire to work on this phasing in opportunities now through the long-term. Weaving stormwater management plans with park and open space planning and management can help the Township meet its MS4 requirements.

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Paoli Pike Multipurpose Path Assessment Report

The **Central Chester County Bicycle and Circulation Plan** identified a multi-purpose path parallel to Paoli Pike as a priority in creating a countywide bicycle and pedestrian circulation system. Trails emerged as the top priority of the community in the development of the **East Goshen Township Parks, Recreation, and Open Space Plan Update** with a path along Paoli Pike connecting East Goshen Community Park, Applebrook Park, West Chester East High School and the West Chester Area YMCA as the connection of most importance. To that end, the planning team for the **Plan Update**, conducted an assessment of about 1.75 miles of Paoli Pike to determine how to proceed with a feasibility study as soon as possible.

Assessment and Findings

Issues & Potential Solutions

A. Road and Driveway Crossings

- i. Road Crossings
 1. Ellis Lane
 - a. Extend School Trail to Intersection
 - b. Provide Crosswalks and Walk Signals Across Ellis Lane and Paoli Pike
 - c. Redesign intersection to provide curbed pedestrian respite islands in lieu of striping
 2. Enterprise Drive
 - a. Connect Trail to existing crosswalk
 - b. Improve visibility of crosswalk through striping or other means
 3. Boot Road Right Hand Turn Lane
 - a. Provide Crosswalk
 - b. Provide Curb Cuts

- c. Provide Signage at Sunoco Driveway – alert drivers to look left to trail location
 - 4. Paoli Pike – North Side to South Side
 - a. Connect to Existing crosswalks
 - b. Improve visibility of crosswalk through striping or other means
 - c. Provide signage regarding trail direction across Paoli Pike
 - 5. Boot Road Main Intersection
 - a. Improve visibility of crosswalk through striping or other means
 - b. Provide walk signal button east of right turn lane
 - 6. North Chester Road
 - a. Improve visibility of crosswalk through striping or other means
 - b. Consider realignment of crosswalk and stop bars to shorten crossing distance for trail
 - 7. Hibberd Lane
 - a. Consider elimination of northwest and southwest crosswalks, which have no connections
 - b. Consider realignment of Hibberd Lane divider island, stop bar and cross walk, moving all further back on Hibberd Lane, to allow trail to bypass triangular island
 - 8. Township Line Road
 - a. Connect existing trail to existing crosswalks at the intersection
 - b. Improve visibility of crosswalk through striping or other means
 - 9. All Intersections
 - a. Provide or Improve Crosswalks
 - b. Investigate “No Turn on Red” where turns would cross proposed trail
 - c. Provide Stop Signs or other notifications on trail
 - d. Provide bumpouts where possible
 - e. Investigate utility boxes, guy wires, etc, which may impact height or width of trail corridor
- ii. Commercial Driveway Crossings
 - 1. Provide crosswalks
 - 2. Provide signage for trail users and drivers
 - 3. Provide curb cuts
 - 4. Encourage combination of driveways to eliminate redundant accesses
- iii. Residential Driveway Crossings
 - 1. Provide crosswalks
 - 2. Provide signage for trail users
 - 3. Encourage combination of driveways to eliminate redundant accesses

B. Stream Crossings

- i. Unnamed Tributary to East Branch Chester Creek - National Bank of Malvern Property
 1. Floodplain width parallel to Paoli Pike: 200' +/-
 2. Potential Crossing Method: Bridge Installation
 3. Potential Course of Action:
 - a. Survey or delineation of floodplain
 - b. DEP Permit Acquisition
 - c. Bridge Design & Engineering
- ii. East Branch Chester Creek - William Hicks Property
 1. Floodplain width parallel to Paoli Pike: 520' +/-
 2. Potential Crossing Method: Bridge Installation
 3. Potential Course of Action:
 - a. Survey or delineation of floodplain
 - b. DEP Permitting
 - c. Bridge Design & Engineering
- iii. Ridley Creek – Goshen Equities Shopping Center Property
 1. Floodplain width parallel to Paoli Pike: 215' +/-
 2. Potential Crossing Method: Use of Existing Bridge/Driveway
 3. Potential Course of Action:
 - a. Negotiation w/ Landowner
 - b. Design of trail inland from Paoli Pike to use existing bridge
- iv. Unnamed Tributary to East Branch Ridley Creek – Applebrook Park
 1. Floodplain width parallel to Paoli Pike: 275' +/-
 2. Potential Crossing Method: Use of existing trail and bridge
 3. Potential Course of Action:
 - a. Assess existing bridge and trail for safety and maintenance issues
 - b. Assess existing bridge and trail for capacity
- v. East Branch Ridley Creek – Applebrook Park
 1. Floodplain width parallel to Paoli Pike: 275' +/-
 2. Potential Crossing Method: Use of existing trail and bridge
 3. Potential Course of Action:
 - a. Assess existing bridge and trail for safety and maintenance issues
 - b. Assess existing bridge and trail for capacity

