

**EPHRATA TOWNSHIP
PARK AND RECREATION PLAN**

1993

Board of Supervisors

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CHAPTER 1: PLAN OVERVIEW

Purpose of the Plan

Over the past ten years, Ephrata Township has been experiencing considerable growth. The addition of new residents along with increasing demands by the general public for public recreation facilities and services prompted the Township to undertake this planning study. Rather than reacting to the public's requests, the Township is seeking to first analyze its overall needs and methodically plan to meet the future park and recreation interests of its residents.

This Park and Recreation Plan (subsequently called the "Plan") provides the Board of Supervisors its desired "blueprint" for future Township action. During this planning process, participants gain a better understanding of current Township and regional resources, the variety of services and facilities municipalities can offer to residents, and how to provide these in an effective and efficient manner. With expanded knowledge of the many interrelated and interdependent concerns that can impact park and recreation services, the Township formulates its goals and establishes priorities to meet expressed needs.

Meeting expressed needs is done through soliciting input from residents and special interest groups. Residents choose to use park facilities and participate in recreation programs. Choice is not always an option for other municipal responsibilities such as fire and police services. The planning process provides opportunity to solicit resident input which is essential to developing a future park and recreation system that residents desire and support. Through this process the diverse needs and interests of Township residents can be identified and utilized when developing the Plan's priorities.

The Plan's final product is a list of implementation strategies. By following these strategies, reviewing them on a yearly basis, and making modifications when appropriate, the Township will be able to provide quality services within its budget limitations. The Township, therefore, should not view this Plan as a final document but as a flexible tool for making informed decision. Continual use of the Plan will enable the Township to achieve its goals and direct future financial resources toward services and facilities that meet the present and future needs of residents.

Uses of the Plan

This document functions in both an advisory and legal capacity and may help to acquire future

county, state, or federal funding.

Advisory

A plan is only useful and worth the volunteer time that was required to develop it when it is read, referred to, and followed. Every person involved with providing parks and recreation services in the Township should read this Plan at least once and understand its contents. The future Park and Recreation Board will want to bring the Plan to every meeting and refer to it when developing yearly objectives, new policies, capital and operating budgets, and programs. Also, this board should include a review of the Plan's contents as part of its new member orientation program.

By knowing the Plan's contents, Township officials can easily reference the document when faced with controversial decisions. The Plan represents an educational and consensus building process for the members of the Study Committee, elected officials, special interest groups, and residents at large. Throughout the planning process it became evident that there is a need for park facilities to meet the growing demands of residents with a variety of recreational interests. Recognizing the Township's limited resources, the Plan's implementation strategies resulted from tough choices and compromises among groups with different goals, interests, and philosophies. When residents or special interest groups present requests for additional facilities or funding, Township officials should reference the Plan to assist with the decision-making process.

A third function of the Plan is to serve as a reference document when reviewing new subdivision plans for public open space requirements. The Plan identifies areas of the Township in needs of open space and areas appropriate for a fee contribution. When new residential development plans are proposed, Township officials should consult the Plan for the recommended course of action for mandatory dedication or fee-in-lieu thereof.

Legal

The Plan serves a legal function, once adopted by the Township. The Pennsylvania Municipalities Planning Code (MPC), Act No. 247 of 1968 as reenacted and amended by Act No. 170 of 1988, provides planning requirements that can be adopted by local municipalities. The MPC stipulates that planning documents and ordinances must be adopted by the municipality to provide a defensible basis for sound decision making regarding land use. MPC Section 503(11) provides municipalities the authority to require a developer to dedicate public land for park and recreation purposes. In

order to require this dedication of land, that is forcing the developer to turn over common open space as a condition of final plan approval, the municipality must first meet these general obligations:

- The governing body must have an adopted recreation plan that defines principles and standards for determining developer obligations.
- The recreation plan should provide direction to ensure that the amount and location of land or fees bear a reasonable relationship to future residents of the proposed development.
- The municipality must adopt a Subdivision and Land Development Ordinance that reflects the recreation plan's principles and standards and includes definite standards to determine the open space or fee requirements.

County, State or Federal Funding

In 1992, the Lancaster County Board of County Commissioners authorized the distribution of funds to local municipalities under its Community Parks Initiative Program. This program provides an excellent funding source to receive 50 percent matching grants for primarily the acquisition of public park land. By the third funding year (1993), municipalities without an adopted mandatory dedication ordinance or an approved park and recreation plan will not be eligible for funding under this program. It is therefore essential that Ephrata Township complete these two requirements so that it can take advantage of available funding through Lancaster County.

Often, when completing other grant applications for state or federal funds, information is requested on why a municipality is seeking funding and for what purpose. This Plan provides a five-year Capital Improvement Program (CIP). The CIP identifies needed land acquisition purchases and/or new facilities to meet the Township's growing population and expanding recreational interests. Using this Plan as a reference and including copies of relevant sections demonstrate to the funding source that the request has been thoroughly analyzed and is supported by Township officials and residents.

Plan Goals

During 1991, the Board of Supervisors periodically received resident requests to develop a local neighborhood park or create a park and recreation board. For many years, Ephrata Borough's extensive facilities appeared to accommodate interested Township residents. However, as new

residents moved into the Township, more residents began requesting parks closer to their homes. This prompted the Board to begin the process of acquiring and developing public open space in the Township. The Board, with the assistance of its appointed Study Committee members who represent various interests and geographic areas, is seeking to achieve the following goals through the development of this Plan:

- Evaluate the availability of existing recreational facilities and use by Township residents.
- Identify areas in the Township that are without accessible public recreation facilities.
- Develop the desired level of service for the future provision of public parks and recreation programs.

- Develop a system for the mandatory dedication of park land by developers that is both legally sound and practical to implement.
- Through the planning process, establish the Township's first park and recreation board and identify its future roles and responsibilities.
- Evaluate the potential to work more closely with the Ephrata Recreation Center staff and expand regional programs and services.
- Propose both a capital improvement program and an accompanying operating budget that serves as a workable blueprint for future implementation of plan recommendations.

Method of Study

The Plan is organized into eight chapters that document the planning process. Below is an overview of the contents of each chapter.

Chapters 1 - 3:The first three chapters provide background information for the Plan and on Ephrata Township. The Plan's purpose and uses are discussed. Following this section, goals and objectives for parks and recreation are defined, the current conditions and resources in Ephrata Township are explored, form of government, municipal budget, and resident profile.

Chapter 4:This chapter documents solicited citizen input. Residents and special interest groups were given the opportunity to participate on the Plan's Study Committee and provide input through a public meeting.

Chapter 5:Township facilities were inventoried and analyzed in this chapter and compared to established park and open space standards. This analysis is followed by a general summary of the Township's park and open space needs.

Chapter 6:Three critical issues were evaluated in this chapter. These included administration of park and recreation services, programming, and maintenance park and recreation services. Present conditions were analyzed and compared with common park and recreation practices. For each of these areas, suggested recommendations for future Township initiatives are provided.

Chapter 7:This chapter evaluates the Township's past funding for parks and recreation services, and compares this financial support to other similar municipalities. Potential sources of funding are identified. An extensive discussion on mandatory dedication concludes the chapter.

Chapter 8:The final chapter takes all suggested Township actions and specifies which ones are realistic for the Township to consider over the next five years. Recommended Township actions are put in priority order and placed in a five-year strategic plan.

CHAPTER 2: GOALS AND OBJECTIVES

One technique that can help a municipal board or committee, function more effectively is to establish goals and objectives for its various municipal roles. Goals are broad, general statements that look comprehensively at what a municipality would like to achieve. Most goals take years to accomplish, therefore, should not suggest how they will be accomplished. It is through developing strategic objectives for each goal that specific direction is defined. Well conceived goals seldom need to change, but objectives should be more fluid. One suggested responsibility of the proposed Park and Recreation Board is to review and update the Plan's objectives annually.

Overall Philosophy

To enhance Ephrata Township's quality of life by providing public recreation opportunities for all individuals who live or work in the Township.

Park and Recreation Goals and Objectives

Goal 1: Provide quality recreation facilities, programs and services for residents of all ages and abilities.

Objectives:

- Develop open space and recreation land standards to determine if there is sufficient public park acreage available for Township residents.
- Apply developed standards at the neighborhood and community level to determine if "close to home" recreational opportunities are equitably distributed throughout the Township's neighborhoods.
- Analyze the Township's residential housing patterns along with projected growth areas to identify the best locations for a community and neighborhood parks.
- Develop and implement open space preservation planning and zoning practices that conform to the guidelines of the Pennsylvania Municipalities' Planning Code.
- Identify neighborhoods which would be appropriate for park and open space dedication within future subdivisions and which ones would benefit from fee contributions.

- Establish a park and recreation board to facilitate the involvement of residents in the development of parks and recreational facilities.
- Develop a wide variety of recreational facilities and parks that encourage use by all age groups and abilities.

Goal 2: Maximize use of available and future facilities in the Ephrata area.

Objectives:

- Inventory parks and recreational facilities in the Ephrata area that are currently provided by both public and non-public agencies.
- Evaluate the use of available recreational facilities by Township residents through citizen involvement in the planning process.
- Explore opportunities to expand cooperative efforts with neighboring municipalities, the school district, and non-public agencies.
- Identify and implement public relations tools to inform residents of available recreational opportunities regardless of the sponsoring agency.

Goal 3: Provide park facilities and recreation programs under effective budgetary and fiscal planning.

Objectives:

- Identify a realistic budget to fund operating and capital costs for parks development projects and recreational services.
- Develop and implement a realistic five-year capital improvement program that provides funding for highest priority projects first.
- Pursue alternative to tax sources of funding by applying for grants, developing an "adopt a park program", gift catalogs, revenue generating facilities, and other options.

Goal 4: Respond to changing needs of residents and future trends.

Objectives:

- Conduct a survey of the recreational needs of Township residents and businesses every five (5) years.

- Hold public hearings to solicit input from special interest groups and residents when developing new parks and establishing recreation policies.
- Involve neighborhood residents when developing neighborhood parks and establish a "park friends groups" with each new park.
- Work with community and service groups to develop recreational programs that provide new social outlets for individual and family development.
- Register the park and recreation board with the Pennsylvania Recreation and Park Society, Inc. and encourage attendance by members at local workshops and conferences.

Goal 5: Provide safe, attractive, and well maintained park facilities.

Objectives:

- Investigate the feasibility of hiring qualified personnel to administer and maintain recreational programs and facilities by either the Township, through private contracts, or by joining a regional recreation commission.
- Develop standards to ensure that future maintenance of park facilities conform to accepted park maintenance practices.
- Consider maintenance needs when developing new park and recreational facilities.

CHAPTER 3

COMMUNITY BACKGROUND

The evaluation of recreational and open space needs requires an inventory of existing facilities as well as an understanding of the community's social, economic, demographic, and governmental composition. Since residents seldom consider municipal boundaries when seeking recreational opportunities, it is also important to study regional relationships in terms of existing facilities, socioeconomic and demographic characteristics, and land use trends.

This Chapter will provide a summary of the Ephrata Township community utilizing the following categories:

- Community Description
- Demographic Profile
- Inventory of Facilities

A. COMMUNITY DESCRIPTION

Character and Geography

Located in northern Lancaster County, Ephrata Township encircles the vast majority of Ephrata Borough and Akron Borough. Other adjacent municipalities include Warwick, Clay, West Cocalico, East Cocalico, Earl, and West Earl townships. Ephrata Township is approximately 16.1 square miles in size and is located roughly 8 miles from Lancaster City and 13 miles from Reading. Major transportation routes include U.S. Routes 322 and 222 and PA Routes 272 and 772.

The landscape of Ephrata Township predominantly consists of gently rolling hills, relatively flat agricultural lands, and two areas with steep slopes; Ephrata Mountain (along the southeast Ephrata Borough boundary) and the Hammer Creek/Cocalico Creek area (along the Warwick Township boundary). The Township's drainage system includes Hammer

Creek, Cocalico Creek, Middle Creek, Coover Run, Muddy Creek, Indian Run, and Meadow Run, all of which contribute flows to the Conestoga River.

During the 1960's, the need for public sewer and water resulted in annexations between Ephrata Township and the boroughs of Ephrata and Akron which significantly reduced the Township's population and size. Annexations during this decade included the village of Lincoln and suburban growth areas adjacent to the boroughs. However during the 1970's and 1980's, inter-municipal agreements for public sewer and water facilities permitted significant growth within the Township.

Ephrata Township's economy is based on a mixture of residential, commercial, light industrial, and agricultural land uses. The majority of the residential growth has occurred north and east of Ephrata Borough. Retail commercial and light industrial uses are located along U.S. Route 322 and the PA Route 272 corridor.

Government Organization

Ephrata is a Township of the second class governed by a Board of Supervisors (BOS). This three member board, elected at large for a term of six years, performs legislative and supervisory functions as empowered under laws established by the Commonwealth of Pennsylvania. The BOS oversees all functions of the Township, including parks and recreation services which to date have been limited to, appointment of the park and recreation study committee.

Since the Township has its own Subdivision and Land Development Ordinance, the BOS has the authority to amend this ordinance to protect environmentally sensitive resources and require the dedication of public open space. The Township's Planning Commission proposes new ordinances and revisions, reviews development plans, and then provides recommendations to the BOS for final action.

The BOS hires staff to assist with the day-to-day operations of its government and appoints citizen committees to provide opportunity for citizen input into municipal services. Figure 2 illustrates how the Township is organized. Full-time staff includes:

- Administration: Total of 3 staff; Zoning Officer, and (2) clerks.
- Maintenance Department: Total of 4 staff-- (1) Roadmaster, (3) Skilled Laborers
- Police Department: Chief of Police, (1) Sergeant, and (6) Patrolmen

Committees and Boards include:

- Planning Commission - 4 members
- Zoning Hearing Board - 5 members
- Sewer Authority - 5 members

Township Staff and Committees

All staff operate out of the municipal building, located at 265 Akron Road. Periodically, the Park and Recreation Board may need to interact with various members of staff and should have a general understanding of their responsibilities. Generally these include:

Maintenance Department: This department is responsible for the maintenance of Township property. While responsible for typical duties such as maintenance of the Township's roads and bridges, it also insures that the Township's grounds are maintained property. The department is responsible for mowing the Eastbrooke Development tot lot. Sewer line and pump station maintenance is subcontracted to the Ephrata Borough Sewer Authority.

Police Department: This department enforces the laws of the United States, the Commonwealth of Pennsylvania, and the Ordinances of the Township. The Police Department patrols the Eastbrooke Development tot lot to insure park users comply with Township laws.

The Planning Commission: The Planning Commission consists of five residents appointed by the Supervisors for a six-year term. The Commission meets monthly. Duties include updating and revising the Township's Subdivision and Land Development Ordinance and reviewing and providing recommendations to the BOS on proposed subdivision and land development plans.

Municipal Budget

Managing any local government requires significant effort to raise and spend public funds to perform essential municipal services. The BOS prepares a yearly plan, in the form of a budget, that allocates these funds. The Township's general fund takes in projected revenues to cover budget expenditures. The Township receives most of its revenues from these taxes: earned income, real estate (property), per capita, and real estate transfer. Other non-tax revenues include items such as fines, interest earnings, and state and county grants. In 1992, the Township projects spending 82% of its budget on police protection, general government (administration) and highway maintenance. Figure 3 provides a general breakdown of funding for the Township's services.

The Township has no public open space dedicated for park and recreation purposes but does contribute annually to the Ephrata Borough Recreation Center. The 1992 contribution was \$3,500.00.

Later in the Plan, budget information for public parks and recreation services for similar municipalities is analyzed. Also, the funding budget for public parks and recreation services is compared with proposed recommendations for services and facilities to determine the appropriate level of funding.

B. DEMOGRAPHIC PROFILE

The allocation of municipal resources for parks and recreational opportunities requires an evaluation of all present and future population groups that will receive these services. This includes both the population as a whole, projected trends, and special populations. When providing park and recreational facilities, knowing the location and distribution of Township residents and where growth will occur, helps to evaluate where the Township needs to purchase additional open space or provide facilities. Areas experiencing more growth, without publicly owned open space, would be considered a high priority area for future Township land acquisition efforts.

The Township also needs to evaluate the extent and general location of special population groups. Special populations could include minorities, senior citizens, the disabled, or persons living below the poverty line. These populations continue to grow, and generally across Pennsylvania, their recreational needs remain unmet. Establishing a "demographic profile" for the Township helps ensure that future funds are appropriately distributed throughout the Township especially in areas with special populations or lacking sufficient parks and open space. This section summarizes available demographic information for past and projected population growth and the socioeconomic composition of Township residents.

Historic Growth

As previously mentioned, Ephrata Township's population was significantly affected by the annexations of the 1960's. The 18.4 percent increase in population between 1950 and 1960 was offset by the 18.3 percent decrease in population between 1960 and 1970. However, over the last two decades, the Township's population increased at a rate slightly greater than 100 percent. This rate of growth is more than three times the 32.1 percent growth experienced by Lancaster County during the same period.

Table 1 provides a comparison between the historic growth per decade of Ephrata Township and Lancaster County.

TABLE 1 HISTORIC POPULATION GROWTH				
	EPHRATA TOWNSHIP		LANCASTER COUNTY	
	Population	% Change	Population	% Change
1960	4,321	18.4%	278,359	17.9%
1970	3,532	-18.3%	320,079	15.0%
1980	4,789	35.6%	362,346	13.2%
1990	7,116	48.6%	422,822	16.7%
1970 - 1990	-----	101.5%	-----	32.1%
Source: U.S. Bureau of the Census				

Population By Age

Table 2 represents a summary of the changes in age groups over the last decade for Ephrata Township and Lancaster County. When compared to the County's population distribution, the Township contained a higher percentage of youths and a lower percentage of persons in the "productive age" (18-64) and "mature age" (65+) age groups in 1980 and 1990. Likewise, the 1990 median age of 29.9 for Ephrata Township was significantly lower than the County's median age of 32.8.

Based on these findings, it is reasonable to conclude that Ephrata Township's youth recreational needs are proportionally greater than the overall County's youth recreational needs.

TABLE 2				
1980 - 1990 AGE GROUP COMPARISONS				
Age Group	Ephrata Township		Lancaster County	
	Persons	Percent of Population	Persons	Percent of Population
<u>1980</u>				
Youth (0-17)	1,594	33.28%	102,346	28.25%
Productive Age (18-64)	2,696	56.30%	217,662	60.07%
Mature Age (65+)	499	10.42%	42,338	11.68%
<u>1990</u>				
Youth (0-17)	2,272	31.93%	111,936	26.47%
Productive Age (18-64)	4,152	58.35%	255,417	60.41%
Mature Age (65+)	692	9.72%	55,469	13.12%
<u>1980-1990 Change in Proportion</u>				
Youth (0-17)	-----	-1.35%	-----	-1.78%
Productive Age (18-64)	-----	2.05%	-----	0.34%
Mature Age (65+)	-----	-0.70%	-----	1.44%
Source: U.S. Bureau of the Census				

A more detailed breakdown of the 1990 age groups is provided in Table 3. When compared to the

County's population distribution, the Township contained a significantly greater percentage of children within the 0-4 and 5-15 age groups. Conversely, the Township's percentages of persons between the ages of 18 and 24 and 65 and over were lower than those of the County.

TABLE 3				
1990 AGE DISTRIBUTION				
	EPHRATA TOWNSHIP		LANCASTER COUNTY	
Age	Persons	Percent	Persons	Percent
0-4	750	10.54	33,462	7.91
5-15	1,298	18.24	67,245	15.90
16-17	224	3.15	11,229	2.66
18-24	682	9.58	45,004	10.65
25-44	2,276	31.98	132,351	31.30
45-54	699	9.82	41,854	9.90
55-59	230	3.23	18,134	4.29
60-64	265	3.72	18,074	4.27
65+	692	9.72	55,469	13.12
Total	7,116		422,822	
Source: U.S. Bureau of the Census				

Socioeconomic Characteristics

Ephrata Township is a predominantly white, middle class municipality. Table 4 identifies the Township's 2.80 percent of minorities which is less than one-half the percentage of minorities throughout the County. However, the largest group of minorities in the Township, Asian or Pacific Islander, comprise 1.91 percent of the population which is above the County's average.

The Ephrata community is comprised of a significant percentage of persons of the Plain Sect who rely upon bicycles or horse-drawn carriages as a means of transportation. Although the percentage of Plain Sect Township residents is unavailable, it is important to consider the unique recreational needs of this group in terms of accessibility to existing or planned recreational facilities.

TABLE 4		
1990 ETHNICITY		
	Ephrata Township	Lancaster County
White	97.20%	94.09%
Black	0.18%	2.37%
American Indian, Eskimo, or Aleut	0.01%	0.11%
Asian or Pacific Islander	1.91%	1.10%
Other Race	0.62%	2.33%
Total Minority Population	2.80%	5.91%
Historic Origin (Any Origin)	1.10%	3.70%
Source: U.S. Bureau of the Census		

The Township's educational and income characteristics are presented in Table 5 as reported by the 1990 U.S. Census. Ephrata's percentages of high school and college graduates are significantly lower than the County's educational levels. This characteristic is common in agricultural communities when family farming operations require youth assistance. Similarly, the Township's high percentage of young people results in a lower per capita income than that of the County. However, the Township's 1990 median household income was slightly higher than the County's median.

TABLE 5		
1990 EDUCATIONAL LEVELS AND INCOMES		
	Ephrata Township	Lancaster County
Education		
Percent high school graduates	54.2% (1980)	70.5% ()
Percent of college graduates	8.5% (1980)	16.7% ()
Income		
Per capita	\$12,241	\$14,235
Median household	\$35,198	\$33,255
Median family	\$38,515	\$37,791
% of families below poverty level	6.2%	5.4%
Source: U.S. Bureau of the Census		

Housing Characteristics

Table 6 presents a comparison between the 1990 housing characteristics of Ephrata Township and Lancaster County. Consistent with the previous demographic findings, the Township's 3.4 persons per family is significantly greater than that of the County (3.17).

Since residential yards typically serve as a primary outdoor recreation area, it is important to evaluate the Township's typical lot sizes. For instance, a large percentage of multi-family dwellings with small yards and without common recreation areas indicates a substantial need for outdoor recreation areas. Ephrata Township contains a greater percentage of multi-family dwellings than that of the County which represents a significant need for outdoor recreation areas.

TABLE 6 1990 HOUSING CHARACTERISTICS		
	Ephrata Township	Lancaster County
Persons Living in Group Quarters	91	13,042
Percent of Population	1.28%	3.08%
Total Households	2,276	150,956
Family Households	1,893	112,106
Percent of Total	83.17%	74.26%
Non-Family Households	383	38,850
Percent of Total	16.83%	25.74%
Persons per Household	3.09	2.71
Persons per Family	3.40	3.17
Owner-Occupied Housing Units	1,823	104,752
Percent of Total	80.1%	69.4%
Median Value	94,600	89,400
Renter-Occupied Housing Units	453	46,204
Percent of Total	19.9%	30.6%
Median Rent	386	363
Percent of Housing Units with 1 Unit, Detached or Attached	71.75%	73.49%
Percent of Housing Units with 2 or More Units	28.25%	26.51%
Source: U.S. Bureau of the Census		

Population Projections

Recreational and open space planning requires a careful evaluation of current and future programming and facility needs. The most important variables which must be analyzed to forecast recreational needs are the amount and location of future residential growth.

Table 7 presents three different population projections for Ephrata Township. Method 1 represents the Township's Act 537 Sewage Facilities Plan projections which is based on the theoretical development of anticipated growth areas. Method 2 is the geometric extrapolation of the Township's growth between 1970 and 1990. Method 3 is a target population contained within the Lancaster County Planning Commission's *1992 Draft Growth Management Plan* and is based on the County's urban growth boundaries.

For the purposes of this Plan, Method 1 is selected as the most probable population projection since it possesses the advantage of anticipated and proposed growth within the Township.

TABLE 7					
EPHRATA TOWNSHIP POPULATION PROJECTIONS					
		1990	2000	2010	Change 1990-2010
Method 1	Act 537 Plan	7,116	10,261	13,845	6,729 (94.6%)
Method 2	Geometric Extrapolation (1970 - 1990 Trend)	7,116	10,112	14,369	7,253 (101.9%)
Method 3	LCPC Target Population	7,116	--	10,674	3,558 (50.0%)

Residential Growth

Based on existing population concentrations and potential residential growth areas the Township can be divided into six "recreation planning districts". The residential growth potential within each district is summarized as follows:

Stevens Road

Residential growth is anticipated within the proposed Sycamore Acres development located in both the Township and Ephrata Borough, northeast of Lincoln. The remainder of this recreation planning district has little residentially-zoned land which is available for development.

Ridge Avenue

The majority of the residential growth in this area is anticipated in two general locations; east of Michelle Drive and between North State Street and the Eastbrooke development. Vacant land within the remainder of this recreation planning district has limited development potential due to lack of existing or planned public sewer and water service.

Hahnstown

Although a sizeable area is zoned Residential Medium Density, significant growth is not anticipated due to the lack of public sewer and water services.

Bethany Road

This area possesses significant growth potential within the Fulton Street and Parkview Heights Road areas.

Rothsville Road

Residential growth is perceivable along both sides of Rothsville Road and south of Millway Road since public sewers are planned to be extended into these areas within the next ten years. However, steep slopes and floodplains along the Cocalico Creek will limit growth to some degree.

Rettew Mill Road

This recreation planning district is predominantly agricultural and will most likely remain as such throughout the next ten years. There is only one potential residential growth area which is located adjacent to Ephrata Borough along Meadow Valley Road.