C. Physical Constraints of the Landscape

- i. Fencing
 1. Location: William Hicks Property
 2. Potential Solution: Move fence back to accommodate trail easement

- ii. Berms
 - 1. Location: Enterprise Drive and Goshen Executive Condominium Properties
 - 2. Potential Solutions: Use the berms to provide interest, elevation and separation from Paoli Pike
- iii. Stormwater basins
 - 1. Location: Enterprise Drive and Goshen Executive Condominium Properties
 - 2. Potential Solutions:
 - a. Reconfigure basins to accommodate trail
 - b. Utilize additional stormwater control measures on site to reduce necessary basin capacity, thereby permitting the basins to be reduced in size
- iv. Narrow corridor availability
 - 1. Locations: Sunoco, East Goshen Township Building, M&T Bank, Wawa & Swiss Farm
 - 2. Potential Solutions:
 - a. Sunoco: Close western access on Paoli Pike, reduce paved areas if turning radii permit
 - b. East Goshen Township Building and M&T Bank:
 - i. Establish shared driveway for use by visitors/ customers, pedestrians and cyclists
 - ii. Adjust parking lot for one-way drive and angled parking to reduce width of paving and increase width of trail corridor
 - c. Wawa & Swiss Farm:
 - i. Encourage development of additional parking in rear of Wawa site, to accommodate loss of spaces along Paoli Pike, permitting widening of the trail corridor;
 - ii. Encourage a shared parking plan between Wawa, Swiss Farm and the Pepper Mill, improving overall circulation and parking between uses

D. Future Land Uses

Consider Paoli Pike Transportation Corridor Overlay requiring installation of trail and associated improvements.

E. Property Disposition & Ownership

- i. Private Residential or Agricultural Ownership (Four parcels) - Pursue donations of easements or purchase of easements with grant funding for:
 - 1. William Hicks
 - 2. Russell Hicks
 - 3. Elizabeth Hicks
 - 4. Carroll Siquett

- ii. Private Commercial/ Industrial Ownership (13 Parcels) - Pursue donations of easements with:
 - 1. Penn Liberty Bank
 - 2. National Bank of Malvern
 - 3. B A Partners (2)
 - 4. Brandywine Operating Partnership
 - 5. Parsons Rental IV
 - 6. Goshen Executive Condominium Association
 - 7. Sun Refining & Marketing (Sunoco)
 - 8. Goshen Equities, LLC
 - 9. Commerce Bank/ TD Bank
 - 10. Keystone Financial Bank (M&T Bank)
 - 11. Thorndale Investment Group (Wawa)
 - 12. Redeemed Properties, LP (Swiss Farm)
- iii. Institutional Ownership (7 Parcels):
 - 1. West Chester Area School District (3): Pursue donation of easements
 - 2. Goshenville Friends (2 parcels)
- iv. East Goshen Township Ownership (4 Parcels): Establish trail easements prior to any sale of properties

Conclusion and Recommendations

Both the **Central Chester County Pedestrian and Bicycle Circulation Plan** and the assessment of the Paoli Pike corridor for this **Plan Update** found enough potential and importance to merit a full feasibility study and master plan for a Multi-Purpose Trail parallel to Paoli Pike in the heart of East Goshen Township. This would be the optimal way to determine the feasibility of the trail through further study of parcel ownership, potential easements and partnerships, and the level of support of willing property owners and the public to move forward with developing the multi-purpose Paoli Pike Trail. To advance this goal, carry out the following:

- 1. Seek grant funding to prepare the feasibility study.
- 2. Develop an RFQ or RFP to solicit qualified firms with experience and expertise in planning, designing and constructing multipurpose and bicycle trails.
- 3. Select a qualified consulting firm to conduct the feasibility study. Incorporate a public participation process to advance support for the project and solicit information that could help the project.
- 4. Undertake the feasibility study and determine how to proceed based upon the study findings.

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Recreation Program Report

East Goshen Township has been highly regarded in the community for its recreation programs. Nevertheless in 2014, the Recreation Department increased and diversified organized recreation programs and services that reflect changing community interests and modern recreation trends.

Exciting Changes in Recreation Programs and Services

As shown in **Appendix D Table 1**, in 2014 the Recreation Department offered 30 different programs with a total of 152 sessions. These sessions varied widely in participant number and complexity ranging from a Zumba class to a five-week day camp program to a major special event attended by thousands of citizens. In 2014, along with tried and true programs such as the summer day camp, exciting new programs such as STEM, Legos, Entrepreneurial, and preschool programs along with a camp for middle schoolers were introduced. Social media and video marketing reached many more people in this age of social media than by traditional print means. The new Amphitheater was opened in 2014 providing a whole new venue. A performing arts series was planned and introduced to the community.

Accomplishments in 2014

- In 2013, 100 Youth Summer Camp Program Hours offered. This increased to 344 Hours in 2014, while cost of Part-Time Wages was reduced by 4%.
- The Robotic Lego's program generated 140% of its cost in revenues. The Department is forecasting revenues that will be triple that of expenses in 2015.
- The Recreation Department increased Trips in capacity, participation, and diversity in 2014 while generating a 500% increase in revenues.
- The newly established EGT-IU Entrepreneurial Academy in partnership with Immaculata University and the Chester County Chamber of Commerce was wildly successful.
- Participation in the Full Day Camp in 2014 was double the minimum capacity of that in 2013. The Recreation Department will continue to add full day camp weeks in anticipation of the installation of air conditioning in the elementary school in 2017.
- Revenues for ballfield rentals were up 68% from FY13.
- The Township's two pavilions were rented 60 times while ballfields were rented 503 times.

Appendix D. Table 1
East Goshen Township Recreation Department Programs 2014

Program Name (Fee)	Participation/Sessions	% Capacity AND/OR Notes
Fitness Programs		
(Zumba, Yoga, Pilates, Boot Camp etc.) (\$45-\$85)	384 Participants/4 sessions of each quarterly	85%; Up 6% from FY13 not accounting for Nov/Dec FY14
Youth Programs		
EGT/IU Entrepreneurial Academy (\$75)	12/One session	100%;
Robotic Lego's Summer Camps (\$125)	51; 5 Sessions	106%; Offering clinics in Fall and more sessions FY15
Robotic Lego's Day Clinics (\$35)	23; 3 sessions	75%;
Toddler Story Time in Park (Free)	410 (Estimated)	Will continue in Fall/Winter
Learn to Skate (\$95)	22 / One session	91.6%
Rocketry Camp (\$125)	13 / One Session	108%
Full Day Camp (\$135)	17; One session	Double minimum; will increase week's offered in FY15
Senior Camp (\$25)	40/ five sessions	Senior Camp for middle school ages created for former "Camp Volunteers"
NAYS Sports Development (\$45)	4/ One session	
Preschool Entertainment Series (Free)	400 / Four sessions	Once weekly; magician, kid's band etc.
Traditional Half Day REC Camp (\$85)	289 / Five Weeks	Moving towards full day model
NFL PPK (free)	50	
Special Events		
Egg Hunt (Free)	500	Successful Event
Community Day (Free)	2500	
Color 5K Run (Contracted)	650 Runners; 1000 Total	Very successful; Noise issues
Yard Sale (Free)	Numerous/ Two dates	100%;
Harvest Festival (Free)	2500	
Walk MS (Contracted)	1500	
Neighbor-Neighbor Day	25 Volunteers	7 houses raked
EGT Tree Lighting (Free)	1000 (Anticipated)	1 st time event; partnering w/ WC Food Cupboard on food drive; EGT family donating the most gets to light tree
Seniors' Programs		
Building Bridges	20/ Three sessions	East HS students teaching seniors "smart phones"
Mature Drivers (\$19)	10/ One session	NA; Will continue in Winter
Other Programs		
NYC (2) & DC Day Trips (\$35)	199 Participants/3 total trips	98% Up 500% from FY13
Farmers Market	28 Vendors; Weekly Avg. = 25	Every Thursday, 3pm-7pm
Amphitheater (Free)		
AIR Music Festival	35	Hot Weather – need for cover evident
• Chester County Concert Band	225	
• Shakespeare in the Park	250	
• Blue Sky Band	150	
• Frozen	400	Best attended event
Applebrook Golf, May/June (\$95)	176 (Three dates)	100%; Had 16 on waitlist; Up 38% from FY13.