CHAPTER 3: COMMUNITY BACKGROUND

The evaluation of recreational and open space needs requires an inventory of existing facilities as well as an understanding of the community's social, economic, demographic, and governmental composition. This chapter will explore the character of the Township as well as the profile of the residents and land use trends. An inventory of existing facilities will follow in Chapter 5.

Community Description

Character and Geography

Located in northern Lancaster County, Ephrata Township encircles the vast majority of Ephrata Borough and Akron Borough. Other adjacent municipalities include Warwick, Clay, West Cocalico, East Cocalico, Earl, and West Earl townships. Ephrata Township is approximately 16.1 square miles in size and is located approximately 8 miles northeast of Lancaster City and 13 miles southwest of Reading. Major transportation routes that intersect the Township include U.S. Routes 322 and 222 and PA Route 272.

The landscape of Ephrata Township consists predominantly of gently rolling hills, relatively flat agricultural lands, and two areas with steep slopes; Ephrata Mountain (along the southeast Ephrata Borough boundary) and the Hammer Creek/Cocalico Creek area (along the Warwick Township boundary). The Township's drainage system includes Hammer Creek, Cocalico Creek, Middle Creek, Coover Run, Muddy Creek, Indian Run, and Meadow Run, all of which contribute flows to the Conestoga River.

During the 1960's, the need for public sewer and water resulted in annexations between Ephrata Township and the boroughs of Ephrata and Akron which significantly reduced the Township's population and size. Annexations during this decade included the village of

Lincoln and the suburban growth areas adjacent to the boroughs. During the 1970's and 1980's, inter-municipal agreements for public sewer and water facilities permitted significant growth within Ephrata Township.

Ephrata Township's economy is based on a mixture of residential, commercial, light industrial, and

agricultural land uses. The majority of the residential growth has occurred north and east of Ephrata Borough. Retail commercial and light industrial uses are located along U.S. Route 322 and the PA Route 272 corridors.

Government Organization

Ephrata is a Township of the second class governed by a Board of Supervisors (BOS). This three member board, elected at large for a term of six years, performs legislative and supervisory functions as empowered under laws established by the Commonwealth of Pennsylvania. The BOS oversees all functions of the Township, including parks and recreation services which to date have been limited to the appointment of the park and recreation study committee.

Since the Township has its own Subdivision and Land Development Ordinance, the BOS has the authority to amend this ordinance to protect environmentally sensitive resources and require the dedication of public open space. The Township's Planning Commission proposes new ordinances and revisions, reviews development plans, and then provides recommendations to the BOS for final action.

The BOS hires staff to assist with the day-to-day operations of its government and appoints citizen committees to provide opportunity for citizen input into municipal services. Figure 1 illustrates how the Township is organized. Full-time staff includes:

- Administration: Total of 3 staff; Zoning Officer, and (2) clerks.
- Maintenance Department: Total of 4 staff – (1) Roadmaster, (3) Skilled Laborers
- Police Department: Chief of Police, (1) Sergeant, and (6) Patrolmen

Figure 1

Committees and Boards include:

- Planning Commission - 4 members
- Zoning Hearing Board - 5 members
- Sewer Authority - 5 members
- Park and Recreation Board - (future)

Township Staff and Committees

All staff operate out of the municipal building, located at 265 Akron Road. Periodically, the Park and Recreation Board may need to interact with various members of staff and should have a general understanding of their responsibilities. Generally these include:

Maintenance Department: This department is responsible for the maintenance of Township property. While responsible for typical duties such as maintenance of the Township's roads and bridges, it also insures that the Township's grounds are maintained property. The department is responsible for mowing the Eastbrooke Development tot lot. Sewer line and pump station maintenance is subcontracted to the Ephrata Borough Sewer Authority.

Police Department: This department enforces the laws of the United States, the Commonwealth of Pennsylvania, and the Ordinances of the Township. The Police Department patrols the Eastbrooke Development tot lot to insure park users comply with Township laws.

The Planning Commission: The Planning Commission consists of five residents appointed by the Supervisors for a six-year term. The Commission meets monthly. Duties include updating and revising the Township's Subdivision and Land Development Ordinance and reviewing and providing recommendations to the BOS on proposed subdivision and land development plans.

Municipal Budget

Managing any local government requires significant effort to raise and spend public funds to perform essential municipal services. The BOS prepares a yearly plan, in the form of a budget, that allocates these funds. The Township's general fund takes in projected revenues to cover budget expenditures. The Township receives most of its revenues from these taxes: earned income, real estate (property), per capita, and real estate transfer. Other non-tax revenues include items such as

finances, interest earnings, and state and county grants. In 1992, the Township projects spending 82% of its budget on police protection, general government (administration) and maintenance department. Figure 2 provides a general breakdown of funding for the Township's services.

Figure 2

Prior to the recent acceptance of the Eastbrooke tot lot, the Township had no public open space dedicated for park and recreation purposes. The Township does contribute annually to the Ephrata Borough Recreation Center; the 1992 contribution was \$3,500.00, approximately 1% of the 1992 budget.

Later in the Plan, budget information for public parks and recreation services for similar municipalities is analyzed. Also, the funding budget for public parks and recreation services is compared with proposed recommendations for services and facilities to determine the appropriate level of funding.

Demographic Profile

The allocation of municipal resources for parks and recreational facilities requires an evaluation of all present and future population groups that will use these facilities and services. This includes both the population as a whole, projected trends, and special populations. When providing park and

recreational facilities, knowing the location and distribution of Township residents and where growth will occur, helps to evaluate where the Township needs to provide open space and facilities. Areas experiencing more growth, without publicly owned open space, would be considered a high priority area for future Township land acquisition efforts.

The Township also needs to evaluate the extent and general location of special population groups. Special populations could include minorities, senior citizens, the disabled, or persons living below the poverty line. These populations continue to grow, and generally across Pennsylvania, their recreational needs remain unmet. Establishing a "demographic profile" for the Township helps ensure that future funds are appropriately distributed throughout the Township especially in areas that have special populations or lack sufficient parks and open space. This section summarizes available demographic information for past and projected population growth and the socioeconomic composition of Township residents.

Population Trends

As previously mentioned, Ephrata Township's population was significantly affected by the annexations of the 1960's. The 18.4 percent increase in population between 1950 and 1960 was offset by the 18.3 percent decrease in population between 1960 and 1970. However, over the last two decades, the Township's population increased at a rate slightly greater than 100 percent. This rate of growth is more than three times the 32.1 percent growth experienced by Lancaster County during the same period.

Table 1 provides a comparison between the historic growth per decade of Ephrata Township and Lancaster County.

Table 1 Historic Population Growth				
	Ephrata Township		Lancaster County	
	Population	% Change	Population	% Change
1960	4,321	18.4%	278,359	17.9%
1970	3,532	-18.3%	320,079	15.0%
1980	4,789	35.6%	362,346	13.2%
1990	7,116	48.6%	422,822	16.7%

1970 - 1990	----	101.5%	----	32.1%
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Source: U.S. Bureau of the Census

Table 2 represents a summary of the changes in age groups over the last decade for Ephrata Township and Lancaster County. When compared to the County's population distribution, the Township contained a higher percentage of youths and a lower percentage of persons in the "productive age" (18-64) and "mature age" (65+) age groups in 1980 and 1990. Likewise, the 1990 median age of 29.9 for Ephrata Township was significantly lower than the County's median age of 32.8.

Based on these findings, it is reasonable to conclude that Ephrata Township's youth recreational needs are proportionally greater than the overall County's youth recreational needs.

Table 2 1980 - 1990 Age Group Comparisons				
Age Group	Ephrata Township		Lancaster County	
	Persons	Percent of Population	Persons	Percent of Population
<u>1980</u>				
Youth (0-17)	1,594	33.28%	102,346	28.25%
Productive Age (18-64)	2,696	56.30%	217,662	60.07%
Mature Age (65+)	499	10.42%	42,338	11.68%
<u>1990</u>				
Youth (0-17)	2,272	31.93%	111,936	26.47%
Productive Age (18-64)	4,152	58.35%	255,417	60.41%
Mature Age (65+)	692	9.72%	55,469	13.12%
<u>1980-1990 Change in Proportion</u>				
Youth (0-17)	—	-1.35%	—	-1.78%
Productive Age (18-64)	—	2.05%	—	0.34%
Mature Age (65+)	—	-0.70%	—	1.44%

Source: U.S. Bureau of the Census

Socioeconomic Characteristics

Ephrata Township is a predominantly white, middle class municipality. Table 3 identifies the Township's 2.80 percent of minorities which is less than one-half the percentage of minorities throughout the County. However, the largest group of minorities in the Township, Asian or Pacific Islander, comprise 1.91 percent of the population which is above the County's average.

The Ephrata community is comprised of a significant percentage of persons of the Plain Sect who rely upon bicycles or horse-drawn carriages as a means of transportation. Although the percentage of Plain Sect Township residents is unavailable, it is important to consider the unique recreational needs of this group in terms of accessibility to existing or planned recreational facilities.

Table 3 1990 Ethnicity		
Ethnic Group	Ephrata Township	Lancaster County

White	97.20%	94.09%
Black	0.18%	2.37%
American Indian, Eskimo, or Aleut	0.01%	0.11%
Asian or Pacific Islander	1.91%	1.10%
Other Race	0.62%	2.33%
Total Minority Population	2.80%	5.91%
Historic Origin (Any Origin)	1.10%	3.70%

Source: U.S. Bureau of the Census

The Township's educational and income characteristics are presented in Table 4 as reported by the 1990 U.S. Census. Ephrata's percentages of high school and college graduates are significantly lower than the County's educational levels. This characteristic is common in agricultural communities when family farming operations require youth assistance. Similarly, the Township's high percentage of young people results in a lower per capita income than that of the County. However, the Township's 1990 median household income was slightly higher than the County's median.

Table 4		
1990 Educational Levels And Incomes		
	Ephrata Township	Lancaster County
Education		
Percent high school graduates	54.2%	70.5%
Percent of college graduates	8.5%	16.7%
Income		
Per capita	\$12,241	\$14,235
Median household	\$35,198	\$33,255
Median family	\$38,515	\$37,791
% of families below poverty level	6.2%	5.4%

Source: U.S. Bureau of the Census

Table 5 presents a comparison between the 1990 housing characteristics of Ephrata Township and Lancaster County. Consistent with the previous demographic findings, the Township's 3.4 persons per family is significantly greater than that of the County (3.17).

Since residential yards typically serve as a primary outdoor recreation area, it is important to evaluate the Township's typical lot sizes. For instance, a large percentage of multi-family dwellings with small yards and without common recreation areas indicates a substantial need for outdoor recreation areas. Ephrata Township contains a greater percentage of multi-family dwellings than that of the County which represents a significant need for outdoor recreation areas.

Table 5 1990 Housing Characteristics		
Housing Characteristics	Ephrata Township	Lancaster County
Persons Living in Group Quarters Percent of Population	91 1.28%	13,042 3.08%
Total Households	2,276	150,956
Family Households Percent of Total	1,893 83.17%	112,106 74.26%
Non-Family Households Percent of Total	383 16.83%	38,850 25.74%
Persons per Household	3.09	2.71
Persons per Family	3.40	3.17
Owner-Occupied Housing Units Percent of Total Median Value	1,823 80.1% 94,600	104,752 69.4% 89,400
Renter-Occupied Housing Units Percent of Total Median Rent	453 19.9% 386	46,204 30.6% 363
Percent of Housing Units with 1 Unit, Detached or Attached	71.75%	73.49%
Percent of Housing Units with 2 or More Units	28.25%	26.51%

Source: U.S. Bureau of the Census

Population Projections

Recreational and open space planning requires a careful evaluation of current and future programming and facility needs. The most important variables which must be analyzed to forecast recreational needs are the amount and location of future residential growth.

Table 6 presents three different population projections for Ephrata Township. Method 1 represents the Township's Act 537 Sewage Facilities Plan projections which is based on the theoretical development of anticipated growth areas. Method 2 is the geometric extrapolation of the Township's growth between 1970 and 1990. Method 3 is a target population contained within the Lancaster County Planning Commission's *1992 Draft Growth Management Plan* and is based on the County's urban growth boundaries.

For the purposes of this Plan, Method 1 is selected as the most probable population projection since it possesses the advantage of anticipated and proposed growth within the Township.

Table 6 Ephrata Township Population Projections					
		1990	2000	2010	Change 1990-2010
Method 1	Act 537 Plan	7,116	10,261	13,845	6,729 (94.6%)
Method 2	Geometric Extrapolation (1970 - 1990 Trend)	7,116	10,112	14,369	7,253 (101.9%)
Method 3	LCPC Target Population	7,116	—	10,674	3,558 (50.0%)

Based on existing population concentrations and potential residential growth areas the Township can be divided into six "recreation planning districts". The residential growth potential within each district is summarized as follows:

•*Stevens Road*

Residential growth is anticipated within the proposed Sycamore Acres development located in both the Township (200 units) and Ephrata Borough (15 units), northeast of Lincoln. The remainder of this recreation planning district has little residentially-zoned land which is available for development.