Other Recreation Providers

In addition to directly providing organized recreation programs, the Recreation Department fulfills another important function, that of facilitating the provision of recreation opportunities by other providers. These important activities serve a significant number of participants annually. East Goshen Township would not be able to afford to provide this level of service without the public private partnerships. Partners include the following:

- West Chester Area School District
- West Chester United Soccer Club
- Greater Chester Valley Soccer Association
- Great Valley Little League
- West Chester Modified Fast Pitch League
- YMCA of the Brandywine Valley
- Hershey's Mill Estates

Homeowners' Associations

East Goshen Township has 16 Homeowners' Associations many of which provide recreation programs and facilities. Hershey's Mill Village provides a host of recreation opportunities including programs, events, and education. This is significant because of the large active senior population that lives in Hershey's Mill Village.

Library

The closest library to East Goshen is in Malvern. The Malvern Public Library offers summer programs for children, story-telling, book clubs, knitting, and adult conversational sessions.

Senior Center

The closest Senior Center is the West Chester Area Senior Center. It is open weekdays and offers programs in the areas of recreation, education, information technology, and health and wellness.

Strengths

Professional methodology improved with the introduction of new registration techniques for enhanced security, hourly wage restructuring, evaluation procedures, and partnerships with higher education. While these changes are significant, it is also important to take into account that the Recreation Department operates with one full time professional, independent contractors, part-time seasonal recreation leaders and partnerships with other recreation providers. These advances in programming and management improvements increased efficiency and effectiveness in terms of public service, pricing structure, cost reductions and enhanced quality and quantity of opportunities available resulting in participation by a broader range of the citizenry.

With one full-time professional position of Recreation Director, the Recreation Department has developed an innovative and collaborative approach to offering programs.

- The public holds East Goshen Township's parks and recreation program in high esteem.
- The public thinks that parks and recreation is essential to the high quality of life here.
- Special events are well attended and enjoyed by thousands of residents several times a year.
- The Board of Supervisors and Township management support parks and recreation programming and services for the citizens.
- About 49 percent of the recreation budget is recovered through fees and charges and this has increased significantly in 2014 through cost savings, revenue generating programs and management efficiencies.
- The Friends of East Goshen organization was established to help to raise funds for the benefit of the community including the special recreation events.
- In addition to organized programs and events, Township parks offer citizens the opportunity to engage in a variety of outdoor recreation and nature-based pursuits year round.

Challenges

Customer satisfaction for parks and recreation programs and facilities is high as shown in the online survey findings, interviews, and focus groups for the **Plan Update**. The challenges listed below are intended to foster the evolution of the Department into higher levels of program and service delivery as well as customer satisfaction.

Information and Public Awareness

The major block to participation in programs and use of facilities is the lack of information by the citizens and the identity of the parks and recreation system. Onsite interviews and surveys in the East Goshen Township Park revealed that many people think that the park is a county park – it's that nice! In 2014, the Recreation Department introduced new means of outreach including social media and videos. This is a major leap forward in reaching generations of citizens who have been raised in the digital age.

Evaluation and Customer Satisfaction

No formalized system is in place for evaluation and determination of customer satisfaction. Developing standards and methods for evaluating programs and customer satisfaction and implementing them is underway and will facilitate the Department's movement into a higher level of service. The key is to consider

evaluation and customer satisfaction as a system and a component of program planning and management. Various techniques can be used such as surveys, participant evaluations both during programs and upon completion, focus groups, interviews with participants as well as non-participants, and comment opportunities on the website.

Program Planning and Life Cycle

Program life cycle is not a formal part of program planning. The life cycle of programs would be a valuable component of programming for the Township. By addressing where programs are in their life cycle, the Department would be able to adjust programs to give them new life, add new programs and terminate programs that have outlived community interest. The Playground Program is the program of most concern due to decreasing numbers over the years, changing demographics, and the need for childcare by two wage earner families and single heads of households. While it is an important program for segments of the population most in need of support, it has dramatically declined in participation over the last 15 years. Finding out why this drop-off has occurred by interviewing former participants would be crucial in re-focusing this program. The Recreation Department changed the summer recreation programs to move more into full day camps and day camps for middle school students.