•*Ridge Avenue*

The majority of the residential growth in this area is anticipated in two general locations; east of Michelle Drive and between North State Street and the Eastbrooke development. Vacant land within the remainder of this recreation planning district has limited development potential due to lack of existing or planned public sewer and water service.

•*Hahnstown*

Although a sizeable area is zoned Residential Medium Density, significant growth is not anticipated due to the lack of public sewer and water services.

•*Bethany Road*

This area possesses significant growth potential within the Fulton Street and Parkview Heights Road areas.

•*Rothsville Road*

Residential growth is perceivable along both sides of Rothsville Road and south of Millway Road since public sewers are planned to be extended into these areas within the next ten years. However, steep slopes and floodplains along the Cocalico Creek will limit growth to some degree.

•*Rettew Mill Road*

This recreation planning district is predominantly agricultural and will most likely remain as such throughout the next ten years. There is only one potential residential growth area which is located adjacent to Ephrata Borough along Meadow Valley Road.

CHAPTER 4: CITIZEN INVOLVEMENT

Citizen involvement is the most critical component of the park and recreation planning process. The extent residents are involved is often the difference between a plan that is used and one that is shelved. When residents, elected officials, and special interest groups are a part of the planning process, they feel a sense of ownership and are more anxious, vocal, and willing to assist with implementing a plan's recommendations. Experience indicates that when significant citizen involvement takes place throughout the planning process, implementation often begins earlier and is more complete.

Ephrata Township used two techniques to involve its residents, developing an active study committee and holding a public meeting.

Plan Study Committee

At the outset of this plan, eight members were appointed to a Study Committee that would serve in an advisory capacity. Committee members included seven residents and a Township Supervisor. In May, 1992, the Committee held its first meeting with its selected consultant and then continued to meet on a monthly basis. After nine meetings, the Plan was accepted by the Committee and referred to the Board of Supervisors for final review and adoption. Committee members were very interested in the process and actively participated in meetings.

Public Meeting

On January 14, 1993, the Committee invited residents to attend a public meeting to discuss the future of park facilities and recreation services in Ephrata Township. The meeting's purpose was to inform residents of the Plan's purpose and goal, to present preliminary thoughts and concerns of the study committee and to seek input of ideas from Township residents. The public meeting was attended by more than a dozen residents, including two Township Supervisors. Three specific questions were asked of the meeting attendees to initiate their response. The first question asked was; "What ideas do you have for Township facilities and parks?" The following responses were offered:

- Consideration should be given to the future need for additional fields for soccer and baseball.

- Provide a pond for winter ice skating.
- Provide a soccer practice wall.
- Provide trails for walking and jogging.
- Provide basketball courts.
- Establish small, close to home, neighborhood parks which provide a safe environment for play.
- Provide tennis courts.
- Provide a swimming pool.
- Rails to trails project along the Cocalico Creek.

The second question inquired "What ideas do you have for Township park programs and services?" The response to this question was unanimously stated that the Ephrata Recreation Center administers and provides complete and comprehensive recreation services which meet the needs of Ephrata Township residents. It was suggested that there should be communications with the Ephrata Recreation Center (ERC) as Ephrata Township develops facilities to consider any needs of the Center for recreation programming. The Township should continue to use the programming services of the ERC and compliment the existing facilities with Township facilities as is feasible. Picnic pavilions were mentioned as a facility which could be provided in Ephrata Township parks for use by the ERC summer playground program.

The last question asked was "How do you feel about the Township acquiring the Sand Mines for a community park and what ideas do you have for this park?". The first part of the question initiated some thoughts on the "value of the land", referring to land prices continual increase and the benefits of acquiring the land if it becomes available. Other comments dealt with liability concerns of the pond and quarry. There was discussion on the need for a community facility versus neighborhood facilities and if there is an overwhelming need for a community park in this location.

Some of the facilities mentioned for Sand Mine Community Park were:

- Athletic fields
- Concession stand
- Picnic pavilions
- BBQ/picnic areas
- Trails

- Playground
- Camping

No clear direction was received from the public regarding acquisition and development of the Sand Mines.

CHAPTER 5: FACILITY INVENTORY AND ANALYSIS

Open Space and Park Standards

How many acres of open space does a community need? What are typical recreational facilities for a community park as compared to a neighborhood park? Answering these types of questions requires comparing the Township's various parks and recreational facilities with developed guidelines. This process concludes by providing a systematic approach to improve and expand available facilities. Implementing this approach will enable the Township to better serve the park and recreational needs of present and future residents.

National Recreation, Park and Open Space Standards

Most municipalities base their open space and park facility standards on guidelines established by the National Recreation and Park Association (NRPA). In 1983, the NRPA published a report entitled "Recreation, Park and Open Space Standards and Guidelines." NRPA's guidelines are very useful when evaluating community and neighborhood park needs and are based on population. The Lancaster County Comprehensive Plan, Policy Plan, adopted in January 1991 sets forth county standards for open space and recreation at the municipality level for Lancaster County. These guidelines will serve as the foundation to evaluate Ephrata Township's park system needs and recommend action plan directives.

NRPA's report stresses that the document should be used as a guide and can not be applied to all communities in the same manner. Strict implementation is not appropriate. Every community is unique; with different socioeconomic, geographic, and cultural characteristics. When applying these standards to a particular municipality, modifications are often necessary to ensure that they are applicable.

Throughout Lancaster County, there are a variety of different types of parks ranging from small tot lots to a larger county park. NRPA places these parks into seven classifications: mini-park; neighborhood, community, regional, and linear parks; special use facilities, and conservancy areas. NRPA has not developed population standards for the last three categories (linear, special use, and conservancy). These areas are even more variable than the others. NRPA's park guidelines are summarized below.

Park Types and Uses

Mini-Park:Specialized facilities that serve a limited population such as children.

Neighborhood:Facilities that provide opportunity for active recreation and can include athletic fields, basketball and tennis courts, playgrounds, and picnic areas.

Community:May include typical neighborhood park facilities, but this type of park tends to have more diverse recreational opportunities. Opportunities are available for both passive and active experiences. Active areas can include an athletic complex, a swimming pool, a series of courts, and age-segregated playgrounds. Some areas of this park may have natural qualities which provide areas for hiking, bird watching and nature study.

Regional:Larger natural areas for more nature-oriented and passive recreation experiences. Facilities tend to be limited and passive in nature and include picnic areas, trails, nature centers and study areas, camping, boating, and fishing.

Linear:More commonly called greenways, these are linear corridors of open space that provide non-motorized access to parks, link neighborhoods with parks and schools, and provide "close to home" recreational opportunities for biking, walking, horseback riding, and cross country skiing.

Special Use:Areas for single purpose recreational activities such as golf courses, nature centers, outdoor theaters, historic sites, etc.

Conservancy:Open space areas that are protected more for environmental purposes than to provide recreation use. Nature preserves, wetlands, and areas with steep slopes are examples.

No quantitative standards have been developed to determine acreage needed for the last three categories (linear, special exception, and conservancy parks). Needed acreage depends on what is necessary to protect the resources and/or provide maximum recreational use. NRPA does provide population standards, suggested sizes, and proposed service areas for the first four categories. Table 7 illustrates the various standards.

Table 7 National Recreation and Park Association Standards

Park Type	Acres/1000 Population	Minimum Size	Service Area Radius
Mini-Park	0.25 to 0.50 Acres	1 acre or less	<1/4 mile/5 min. walk
Neighborhood Park	1.0 to 2.0 Acres	15+ Acres	1/4 to 1/2 mile/ 12 min. walk
Community Park	5.0 to 8.0 Acres	25+ Acres	1-2 miles/5 min. drive
Regional Park	variable	200+ acres	30 miles/1 hr. drive

Source: Recreation, Park and Open Space Standards and Guidelines, National Recreation and Park Association, 1983.

The Lancaster County Comprehensive Plan, 1991 identified the following park and recreation county-wide objectives which set parkland standards:

- "Expand County-owned park and recreation system. The County of Lancaster should adopt the minimum standard of five acres of County-owned recreation land per 1,000 residents..."*
- "Ensure that adequate amounts of municipally-owned park and recreation land is provided at the local level. Municipalities should adopt the minimum standard of 10 acres of recreation land per 1,000 residents to meet the local recreation needs of their residents..."*

Ephrata Township Standards

In addition to providing a range of recommended park acreage, NRPA also recommends that municipalities should strive to provide a mix of neighborhood and community parks. For example, many Pennsylvania suburban municipalities have found that one centrally located community park is not practical. Suburban sprawl has created transportation patterns that divide the municipalities. Heavily travelled roads hinder use of a community park by some residents. Developing additional neighborhood parks, strategically located to serve less accessible areas, provide a more equitable distribution of parks throughout a community. A centrally located community park is particularly not practical in Ephrata Township because of the boundary layout of the Township surrounding Ephrata Borough.

The development of Ephrata Township's park and recreation standards should not be an arbitrary

activity. NRPA suggests the following criteria should guide standard development for a community:

- Standards must reflect the needs of the people in the specific service area.
- Standards must be realistic and attainable.
- Standards must be acceptable and useful to both the practitioner and the policy maker.
- Standards must be based on a sound analysis of the best available information.

Following review and discussion of NRPA's and Lancaster County's recommendations, the Township adopted these standards to evaluate current and future open space needs:

- The Township will seek to provide 10 acres of open space for 1,000 residents. This will include 8 acres of open space per 1,000 residents for use as community park land and 2 acres per 1,000 residents for neighborhood park land.
- Open space owned by Ephrata Area School District and Ephrata Borough will be included within the park calculations on a prorated basis. Considerable acreage is owned by the Borough and provides extensive community recreation opportunities. School District and Borough open space will be calculated at 50% of total acreage.
- The Township will not accept any new open space that is less than 2 acres in size unless it qualifies for a special use or greenway development purpose.
- The Township's desired community parks should be a minimum of 15 acres in size and serve residents living within 2 miles.
- The Township's desired neighborhood parks should range from 5 to 10 acres in size and be located within walking distance of Township residents (½ mile service radius).

Inventory of Facilities

Regional/Sub-Regional Parks

Regional parks are large scale park preserves that serve an area greater than one county. French Creek and Nolde Forest in Berks County; Marsh Creek in Chester County; Samuel S. Lewis in York County; Memorial Lake in Lebanon County and Susquehannock in Lancaster county are all State Parks within a one hour driving distance for Township residents. All of these parks provide a variety of recreational opportunities, are passive in nature and are regional facilities. Facilities include hiking and nature trails and picnic areas. Both French Creek and Marsh Creek Parks feature

swimming areas. In addition, French Creek and Susquehanna offer camping accommodations while Evansburg has a youth hostel for overnight accommodations.

The following provides the specific acreage and location of these regional parks:

REGIONAL PARKS

<u>Agency</u>	<u>Park</u>	<u>Acreage/Location</u>
DER, Bureau of State Parks	French Creek	7,339-acre park developed around three lakes along the Berks/Chester County border.
DER, Bureau of State Parks	Marsh Creek	1,705-acre park developed around the 535-acre Marsh Creek Lake in Chester County
DER, Bureau of State Parks	Nolde Forest	655-acre environmental education center in south-central Berks County.
DER, Bureau of State Parks	Samuel S. Lewis	71-acre park in easter York County.
DER, Bureau of State Parks	Memorial Lake	230-acre park in central Lebanon County.
DER, Bureau of State Parks	Susquehannock Reservoir	224-acre park overlooking the Conowingo Reservoir on the Susquehanna River in Lancaster County.

Community Parks

At the local level, some Lancaster County municipalities provide community parks. The Ephrata Township standard states that these parks should be a minimum of 15 acres and have a service radius of 1-2 miles. A community park's primary function is to provide a local place for organized, group activity as well as opportunities for individual sports and exercise. These parks tend to emphasize active recreation and are more developed than neighborhood parks. Athletic fields for competitive play, lighted tennis courts, swimming pools, age-segregated play areas, and pavilions suitable for group picnics are often typical facilities. Community parks are ideal for community-wide special events and more organized recreation programs.

Large school sites, at the middle and high school level, often have a variety of typical community park facilities. These athletic fields, courts, and indoor facilities represent resources that can enhance available recreational opportunities. Purchasing land adjacent to a school can lead to developing joint school/park complexes and maximum use of publicly-owned facilities.

Ephrata Township does not own any community park facilities. Township athletic teams seeking fields or residents interested in playing tennis can use facilities at the various Ephrata Borough, Akron Borough and Ephrata Area School District sites. The following lists specifics on these facilities:

COMMUNITY PARKS

Agency/Facility/Acreage/Location/Facilities

Ephrata Borough
Ephrata Community Park and Pool
20.7 acres/Queen Streets
Cocalico, Vine, King, Oak and
recreation pool, competition pool, wading pool, bathhouse, multi-use field, little league field, 3 tennis courts, summer playhouse, arts center, museum, picnic pavilion, band shell, playground.

Ephrata Borough
Ephrata Area Recreation Center
5.6 acres/130 S. Academy Drive/
6-lane, 25 meter pool, gymnasium, 4 racquetball courts, game room, assembly room, fitness room.

Ephrata Borough
Lincoln Heights Area
17.8 acres adjacent to the Ephrata Junior High School with 3
Outdoor Recreation Area
baseball fields/fitness trail

Akron Borough
Lloyd Roland Memorial Park
85 acres/11th Street, Main Street/Fisbee
golf, tot tot, tennis court, basketball court, open field area, pond for fishing, picnic area, pavilion, fitness

Ephrata Area
Ephrata Senior School District
5 acres/Oak Blvd./High School
gymnasium, auditorium, field hockey field, 2 soccer fields, 3 tennis courts.

Ephrata Area
Ephrata Junior School District
42 acres/Hammon Ave./High School
2 gymnasiums, auditorium, wrestling room, field hockey field, 2 soccer fields, 3 tennis courts, 400 meter all-weather track, football practice field.

Neighborhood Parks

Neighborhood parks are a second type of commonly owned municipal park. These provide open spaces and recreational facilities close to home. The standards adopted by Ephrata Township specify parks of 5 to 10 acres in size and within walking distance (1/2-mile radius) of area residents. Facilities for active recreation and children tend to be the emphasis. Examples include: sitting areas for adults and parents with young children, play areas and playgrounds for children, and open areas for limited organized sports and games.

Also, this type of park can provide a focus for the social life of the neighborhood. Activities will vary from neighborhood to neighborhood. Fairs or "Block Parties" may be important park functions in one neighborhood; recreational volleyball or informal games important to another.

Currently, Ephrata Township does not own a neighborhood park. A park's size dictates its placement under the neighborhood park classification. The Borough of Ephrata owns five neighborhood park facilities which impact the Township and are used by Township residents. There are five school district facilities which function as neighborhood parks, three of these parks are in Ephrata Borough, one is in Akron Borough and one is in Ephrata Township. The specifics of these facilities are listed below:

NEIGHBORHOOD PARKS

Agency Facility Acreage/Location/Facilities

Ephrata Borough Bethany Park 5 acres/Jeff Ave./pavilion, softball field, playground, basketball court, volleyball court, ice skating.

Ephrata Borough Brickyard 18.1 acres/Paver Drive and Lime St./tennis Heatherwood Park court, tot tot, hiking trails, pond.

Ephrata Borough Lincoln 8 acres/Hummer Rd. and Lincoln Heights Ave./Heights playground and hard play surface.
Playground

Ephrata Borough Nissley Park 5.3 acres/End of Bellvue and James Avenue/ playground, multi-use ball field, 1/2 basketball court, pavilion.

NEIGHBORHOOD PARKS (con't)

Agency/Facility/Acreage/Location/Facilities

Ephrata Borough Terraces Park 10.8 acres/Irene Ave. and Lincoln Ave./tennis court, basketball court, fitness trail, playground, multi-use ball field.

Akron Borough Broad Street Park 9± acres/Broad Stand 7th Street/Little League baseball field, tot lot, tennis courts

Ephrata Area Fulton Elementary 5± acres/Fulton Street/playground.
School District

Ephrata Area Highland 6± acres/Highland Ave./gymnasium,
School District Elementary auditorium, playground.

Ephrata Area Lincoln 2± acres/Apple St./playground
School District Elementary

Ephrata Area Bergstrasse Elementary 5± playground
School District

Greenways

A relatively new term for this type of park, "greenways" are linear corridors of open space that provide non-motorized access to parks, link neighborhoods with parks and schools, connect to longer County-owned greenways, and provide "close to home" recreational opportunities for biking, walking, horseback riding, and cross country skiing. Greenways can occur along stream valleys, ridge tops, utility rights-of-way, and abandoned rail lines. No quantitative standards have been developed to determine acreage needed for greenways. The length and width of the greenway depends on what is necessary to protect the natural resources and/or provide maximum recreational use.

Ephrata Township has no established greenways at this time. Ephrata Borough has developed portions of the Cocalico Trail along the Cocalico Creek. Ephrata Township is bisected by the Cocalico Creek both north and south of the Borough which if developed would provide pedestrian connections for Township resident to the existing facilities of the Borough.

Privately-Owned Park and Recreation Facilities

Privately-owned facilities supplement available public facilities. Within many municipalities, exists a variety of private sector providers including churches, commercial businesses such as bowling alleys and fitness centers, YMCA/YWCA, and golf courses. The War Memorial Field in Ephrata Borough is privately owned by a non-profit organization, it is located on Old Mill Road, contains 6 acres and has a football-soccer field, baseball field and a football practice field.

There are no commercial businesses in the Township that provide any form of recreation. The closest golf course is the Westview Golf Course, in Akron Borough. There are seven churches in the Township, with several that have either outside recreation areas and/or athletic fields.

Analysis of Park and Open Space Needs

Township-Wide Analysis

A comparison of the Township's total park land acreage with its combined community and neighborhood park land standards show that Township owned land falls well below the needed acreage. Presently, the Township owns only Eastbrooke Park and Sycamore Acres Park, a 0.60 acre tract and 2.27 acre tract respectively. Including the Ephrata Borough and Akron Borough facilities on a prorated basis (50% acreage for community facilities and 0% for neighborhood facilities) increases the available public open space by 88.05 acres for a total of 91 (90.92) acres. Map 1 illustrates the existing recreation facilities in the Ephrata Township area with corresponding service area. The evaluation produced this finding:

At 10 acres per 1,000 population, the Township should has an excess of 20 acres of park land. By the year 2000, a deficiency of 11.69 acres in park land is projected.

Community Park Needs

Ephrata Township does not own a community park facility at this time. This deficit is not readily apparent to the residents because of the existing Ephrata Area School District facilities and the Ephrata Borough and Akron Borough facilities. These other facilities when considered on a prorated basis (50% acreage) contribute 88 acres of community parkland for Ephrata Townships use. This acreage exceeds the current and projected requirement when compared to Ephrata's recreation standard. For years, Township residents have taken advantage of community parks owned by Ephrata Borough as well as Akron Borough. The unique configuration of the Township, which surrounds the two Boroughs provides recreation opportunities close to home for many Township residents. Table 8 applies the Townships community park standard of 8 acres per 1,000 residents and illustrates the community recreation need through the year 2,010.

Table 8				
Projected Community Park Land Needs				
Year	Total Population	Recommended Standard 8 acres/1000	Existing Acreage	Parkland Acreage Deficit (-) Excess (+)
1990	7,116	57 Acres	88 Acres	+31 Ac
2000	10,261	82 Acres	88 Acres	+ 6 Ac
2,010	13,845	111 Acres	88 Acres	-23 Ac

The public workshop held to discuss the future of parks and recreation in Ephrata Township revealed that Township residents are concerned about the long-term community park needs and are currently satisfied with the amount of existing community park acreage. The Sand Mine was discussed as a possible community park and was determined to be a potential asset to the community and should be explored for future acquisition.

Neighborhood Park Needs

Evaluating park and recreational needs at the neighborhood level determines if open space and

facilities are equitably distributed throughout the community. Similar to the community park analysis, determining neighborhood park needs begins with verifying existing neighborhood parks and comparing total acreage to the Township's standards. Then, the Township's projected growth patterns, existing population centers, and transportation network were evaluated to delineate the recreation planning districts. Lastly, six recreation districts are planned and needs were evaluated for each district. Table 9 applies the Township's neighborhood park standards of 2 acres per 1000 residents and illustrates the neighborhood recreation need through the year 2010.

Year	Total Population	Recommended Standard 2 acres/1000	Existing Acreage	Parkland Acreage Deficit (-) Excess (+)
1990	7116	14 Acres	* 3 Acres	-11 Acres
2000	10,261	21 Acres	3 Acres	-18 Acres
2010	13,845	28 Acres	3 Acres	-25 Acres

* The total Township neighborhood park acreage equals 2.87 acres which was rounded off to 3 acres.

Table 9 illustrates that Ephrata Township lacks neighborhood parkland. This was substantiated by the comments from the public workshop which indicated that recreation facilities were needed closer to home. The need for parks at the neighborhood level was further investigated by reviewing the need in each of the six planning district.

District 1 - Stevens Road District

This district located in northwestern Ephrata Township, is bounded by Ephrata Borough, Route 322 and North State Street. This district contains the Lincoln Gardens and Sycamore Acres neighborhoods. There is 2.27 acres of undeveloped neighborhood park land located in Sycamore Acres. The Cocalico Creek runs through a portion of this subdivision.

District 1 - Stevens Road

Year	Total Population	Recommended Acres Neighborhood	Township Owned Acres	Parkland Acreage
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		Park Land		Deficit (-) Excess (+)
1990	936	1.87	2.27	+4
* 2000	1,350	2.70	2.27	-.43
2010	1,821	3.64	2.27	-1.37

* Population for this recreation planning district as well as the other five districts is projected at the current percent of Township population.

Presently the Township exceeds the recommended neighborhood park land acreage in District 1. The parcel of recreation land is located in Sycamore Acres and is currently undeveloped. As the Sycamore Acres development is completed the need for this neighborhood park will grow.

District 2 - Ridge Avenue

There has been significant residential development in this recreation planning district and the need for a neighborhood park facility has been identified through the public workshop and study committee members.

District 2 - Ridge Avenue

Year	Total Population	Recommended Acres Neighborhood Park Land	Township Owned Acres	Parkland Acreage Deficit (-) Excess (+)
1990	1,581	3.16	.6	-2.56
* 2000	2,280	4.56	.6	-3.96
2010	3,076	6.15	.6	-5.55

The small parcel of park land owned by the Township in this district is in Eastbrooke and is undeveloped. As additional portions of the Eastbrooke development are completed, the need for recreational opportunities in District 2 will grow.

District 3 - Hahnstown

Hahnstown planning district is a rural portion of the Township, separated from the other districts by US Route 222. Bergstrasse Elementary School is located within this district.

District 3 - Hahnstown

Year	Total Population	Recommended Acres Neighborhood Park Land	Township Owned Acres	Parkland Acreage Deficit (-) Excess (+)
1990	965	1.93	0	-1.93
* 2000	1,391	2.78	0	-2.78
2010	1,878	3.76	0	-3.76

The rural nature of this district and dispersed population results in a lack of perceived need for recreation facilities in this district at this time.

District 4 - Bethany Road

Bethany Road Planning District is located east of Ephrata Borough, north of Akron Borough, south of US Route 322 and west of West Earl Township. This district has the potential for significant growth. The Sand Mine tract is located within this district.

District 4 - Bethany Road

Year	Total Population	Recommended Acres Neighborhood Park Land	Township Owned Acres	Parkland Acreage Deficit (-) Excess (+)
1990	1030	2.06	0	-2.06
* 2000	1,485	2.97	0	-2.97
2010	2,004	4.01	0	-4.01

This district has convenient access to Lloyd Roland Memorial Park in Akron Borough.

District 5 - Rothsville Road

The Rothsville Road recreation planning district is located south and west of Akron Borough and bordered by the Cocalico Creek. This district is relatively small with limited amounts of developable land.

District 5 - Rothsville Road

Year	Total Population	Recommended Acres Neighborhood Park Land	Township Owned Acres	Parkland Acreage Deficit (-) Excess (+)
1990	616	1.23	0	-1.23
* 2000	888	1.78	0	-1.78
2010	1,198	2.40	0	-2.40

There is limited amount of land for future growth and development within this district.

District 6 - Rettew Mill Road

Rettew Mill Road recreation planning district is primarily rural in character with existing densely populated areas adjacent to the Rothsville Road commercial centers.

District 6 - Rettew Mill Road

Year	Total Population	Recommended Acres Neighborhood Park Land	Township Owned Acres	Parkland Acreage Deficit (-) Excess (+)
1990	1,988	3.98	0	-3.98
* 2000	2,867	5.73	0	-5.73
2010	3,868	7.74	0	-7.74

The densely populated areas of this recreation planning district include neighborhoods with many young children. Close to home, safe recreation opportunities are needed in this district.

Greenway and Special Use Park Needs

A 1991 national survey on recreation participation produced results reflecting the high desirability of bike paths and jogging trails as recreation facilities. Nearly 9 in 10 (88%) Americans enjoy walking and jogging and 44% are avid bicyclists (Pennsylvania Recreation and Park Magazine, 1991). Increased interest in outdoor activity, particularly walking and biking is spurring greenway development throughout Pennsylvania. Developing greenways is an excellent opportunity to increase non-motorized access to parks, link neighborhoods with parks and schools, and provide "close to home" recreation opportunities for biking, walking, horseback riding, and cross country skiing. The popularity of these activities transcends all age groups and physical abilities. Ephrata Township has potential greenway opportunities with lands along the Cocalico Creek and the abandoned Conrail railroad bed running from Manheim to Lititz and through Ephrata Township to Ephrata Borough. Ephrata Township should cooperate with and contribute to these efforts and maintain ongoing communications with the adjacent municipalities regarding greenways.