Registration Convenience and Efficiency

Participants can register for programs in person or by mail using a check or cash as the form of payment. Moving to registration on line and offering the option of paying by credit card would be more convenient, yield increased participation, and streamline management operations.

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Finance and Management Report

East Goshen Township has a budget philosophy rooted in a deep sense of responsibility to the taxpayers and a strong commitment to excellent public service. The Township supports parks and recreation in accordance with the community's desire for a premier parks and recreation system. The purpose of the financing and management assessment is to review how the operational aspects of parks and recreation are supported, managed, and directed toward meeting community goals and with respect to the Township's resources as well as support from alternative means such as fees and charges, rentals, grants, gifts, and donations.

Financing: Operating Budget and Capital Improvement Budget

The two major areas to be considered in financing are operations and capital improvements.

- The *operating budget* supports the daily operation of parks and recreation. The largest category within the park and recreation budget is personnel covering salaries, wages, and benefits. East Goshen Township's operations budget is funded through taxes and user fees and charges, and partnerships and sponsorships.
- The *capital improvement budget* is used for improvements that cost more than \$10,000 and last more than five years. In 2014, East Goshen Township started its Capital Improvement Program. The Township has \$6 million of debt (or six percent of the budget), which will mature in 2023. This is far under the benchmark of 10 percent for a triple A financial rating. The Township is fortunate in having a relatively young infrastructure that does not require repair or replacement. The Township has a replacement plan for township vehicles and saves money for the cyclic repair of publicly owned facilities. Ways to fund capital improvements include municipal funds, grants and gifts, fundraising, donations, bond issues, partnerships, mandatory dedication of parkland, and loans.

Budget Facts and Figures

East Goshen Township invests significantly in parks and recreation with six percent of its operating budget allocated to parks and recreation annually. East Goshen Township operates with a lean budget having been creative in negotiating a multi-municipal agreement for police protection, which helps to streamline costs. In terms of benchmarks for parks and recreation, the Township invests more of its budget in parks and recreation than the statewide average of three percent but less than the per capita average investment of \$36.

- Township budget: \$9,692,840 in 2014
- P&R budget: \$577,466 in 2014
- P&R revenue: \$110,740 or cost recovery of about 19 percent for parks and recreation as a whole. However, 49% of the Recreation budget is recovered through non-tax sources such as program fees.
- P&R ratio of township budget: 6%
- P&R municipal per capita investment: \$32.04

Friends of East Goshen

A group of citizens started “Friends of East Goshen”, a private non-profit charitable foundation with 501-c-3 status under the code of the Internal Revenue Service. The Friends of East Goshen raises funds for the benefit of the community including Community Day.

Organization

As a Township of the Second Class, the Board of Supervisors acts as the executive and legislative branch of Township government. They are responsible for setting policy on all Township matters and approve matters that require official action of the Township. The five members are elected at large and serve six-year terms of office.

The Township Manager is responsible for the administrative functions of the Township implementing the policy set forth by the Board of Supervisors. He oversees a staff of about 20 including Public Works, Zoning, Finance, and Recreation.

The park and recreation function is split between two Departments: Recreation and Public Works. Recreation is responsible for programs and services while Public Works is responsible for Park Maintenance among its other functions.

The Recreation Department has one full-time professional position, that of Recreation Director. The Department uses Independent Contractors and Seasonal and Part-Time Recreation Leaders for its recreation programs. The Park and Recreation Commission serves in an advisory capacity with respect to the use, maintenance and improvements to the Township parks and

recreation programs to ensure resident satisfaction. It has seven members appointed by the Board of Supervisors.

The Public Works Department has ten full-time employees and four seasonal workers. The Recreation Director and the Public Works Director work collaboratively to ensure that parks are safe, clean, and ready to use in accordance with recreation program scheduling.

In addition to Recreation and Public Works, Township management and other staff support parks and recreation initiatives. For example, the Zoning Officer served as the Project Manager for this **Parks, Recreation and Open Space Plan Update**, goes to training seminars on funding, writes grant applications and develops Requests for Proposals for parks and recreation projects. The Township Manager supports parks and recreation planning and management by providing support wherever needed. Some of the ABC boards such as the Conservancy Board offer assistance on related function such as environmental education and outreach.

Strengths

The Township operates with a lean management team in which everyone pitches in where needed. Those in charge have the knowledge, skills, and experience to provide exceptional public service to which they are committed.