CHAPTER 6: ADMINISTRATION, PROGRAMMING AND MAINTENANCE

Administering Future Park and Recreation Services

Currently Ephrata Township does not have any developed parkland. The Township does own two small parcels of parkland located within residential subdivisions. This plan will address the recommendations for facilities to be developed at these sites as well as future lands acquired by the Township. A review of park and recreation administrative functions will provide guidance as the first parks in the Township are developed. Since the Township does not have any staff to solely perform park and recreation functions, recommendations will be made for implementation by other Township personnel and the Park and Recreation Board.

Volunteer park and recreation boards or committees function best when they have a purpose and support from their elected officials. Most residents who are willing to volunteer their time are busy people with little interest in "wasting" time. As long as their time is well spent, they will continue to be a vital and productive committee member. Also, in general, many board members get very frustrated when projects appear to move extremely slow or they perceive that elected officials do not support their efforts. The most effective park and recreation boards tend to be ones that know their purpose, are working on specific projects, and are supported by interested elected officials.

Implementation of this Plan will be the Park and Recreation Board's first challenge. Results can be forthcoming if the Board establishes firm direction and works together on common goals. To assist with these efforts, there are specific administrative tasks, successfully implemented by many park and recreation boards, that Ephrata Township's Park and Recreation Board can initiate to help increase its effectiveness. These include:

- a. Develop a set of by-laws that states the Board's functions, the roles and responsibilities of its officers, how committees are created, and how members are appointed or removed.

- b. To give this Board the same status as its Planning Commission or Zoning Hearing Board, the Township should pass a resolution or ordinance that officially appoints a Park and Recreation Board and defines its general duties.
- c. The appointed Board secretary should keep a monthly meeting attendance record and, at the end of the year, provide a report on each member's record. If a member has had poor attendance, a Board member should be appointed to contact this individual to determine his or her continued interest. Members who lose their interest or can no longer fulfill their Board roles and responsibilities should be replaced by new ones.
- d. When needed, the Park and Recreation Board should establish project sub-committees. The Plan contains extensive recommendations from development of the Sand Mine area to developing a network of greenways. Each project will take time. In order to accomplish multiple projects, the Board could establish one or two sub-committees. For example, to begin establishing the Cocalico Creek greenway, the Committee could appoint three members. These members would meet when needed, preferably separate from the regular monthly Board meetings, to develop a strategic plan for this greenway development to occur. The Greenway Board would then present its findings or recommendations to the entire Board for its final recommendation to the BOS.
- e. To help increase Board accomplishments at its monthly meetings, one of the co-chairpersons could be appointed to develop a meeting agenda. Members who wish to discuss new items, should contact this individual before the agenda is distributed. If the agenda is too full, then this issue should be moved to the next month. At monthly meetings, new business that is not on the agenda should also not be discussed, but set aside until the next meeting.
- f. Periodically, the Board will have vacancies and should look for prospective members who would bring a different orientation or contribution. For example, a resident affiliated with one of the area's athletic associations or with the school district would be a good addition.
- g. When new members are appointed, one member should be appointed as his or her "mentor." A mentor's responsibilities could include providing a tour of Township park facilities, and a general review of this Plan and Board responsibilities.

- h. On an annual basis, preferably at the January meeting, the Board should review what it accomplished the previous year and develop new objectives. These objectives should be realistic and specifically identify when they are to be completed and by which member.
- i. Because there is no Park and Recreation Department in Ephrata Township at this time the Park and Recreation Board should develop a working relationship with the Township administrative staff. The Township staff is available on a day to day basis to answer questions about the Township park facilities and administer rental fees for use of pavilions, etc.
- j. The Board should keep the BOS informed. Some boards do this by appointing a representative who attends the BOS's monthly meetings, reports on the Board's activities, and presents requests or issues that require Township action. Another method is to continue having a liaison from the BOS who attends the Board's monthly meetings. The appointment of a supervisor to this Plan's Study Board was extremely beneficial to ensuring that the Plan's recommendations would be better received by the entire BOS.
- k. The Park and Recreation Board should NEVER FORGET WHO ITS CUSTOMERS ARE. Members should take the time to talk to residents, neighbors, and friends and ask them what they like or dislike about the Township's parks and recreation services. Board members should be ambassadors of the Township's park and recreation system and also work with community groups to keep the channels of communication open.

Several other general recommendations include:

- 1. *Develop a network of area park and recreation boards within the Ephrata Area School District that meet on a regular basis.* This could be easily facilitated by the developing of a Regional Recreation Coalition. One member of each local park and recreation board could be appointed to meet with this coalition on a quarterly basis. Ephrata Borough has an extensive recreation department with numerous facilities, there may be opportunities for the Township and Borough to work together. At the very least the Township should keep the Borough up-to-date on the facilities they develop. Perhaps the Borough would provide programming in Township facilities to reach a wider population.

- 2.Park and Recreation Policies Should be Recommended by the Park and Recreation Board.* All policy-related issues, park and recreation-related complaints, resident concerns, and new projects should be referred first to the Park and Recreation Board for its review. The Park and Recreation Board should review these issues and make recommendations to the BOS. Any such issues that are brought up at a BOS meeting should be referred to the Board before any Township action is taken.
- 3.Continue to Improve Communication with Community Groups.* The Park and Recreation Board needs to keep informed about local community groups that are providing recreation programs. By improving these relationships, the Township may benefit from their assistance when it is ready to develop a community park. Efforts need to be coordinated so that they are not duplicated unnecessarily.
- 4.Park and Recreation Board Members Should Become a Member of the Pennsylvania Recreation and Park Society, Inc. (PRPS).* PRPS is a non-profit advocacy group for park and recreation concerns in the State. By becoming a member, the Board will receive a quarterly publication with timely information on park and recreation topics, periodic mailings on upcoming workshops, and be eligible for lower costs to attend one-day workshops or its annual conference. Every other year, PRPS holds its annual conference in Lancaster. The close proximity of this conference provides an excellent opportunity within a short driving distance for Board members to meet other volunteers with similar interests and attend sessions that are provided specifically for volunteer board members. Many other communities, similar to Ephrata Township, have already developed their parks and started programs. By talking with their representatives, Board members can bring back new information that could greatly assist local initiatives.

Recreation Programs

Ephrata Township has historically participated in programs provided by Ephrata Borough through the Ephrata Area Recreation Center. Ephrata Area Recreation Center (EARC) provides a comprehensive listing of activities and programs for the four municipalities which comprise the Ephrata Area School District; Ephrata Borough, Ephrata Township, Akron Borough and Clay Township. Memberships at the EARC is available to all residents of Ephrata Township at the same fee that memberships are offered to Borough residents. There are 15 different membership categories to choose from.

Inventory of Programs

The following inventory has been organized into four groups: preschool, youth, adults, and senior citizens.

Preschool: Three pre-school programs are typically offered by EARC; Pre-School Aquatics, Pre-School Gym and Pre-School Gym and Swim Special.

Youth: There are many opportunities for youth to participate in recreational activities at EARC. A sampling of programs includes; acrobatics, ballet, jazz and tap dance, art, flag football and swimming lessons. Additionally, there are athletic associations in which Township residents can participate. Two area athletic associations are primary sponsors, and include:

Ephrata Youth Soccer Club - The club is comprised of 18 teams for co-eds grades 6 through 8. The club is active in the spring and fall.

Ephrata Area Lions Club Little League - the club provides organized baseball programs for boys ages 8-16.

EARC sponsors a summer recreation program for youth, which is held at Ephrata Borough facilities as well as satellite facilities throughout the school district. At this time, no facilities in Ephrata Township are used for this program, but as the Township develops park and recreation sites, EARC may consider expansion of the program into the Township. Ephrata Township contributes annually to the summer recreation program; the 1992 contribution was \$3,700.

Adults: The EARC is the primary provider of programs for adults. A variety of education and fitness activities are available. Craft and hobby-oriented activities are not available. Additionally the EARC offers team sports in which adults can participate, such as; mens volleyball, womens volleyball, adult co-ed volleyball, mens basketball and mens softball.

Senior Citizens: All of the programs sponsored by EARC for adults are open to seniors. No programs are specifically designated for senior citizen participation.

Programming Analysis and Future Needs

Ephrata Township is fortunate to be served by the Ephrata Area Recreation Center in Ephrata

Borough. The programming opportunities offered by EARC are comprehensive and serve the Township well. The participation and annual contribution to the EARC should continue. As Ephrata Township develops parks these facilities should be made available to the EARC for programming. Neighborhood parks are particularly important as potential sites for expansion of the summer playground program.

Maintenance

When residents visit park and recreation facilities, they should be able to recreate in a clean and safe environment. Residents dislike being inconvenienced by restrooms that have not been cleaned or a ballfield that was not mowed prior to an important game. The future success of Ephrata Township parks depends on good maintenance practices. If the Township ignores its maintenance responsibilities, it will lose the public's trust and become more susceptible to lawsuits. This section is provided to ensure that capital expansion efforts for recreation facilities are accompanied by a parallel expansion of the Township's present maintenance system.

Until the recent acceptance of the Eastbrooke Park land, Ephrata Township has had no park maintenance responsibility. The Ephrata Township Maintenance Department has undertaken the responsibility of maintenance at the undeveloped park land, which at this time consists of only mowing. As Eastbrooke Park develops, Maintenance Department personnel will have to transport equipment to the park on a regular basis to meet the maintenance requirements of the facility. Understanding the purpose of developing good maintenance practices and an effective maintenance program will help prepare the Township for maintenance of Eastbrooke Park, as well as future neighborhood, community, greenways and special use parks.

MAINTENANCE is the routine reoccurring work which is required to keep a facility in such condition that it may be utilized in its original or designed capacity. REPAIR is the restoration of a facility equivalent to its original capacity. A municipality that is properly maintaining its public park and recreation facilities prevents the need for repairs and is more likely to achieve these results:

1. *Greater Public Trust:* When a municipality purchases land or develops a park, most use tax dollars to cover the costs. Ephrata Township residents have entrusted the Township to take care of park property. Good maintenance helps develop public

trust, and in turn, more support for public parks. Gaining support, particularly from park neighbors, is not easy in many suburban communities. Often, these residents do not want parks in their backyards; they want open space. If they have the perception that current parks are heavily vandalized, never mowed, or misused this lends credence to an opposition group's arguments that the Township can not handle the responsibility of park ownership and parkland will become a liability, not an asset. Strong opposition to a park will delay construction and, in some communities, has prevented acquisition and development projects.

2.Public Support of Capital Investments: Considerable tax dollars and volunteer efforts are typically involved in the creation of a successful, community or neighborhood park. Often, when residents and business representatives can see visual results that a municipality has done a good job maintaining its present facilities, they may be more willing to donate land and monies towards increasing available public recreation opportunities.

3.Increased Public Safety: Rules, regulations, and policies need to be established to aid maintenance efforts. For example, some municipalities regulate the use of athletic fields and require pavilion reservations. When policies are developed, these need to be enforced. Overusing fields can impede maintenance efforts and create unsafe conditions.

4.A Positive Image: A municipality's image as a "provider of public parks" is important. For Ephrata Townships park system, one that is still in its infancy, it is critical to develop a positive image from the outset. Successful techniques include constructing quality facilities; developing high profile, first impression areas like placing landscaping and flowers around an attractive, professionally constructed sign; keeping restrooms clean; and correcting problems or responding to complaints promptly. Once you have developed a "bad image", it takes years to restore a positive one.

5.Decreased Vandalism: The best way to combat vandals is to eliminate the evidence of their destruction within 24 hours. Municipalities that take weeks to eliminate graffiti or repair broken equipment often find that vandalism increases. When parks are left to deteriorate, users will speed the process.

6.Increased Revenue: Residents are more willing to pay for quality if they know they are going to get their monies worth.

Parks are often maintained by a municipalities public works department. Lawn mowing is often the primary task along with the other roadway and general maintenance duties of the department.

The recommendations and observations that follow relate to Ephrata Township's future park maintenance practices.

Park Employees: The Maintenance Department consist of four full-time employees, including a roadmaster. This staff is responsible for mowing at the Township building, along roadways and at Eastbrooke Park. Additionally the department is responsible for general maintenance and repair at the Township buildings, minor road repair and minor storm sewer and sanitary sewer construction and maintenance. The maintenance of the Eastbrooke Park tract, to date, has consisted of mowing.

Major Maintenance Equipment: The Ephrata Township Maintenance Department does have a wide selection of public works and park-related maintenance equipment and tools. An inventory of this equipment should be completed and evaluated for the ability to utilize the equipment to meet the existing and future park maintenance needs.

The following maintenance concerns and recommendations, relate to the future Ephrata Township Park system.

1. Not all parks and recreation areas should be maintained at the same level.

Develop a park classification system. With only one park, the development of a formal maintenance classification system may not be necessary at this time, but will be important in the future. As the Township adds new parks, one park will be competing against another for attention from a limited Maintenance Department staff. Developing a classification system will help guide maintenance efforts so that the most visible and heavily used parks receive the highest level of maintenance. One of the first maintenance issues that should be considered is to assign each park site and facility at that site an appropriate level of maintenance.

Class A is recommended for Eastbrooke Park. Appendix A contains charts of different facilities accompanied by a four-tier classification system. Generally, Class A parks are ones that receive the most intense use and have the highest visibility. Conversely, Class D are typically natural areas such as wetlands and floodplain that receive minimal use and have limited visibility.

Recommended facility classifications for parks. Following a general park classification, each current and proposed park element should be given a classification. Some facilities may be used more heavily than others, and again, may warrant a higher

classification. See Appendix A for specific facility maintenance requirements. As proposed facilities are developed, the Maintenance Department Roadmaster should review the provided requirements and develop a more formalized maintenance schedule. This schedule should include daily, weekly, monthly, seasonal, and yearly tasks that need to be performed at each park with projected man hours.

2. New playgrounds will require periodic safety checks and regular maintenance based on the established schedule.

While this is an integral part of the general maintenance schedule discussed above in #1., increasing concern about playground safety issues suggested the need for a more extensive discussion. In November, 1991, the United States Consumer Product Safety Commission (CPSC) released the Handbook for Public Playground Safety. If the Township does not have a copy, it is available upon request by writing to:

U.S. Consumer Product Safety Commission
Washington, DC 20207

Generally, CPSC recommends the following maintenance requirements:

"a comprehensive maintenance program should be developed for each playground as a whole...equipment should be inspected frequently for any potential hazards...area should be also checked frequently for broken glass or other dangerous debris."

CPSC also recommends that when purchasing new playground equipment, consult the manufacturer for its requirements. Any replacement parts should be installed in accordance with the manufacturer's instructions.

Appendix B includes a recommended playground safety checklist. The checklist, however, is only part of a maintenance problem. The critical component is the prompt repair of identified and potential hazards and defects.

3. The Ephrata Township Park and Recreation Board should be involved in the budget process for park maintenance needs.

It is recommended that the Park and Recreation Board inspect the parks in the spring and provide the Township Supervisors a report addressing maintenance issues that should be corrected. In addition, as part of the budget development process, the Board should visit the parks in late summer/early fall to identify maintenance repairs that will require additional operating monies. This could include new

fencing, replacement of swings, additional infield mix, additional safety surfacing at play equipment, etc.

4.The Township will need to evaluate park maintenance personnel options.

It is typical that the present Maintenance Department work force will assume new park maintenance responsibilities. As additional parks are developed additional maintenance personnel time will be necessary for park safety inspections, litter pick-up, tree pruning, and cleaning the proposed restrooms.

As the Township's park system develops, consideration should be given to selecting the most appropriate maintenance option. Choices include:

a.Hire an additional full-time park laborer under the responsibility of the Roadmaster.

Advantage: One member of the Maintenance Department could be trained in proper park maintenance techniques and become more accountable for the quality of park maintenance. This individual may also take more pride in his work and look for possible ways to improve the parks with the Park and Recreation Board.

Disadvantage: As with any public works department that is responsible for park maintenance, there is always a concern that park work is second to road-related responsibilities.

b.Hire additional summer maintenance employees to supplement the Maintenance Department's current work force.

Advantage: This is a common practice for park and recreation departments. Seasonal help is available during the peak park maintenance season. During the off-season, the Township would not have to look for work to keep additional park laborers busy.

Disadvantage: Some departments are having difficulties finding quality summer workers. Also, the peak park season really begins in April and seasonal workers are generally not available until after school is out. The advantages of option a. would not be forthcoming from this strategy.

c.Contract out park maintenance needs.

Advantage: There is no need to hire additional staff and assume more salary and benefit costs or purchase additional equipment and materials. Existing staff can also spend more time on other responsibilities.

Disadvantage: There is a loss of rapid response time when dealing with contractors, loss of

direct control of work performance and quality, and the contractual costs may be higher than the cost of in-house labor.

The Township should consider each of these options, consult other communities that are contracting out services or hiring seasonal help. Most likely, a temporary measure, like hiring 1-2 seasonal laborers, will be the best option for the near future. This would provide the Township with time to explore other options for its future budgets as well as resolve outstanding park development-related issues.

5.The Township should provide funding for park maintenance personnel to attend training opportunities.

While Maintenance Department staff have attended training workshops, none have been devoted to park maintenance issues like turf management, facility maintenance, landscaping, etc. The Pennsylvania Park and Recreation Society, Inc., through its Park Resources Branch, offers periodic workshops for these type of issues. County soil conservation services are another source for workshop information.

6.The Park and Recreation Board should provide opportunities for park users to comment on the Township's maintenance efforts.

One method to foster a positive image and "customer-service orientation" is to ask park users how the Township is doing. While the Township has sought input through its public workshop another method is to send follow-up cards to groups that use specific parks. Information could be sought on cleanliness of the park, available equipment and needed park improvements.

7.Recordkeeping procedures should be expanded.

The expansion of a park system often results in the increase of park-related accidents. The more accidents, regardless of who is at fault, the greater chance for a lawsuit. At a minimum, the Township should document when a staff person visits each park and what maintenance was performed. In the event of a lawsuit, the Township's best defense is to produce documentation that it is following recommended park maintenance practices.

8.Design for maintenance.

When developing future parklands in Ephrata Township whether through the efforts of the Recreation Board and community volunteers or designed with a professional design consultant, maintenance should be a major consideration. The design consultant should work closely with the Maintenance Department in designing

and developing parklands in order to insure practical input on maintenance practices and concerns.

Designing for maintenance involves not only eliminating future maintenance problems but also designing for maintenance efficiency. Some examples of maintenance considerations for parkland are:

- Site grading should allow riding tractor mowing of all grass slopes, maximum slopes should be 4:1.
- Where grading of slopes is steeper than 4:1 the slopes should be planted with a ground cover plant material which has low maintenance characteristics.
- Trash receptacles should be placed strategically throughout the site to promote use and also placed so that trash removal can be efficiently accomplished.

CHAPTER 7: EXPENDITURE ANALYSIS

Expenditure History and Comparison

Ephrata Township is similar to many smaller rural municipalities in Central Pennsylvania which are exploring the potential of providing park and recreation services and facilities for the first time. The technique used to evaluate Ephrata Township's appropriate level of expenditure for future park and recreation services and facilities is to compare the Township to other similar municipalities in Lancaster and Berks Counties.

Comparison to Other Municipalities: A review of municipalities in Lancaster and Berks Counties revealed that there are numerous second-class townships similar in population to Ephrata Township. Twelve townships were selected to analyze their level of support for park and recreation services. Populations range from a low of 5,605 residents to a high of 8,527 residents of 1990 population. Total operation and maintenance expenditures for those municipalities range from \$464,377 to \$1,548,061.

The amount indicated for Ephrata Township 1990 park and recreation expenditure represents the Township's contribution to the Ephrata Area Recreation Center which serves Ephrata Borough and Ephrata Township as well as Akron Borough and Clay Township. No funds were made available in the 1990 Township budget for acquisition of park land, development of park facilities, or support of recreation programs in Ephrata Township.

Generally, in 1990 Ephrata Township provided less funding than most of the identified municipalities. Table 10 provides a comparison of municipalities from which these additional conclusions can be drawn.

- In 1990, Ephrata Township provided \$23,809 less than the average funding. When considering the median amount of 1990 expenditures as compared to the mean (average), Ephrata Township again provided substantially less funding, \$11,974 was the median for the 13 municipalities as compared to \$3,500 for a difference of \$8,474. Sometimes the median statistic is more realistic since the extreme numbers are not averaged into the calculation. East Cocalico and Upper Leacock Township's contributions pulled the average up considerably.

- Ephrata Township's expenditure as a percentage of total operating budget is well below the average of 2.59, although of the 13 municipalities considered, 3 are lower.
- Ephrata Township's expenditure per capita of 0.49 is less than the average of 3.77 and the mean of 2.01. Four municipalities have a lower expenditure per capita, while 8 are higher.

Summary of Comparison: Based on Table 10 comparison, Ephrata Township's current park and recreation expenditures is far below the expenditures of similar municipalities. The annual \$3,500 contribution to the Ephrata Area Recreation Center serves the Township residents well to provide recreation programming and this support should be maintained. Ephrata Township needs to expand the level of funding to provide sufficient operating monies to support the Plan's recommended capital improvements. There will be an immediate need with development of the Eastbrooke Park and Sycamore Acres Park soon a reality. Creating a stable source of funding for a park and recreation operating budget in the range of \$10,000 to \$15,000 is recommended. This is an operating budget and does not include capital expenditures.

Table 10

Comparison of Spending

Municipality	1990 Population	1990 Park and Recreation Expenditures (\$)	1990 Total Operating Budget (\$)	1990 Park Expenditures as a % of Operating Budget	1990 Parks and Recreation Per Capita (\$)
Amity	6,434	24,550	1,348,975	1.82	3.82
Bern	6,303	250	1,123,639	0.02	0.04
East Cocalico	7,809	146,053	1,548,061	9.43	18.70
Mount Joy	6,227	15,613	1,031,298	1.51	2.51
Penn	6,760	1,500	591,341	0.25	0.22
Providence	6,071	0	464,377	0	0
Rapho	8,211	3,100	549,860	0.56	0.38
Robeson	5,972	11,974	946,839	1.28	2.01
Salisbury	8,527	26,987	860,093	3.14	3.16
Upper Leacock	7,254	95,272	884,114	10.78	13.13
West Donegal	5,605	22,144	598,018	3.70	3.95
West Earl	6,434	4,075	612,899	0.66	0.63
Ephrata	7,116	3,500	680,943	0.51	0.49
Average (Median Score)	6,825	27,309 (11,974)	864,651 (860,093)	2.59 (1.28)	3.77 (2.01)

Source: Department of Community Affairs, Local Government Financial Report, 1990

Potential Sources of Funding

An often stated concern expressed by the Study Committee, elected officials and Township residents is where to obtain funding for quality park facilities and recreation services. How can funding be secured without burdening the Township residents through increased taxes or major allocations from the Township fund. Many municipalities have become very

resourceful with securing alternative sources of funding and developing revenue generating facilities. This resourcefulness has enabled these communities to increase services without placing a strain on their municipal budget or increasing taxes. Provided below are examples of various sources of funding that are currently being tapped throughout Pennsylvania. Examples range from sources that can offset operating costs to ones for capital improvements.

1. User Fees and Charges -- Over the past ten years, an increasing number of municipalities have begun to charge nominal fees for participation in recreation programs or use of park facilities. Most municipalities with full-time park and recreation professionals are charging fees for some programs and requiring non-residents to pay a fee. The advantages to charging fees are that they offset operating and maintenance costs, and allow municipalities to expand its recreation offerings, control access/enrollment, and project an image of fiscal responsibility. Many park and recreation departments have also found that by instituting a fee-base system, participants take the programs and use of municipal facilities more seriously and attendance increases.

As facilities such as pavilions and athletic fields are developed, the Township may wish to consider charging a fee for the rental of these facilities to community groups. Before instituting a fee base system, the Township should research this method further, by interviewing other communities that already have such a system.

There are several ongoing concerns or disadvantages to charging user fees. These include: 1) only people who can afford to pay the fees can participate; 2) programs are offered just because they make money; 3) municipalities begin to offer programs that compete with the private sector; 4) residents feel they are being double taxed; and 5) additional administration costs may not be worth the assessing of fees. Some communities have addressed the greatest concern, concern #1, by awarding scholarships or providing "Recreation Passes." For residents receiving food stamps or other government subsidizes, the Township could provide a pass that provides free access to recreation programs and park facilities.

2. Rental Fees -- These are payments made for the privilege of exclusive use of public facilities. Examples include community garden plots, picnic kits, party rooms, paddle boats, etc. Many communities develop picnic kits and rent these to groups reserving their park pavilions for a \$5.00 to \$10.00 fee.

3. Sales Revenue -- These are revenues received from the operation of concessions or other types of retail operations. A concession was discussed for Sand Mine Community Park which would sell food, beverages, and possibly merchandise (t-shirts, hats,

souvenirs).

4.Financial Support from Area Businesses -- A very simple public relations brochure could be developed and distributed to local civic groups, athletic associations, and Township businesses which describes the Township's plans for park facility development and solicit financial support for these plans. This brochure could be a summary of the Plan's recommendations or even a promotional flyer for each desired park project. Businesses could select the project that is of most interest to owners, their employees or located in close proximity to their business.