The Recreation Director is a Certified Parks and Recreation Professional with a master's degree in recreation. He is skilled in traditional parks and recreation management as well as in important skills of the 21st century featuring social media and use of the Internet for promotion and customer service.

The Public Works Director has a long and successful history of caring for Township parks and recreation facilities. His operation runs like clockwork. With a relatively small maintenance budget, his crews keep the parks clean and attractive resulting in high positive public regard.

The Township is committed to parks and recreation as evident in their allocation of six percent of the operating budget to parks and recreation.

New management practices were instituted in 2014 that will foster increased efficiency and effectiveness in parks and recreation operations. This includes new registration and record keeping regarding participants to ensure their security, changes in the wage structure in Recreation to produce more public service hours at less cost, and program fee setting to increase cost recovery.

Challenges

The major challenge in management and financing is that the function of park planning is informal and not assigned as an official responsibility. Consequently, park improvements are made as needed and without a strategic planning process in place. In order to maximize Township resources

and make the best possible use of Township parks to convey the optimum benefit to the community, the function of park planning should be delegated to a staff member officially, preferably the Recreation Director, who would work in collaboration with the Public Works Director to ensure that maintenance planning is a major part of park planning and design. For major projects over \$10,000, the services of a park planning professional such as a registered landscape architect with expertise in the design of great public spaces should be used in the design and planning process.

Another challenge is that the Recreation staff is at present limited to one full-time professional. Increasing programs with commensurate revenue streams would require additional staff. Additional staff could bring in more revenues to help offset their cost. The Director should work toward the development of a plan to add staff that would be offset by program fees and charges as a way to increase public service through parks and recreation. The Department also operates without facilities that typically generate revenue such as indoor facilities.

While park maintenance operates smoothly, the long history of maintenance is part of the brain trust of those in charge. Formalizing the maintenance management system will help to smooth between transitions as officials in government change over the course of time. Workload cost tracking helps in making informed and timely decisions about the allocation of resources, staffing, budgeting, and project selection.

Opportunities

The adoption of this **Parks, Recreation, and Open Space Plan Update** represents a major opportunity to enhance parks and recreation planning and management by transitioning the Recreation Department into the Park & Recreation Department. With the Township's parks and recreation facilities getting tired and worn as well as with the Township starting a Capital Improvement Program recently, it is the perfect time to incorporate park planning as an official function of parks and recreation.

In terms of budgeting, retaining the allocation of six percent annually as the ratio of the Township budget for parks and recreation is desirable. However, working to increase the per capita investment should be considered as well. The addition of new programs and expanded participation will bring forth opportunities to increase revenues from nontax dollars. Consideration regarding the expanded use of school facilities and other alternative facilities should be explored in order to provide more recreation programs and services.

Public Participation Report

East Goshen Township's **Parks, Recreation, and Open Space Plan Update** incorporated a vigorous public participation process. The purpose of community engagement was to identify the values, interests, and concerns of all who were interested in parks, recreation and open space. The planning team integrated the opportunities, concerns, and issues considered important by the public with the analyses of parks, recreation and open space and reflected those findings in the **Plan Update**.

Process and Findings

The public participation process included five elements: Parks, Recreation and Open Space Plan Advisory Committee, Focus Groups, Interviews, Public Meetings, and a Park Visitor and Event Participant Questionnaire.

Parks, Recreation, and Open Space Plan Update Advisory Committee

The Plan Advisory Committee guided the planning process by serving as the eyes and ears of the community. Members embodied a broad spectrum of community interests including representatives of the Parks and Recreation Board, Recreation Department, Township Planning, Conservancy and Historical Commission, senior adults, families, sports, and business. Committee members provided ideas, presented concerns, worked on formulating recommendations, participated in public meetings, arranged interviews, and reviewed and revised the **Plan Update**. The Committee focused on achieving a balanced, pragmatic, and achievable plan that would enhance the quality of life in East Goshen Township.

Focus Groups

Small groups of citizens came together to discuss their interests, ideas, and concerns regarding specific areas of parks, recreation, and open space. These groups included individuals and organizations devoted to the particular topic under discussion. The focus groups and their findings were as follows:

Active Recreation – The Active Recreation Focus Group included supporters and advocates for East Goshen Township's parks and recreation facilities. They were pleased with how well the Township operates its parks and provides recreation opportunities for the community. The participants had suggestions for

improving the existing facilities due to the wear and tear they receive from much use by the community. These suggestions included: updating the playground with a state-of-the-art facility including a restroom; fixing existing facilities with issues such as improving drainage and the tee-ball fields; increasing programming; ensuring that community character be maintained, open space preserved, and that amenities like electronic billboards be discouraged; and that more trails be developed to get safely between community destinations on foot or by bicycle.

Senior Adults –This focus group listed their primary park related activities as walking the trails and visiting the parks for gatherings. They were very interested in tennis and advocated for more pickle ball courts. Discussion of ideas for activities and programs that might draw them to the parks included concerts, movies with discussions following the viewing, and special events. They cited the need for shade and ease of parking and getting to their destination as key considerations for attendance. They expressed a strong desire to preserve open space and retain the community character resisting improvements such as electronic signage.

Conservancy and Historic Focus Group – The Conservancy Board and Historical Commission members came together for a focus group on how the **Parks, Recreation, and Open Space Plan Update** might help to advance the efforts of the Township with respect to conservation and historic preservation and interpretation of the community’s cultural heritage. The participants expressed the following opinions: Strive to conserve remaining open space through evaluation of important parcels to protect from development and the development of creative approaches to make the preservation of additional open space feasible; return appropriate areas of the Township’s parks to a naturalized state to preserve natural resources and reduce maintenance costs; develop a management plan for conservation easements; improve connectivity with adjoining municipalities to foster regional trail access and use by our residents including safe crossing between the parks on Paoli Pike with suggestions including a bridge or a tunnel; and increase public awareness about the importance of conservation, natural resources and our unique cultural heritage.

Open Space Focus Group and On-site Open Space Tour – The planning team organized a focus group for Township management and elected officials and the Natural Lands Trust’s Senior Director of Land Protection, Jack Stefferud, to discuss methods for conserving the Township’s remaining open space without actually owning it or having the responsibility of maintaining it.

The planning team and land management experts from the Natural Lands Trust conducted a field reconnaissance day with Township management and Public Works to assess open space opportunities, issues and maintenance. The information garnered was used to develop strategies for the preservation and care of open space.

Public Forums

Sixteen (16) people participated in a public forum about parks and recreation. The consulting team presented information about the parks and recreation system and the findings from the survey results. The citizens' discussion focused on trails, conservation, trees, and expanding programming. The points made included: continue to involve the citizens in trail planning and inform them of trail development with safe crossings and the goal of heightened public awareness throughout planning; continue to focus on natural resource conservation, the preservation of open space, and community character; and tree planting; naturalize the parks and return areas to meadow to reduce mowing; improve existing parks such as the playground in the community park; and expand recreation programming especially for adults. They wanted all programming to be done by the Township with no outsourcing of recreation programs to outside groups. A group emerged as an organized volunteer group to plan, develop, and maintain a trail between Ashbridge Preserve and East Goshen Township Park.

On October 20, 2015, the Board of Supervisors held a public hearing to adopt the **East Goshen Township Parks, Recreation, and Open Space Plan Update**. There were no public comments. The Board of Supervisors unanimously adopted the **Plan Update**.

Interviews

Interviews were conducted with 24 individuals and organizations regarding parks, recreation, open space, and trails. These included community groups, citizens with identified interests, people who asked to be interviewed, schools, Chester County Planning Commission, business people, private non-profit organizations, township management and staff, elected and appointed officials, park visitors, and recreation based organizations such as sports. Findings of interviews were specific to individual interests and perspectives and mirrored the results of other segments of the public participation process.

Questionnaires

Citizens in public meetings and recreation special events completed questionnaires about parks, recreation, and open space. During the Township's Pumpkin Festival, elected officials and board volunteers reached out to the event participants asking them to complete brief comment cards with only three questions providing an opportunity for the officials and citizens to interact on common interests. About 125 cards were completed and returned with the following findings:

- The Township parks are so nice that many visitors think that they are county parks. It is important for the Township to increase public awareness of its own efforts and success in parks, recreation, and open space.
- Trails are the most important recreation facility that the respondents desire.
- Fixing up the parks due to wear and tear and recreation trends is important.
- The preservation of open space and community character is vital to the citizenry.

Summary

Parks, recreation and open space are important to the citizens of East Goshen Township. They are most interested in trails, the preservation of open space and fixing up the parks due to wear and tear and need to update them.

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East Goshen Township Parks, Recreation, and Open Space Plan Update

**Toole Recreation Planning
Brandywine Conservancy
Natural Lands Trust**