Park and recreation boards are often more successful than elected officials at securing such funding. To solicit funds, members should meet with business leaders, present the available projects, and discuss the potential for a general park donation or construction of a specific facility. Credit should be given to all businesses that donate funds by publicizing this information in the local newspapers or placing contributors' names on a park sign or plaque.

5.Gift Catalogs and Tree Planting Programs -- Similar to the above discussion (#4), donating a tree in memory of a loved one or developing a gift catalog program are two popular methods that municipalities have used to solicit needed park improvements. The difference to #4's source is that this method can more specifically target individual residents with less resources to give. Some residents may be willing to buy a park bench or plant a tree. Both #4 and #5 require active promotion and solicitation by park and recreation board members. Placing brochures in a municipal building will not generate interest. Boards have to market and promote these programs throughout their communities.

6.Local, State and Federal Funding -- While receiving government funding is not easy, there are still monies available. The Department of Community Affairs still funds park and recreation projects through its Recreational Improvement Rehabilitation Act (RIRA) Program. Most likely, funds will continue to be available, with open application periods occurring in the Fall. When pursuing RIRA funds, communities that submit applications for creative projects with private sources of funding, intergovernmental cooperation, and demonstrating a strong community need are more likely to be selected. Ephrata Township will also be somewhat more competitive because it has never received a RIRA grant.

The Pennsylvania Department of Environmental Resources (DER) provides funding for tree planting and training through its American the Beautiful Urban and Community program. Funding opportunities occur twice a year, usually in the spring and fall. Administered by DER's Bureau of Forestry, this program would be an excellent community project to enhance park sites. This type of grant would enable the

Township to perform needed landscaping at a nominal cost while also providing on-site training for park maintenance staff.

The U.S. Department of Transportation and the U.S. Department of the Interior through the Pennsylvania Department of Transportation provides park funding under the ISTEA - Intermodal Surface Transportation Efficiency Act. ISTEA provides federal funds for transportation-related recreation projects such as pedestrian and bicycle trail systems. All phases of projects will be considered for funding; conceptual design, design development, construction documentation and construction.

The Township should seek legislative initiative grants and keep its State representatives informed and involved in park projects.

Lancaster County provides funds for acquisition and development of public parks to municipalities and non-profit organizations through its Community Parks Initiative Program. This program is currently scheduled to continue through 1994 and possible beyond. The emphasis of this program is the preservation of significant open space through park land acquisition.

7. Developer contributions either through fee-in lieu of open space or the actual construction of facilities -- One of the primary purposes of this Plan is to provide the Township with the legal means to require mandatory dedication of park land. Depending on the economy and the Township's ability to handle additional growth, this should provide a steady source of revenue for the Township to develop desired projects. More specific information on this process follows in this chapter.

8. Investigate and install revenue generating facilities -- There are several facilities that municipalities have found to be well received by residents and also profitable. Miniature golf courses, large picnic pavilions, and batting cages are some examples. Then developing a master plan for future parks, these type of facilitates could be explored.

Mandatory Dedication of Park Land

One mechanism that many municipalities use to ensure that future residents have adequate park and recreation opportunities is to require developers to dedicate public open space within proposed developments. Many municipalities that were not prepared for growth to occur in the

1980's lost a tremendous opportunity to receive open space or a recreation contribution because its ordinances and plans were not up to date. It is therefore essential for the Township to expediently enact a mandatory dedication ordinance following the adoption of this Plan. The ordinance, in combination with the Plan, provides the mechanism by which the Township only has to accept land that meets its standards and criteria and can discuss with developers alternative options to an open space contribution.

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

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

By officially adopting this Plan, the Township complies with the first requirement. Mandatory dedication requirements and standards are recommended below.

Calculating Land Requirements One popular method to determine how much open space should be required in a subdivision is through a per dwelling unit calculation. The Township has established a goal of providing 10 acres of park land per 1,000 residents. To derive a per unit calculation, the 1,000 population figure is divided by the Township's 1990 U.S. Census average household size of 3.09. The following calculation results:

$$1,000/3.09 \text{ persons per dwelling unit} = 324 \text{ dwellings}$$

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

10 acres/324 dwellings = .03 acres (.0308)

Therefore, on a subdivision of 50 homes, this .03 acre requirement would net 1.5 acres of park land.

The Township needs be aware that it will require a very large subdivision (167 units) to meet the Township's desired 5-acre neighborhood park size. This plan also states that the Township will not accept any new open space that is less than 2 acres in size unless it qualifies for a special use or greenway development purpose. A 67 unit subdivision is required to meet the 2 acre requirement.

Fee Calculations As an alternative to land dedication, the developer can pay a fee. This approach can only be used in those instances where the developer agrees to the alternative. The Township can not deny a subdivision plan if the developer refuses and alternative to open space dedication. To convert the open space requirement to a fee, the Township should require the fair market value of the land to be dedicated. Using the above example, for a 50-unit subdivision, the developer should provide the Board of Supervisors with an appraisal of the 1.5 acre parcel. Therefore, if the land was appraised at \$30,000 per acre, then the Township would accept the \$45,000 amount as its fee in lieu of the land dedication.

Ordinance Provisions Following adoption of this Plan, the Township should consult with its Solicitor and Engineer on the development of an ordinance that will assist with implementing the recommendations of this Plan. Specific language should follow the Township's general ordinance format. Conceptually, the ordinance should contain these provisions:

- a. That the subdivision should comply with the Ephrata Township Park and Recreation Plan and updates with regard to size and distribution of recreation areas.
- b. The specific size of the residential subdivision for which this ordinance would apply. Some municipalities require mandatory dedication for every subdivision, regardless of whether it creates two units or 100. The Township should review the "typical" subdivision request. A subdivision proposing three (3) new dwelling units is a suggested minimum requirement for complying with the ordinance.
- c. The type of land the Township will accept. This is especially critical to ensure that the Township receives open space that is conducive to its established park and open space standards and the goals of this plan. The Plan recommends that the

proposed open space dedication meet these requirements:

- Is a minimum of 2 acres in size (however, never less than the minimum lot size for the underlying zoning district.) contiguous in shape, and has suitable topography and soil conditions for developing recreational facilities, unless it qualifies for a special use or greenway development purpose.
- Easy and safely accessible from all areas of the subdivision with direct access to (frontage on) a public street. No roadways should traverse the site.
- Maximum of 15% of the site can consist of floodplain, slopes greater than 15%, wetlands, or other features that render the lot undevelopable. (The Township could accept more if the property was in a desired location for public open space.)

d. Fee collection procedures and allocation of funds. When the developer is required to pay the fee, varies considerably across the State. There are three typical methods; one, as a condition of final approval; two, when 50% of building permits have been requested; or three, a fee is paid per building permit. The first method is recommended, but often is not well-received by the development community. This approach provides the funds up front to begin the process of developing facilities. Also, it is much easier to track. Tying the fee to building permits can be an administrative burden.

The ordinance should state that fees will be placed in a separate, interest bearing account according to this Plan's established planning districts. Funds collected in one district and interest earned should be used for recreation projects in that district. Also, the Township needs to utilize any collected fees within three years of payment.

The ordinance should state how the fees will be used. This could simply be an agreed upon capital project from this Plan's five-year capital improvement program or for acquisition of land in high need areas (in the Rettew Mill planning district area).

e. Provisions for other alternatives. Upon agreement with the developer, private reservation of land and construction of facilities are also acceptable alternatives. Probably creating home owners associations is not in the best interests of the Township, but constructing facilities such as paths or paved court areas may be most appropriate in some locations. If the Township promotes this option, the developer should present a sketch plan of such facilities, receive the Township Engineer's approval, and provide a construction cost estimate. Some communities have also placed in their ordinance specific facility standards for this option.

f. Approved by the Park and Recreation Committee. To ensure that this Committee is not "forgotten" in the subdivision review process, as a condition of approval, the proposed requirement must meet the approval of the Park and Recreation Committee. Often, developers have to go before such boards to present their proposal and work out any compromises. This is not an unreasonable request and is in the best interest of the Township. The Park and Recreation Committee knows this Plan and what improvements are needed.

CHAPTER 8: RECOMMENDATIONS AND PLAN IMPLEMENTATION

The final recommendations for the development of park and recreation facilities and services in Ephrata Township was determined by the Recreation Study Group after completion of the planning process and gaining input from the public meeting. The Recreation Study Group determined that the township would pursue four primary projects over the next five years. Map 2 provides a comprehensive list of this Plan's recommendations with top priorities noted. Projects in priority order include:

1. Development of the Eastbrooke Park site and explore a right-of-way from the Eastbrooke subdivision to Ephrata Borough's Terrace Park. See Map 3.

Pursue obtaining an option on the two parcels of the Sand Mine site to secure the possibility of acquisition of the sites when funding is available.

2. Provide recreational opportunities in the Rettew Mill district of the Township. This recommendation has three sub-parts.

a. Communicate and cooperate with Ephrata Borough to upgrade the facilities and level of maintenance at Nissley Park (an Ephrata Borough facility) and investigate the possibility of providing a safe pedestrian connection from the high density housing areas of the Rettew Mill district to Nissley Park.

b. Communicate and support Ephrata Township in its efforts to replace the existing covered bridge on Rettew Mill Road crossing Cocalico Creek with a new bridge which has provisions for pedestrians that are safe and separate from the vehicular traffic.

c. Look for land appropriate for a 4-5 acre neighborhood park development in close proximity to the high density residential areas of the district.

3. Development of Sycamore Acres Park. See Map 4.

4. Pursue acquisition of lands along the Cocalico Creek in the Rothsville Road planning district area for the Conestoga Trail. Coordinate efforts with Warwick Township.

The Recreation Study Group examined park and recreational needs in the entire township when developing the above list of prioritized projects. After consideration it was determined that there is not significant need for recreational opportunities in each planning district due to the following three factors:

- The rural nature of portions of the township.
- The size and topography of some of the residential subdivisions which offer large, flat rear yards for at-home recreational opportunities.
- The extent and proximity of recreation services and park facilities offered by the Ephrata Recreation Center in Ephrata Borough and Akron Borough.

These recommendations represent the current thinking of the Recreation Study Group at the time of this plan's preparation. This listing and schedule should be reviewed annually prior establishing the Recreation Board's budget and establishing objectives. Modifications of these recommendations will be necessary to ensure that the Plan is a flexible document; one that is able to adapt to changing economic conditions, personnel, and most importantly, the needs of township residents.

The four capital improvement projects listed above were prioritized and no additional acquisition or development projects were identified for the 1993 to 1997 time period. Table 11 identifies cost, proposed year of acquisition or development and potential funding sources.

No park and recreational facilities are proposed for District 3 - Hahnstown. The Bergstrasse Elementary School will continue to serve the recreation facility needs of this rural district through the 1993-1997 time period.

Table 11

Capital Project Implementation Schedule

District	Project Description	Cost	Year	Funding Source
1 - Stevens Road	Neighborhood Park Development - Sycamore Park <ul style="list-style-type: none"> • South Playground = \$12,000 • Tot Lot = \$6,000 • 2 Sand Volleyball Courts = \$7,000 • Picnic Pavilions = \$15,000 • Walkway = \$3,700 • Site Amenities = \$2,500 • Planting = \$4,000 • Design/Engineering/Contingency (15%) = \$7,500 	\$57,700	1995	Township Funds
2 - Ridge Avenue	Neighborhood Park Development - Eastbrooke <ul style="list-style-type: none"> • Sand Volleyball Court = \$3,500 • 1/2 Court Basketball Court = \$10,000 • Horseshoe Pits = \$300 • Teatherball = \$200 • Swings = \$500 • Design/Engineering/Contingency (15%) = \$2,175 	\$16,675	1993	Township Funds
4 - Bethany Road	Sand Mine Community Park Explore obtaining an option toward future acquisition of the two tracts of land.	--	1993	--
5 - Rothsville Road	Land Acquisition and Easement Designation along the Cocalico Creek for the Conestoga Trail	--	1993-1997	Mandatory Dedication and Township Funds
6 - Rettew Mill Road	Neighborhood Park Predevelopment <ul style="list-style-type: none"> • Land acquisition - 5 acres at \$5,600/acre (\$28,000) • Master site plan (survey + design) = \$12,000 	\$40,000	1993	Mandatory Dedication and Township Funds
6 - Rettew Mill Road	Neighborhood Park Development <ul style="list-style-type: none"> • 1 ballfield = \$35,000 • Playground = \$25,000 • Basketball Court = \$20,000 	\$142,000	1993	Mandatory Dedication- RIRA- Lancaster County - Township Funds

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Capital Project Implementation Schedule

District	Project Description	Cost	Year	Funding Source
	<ul style="list-style-type: none">• Walkway = \$12,000• Planting = \$3,000• Misc. Amenities = \$5,000• Volleyball Court = \$3,500• Parking = 20 spaces - \$20,000• Design/Engineering/Contingency (15%) = \$18,500			

Potential Sources of Funding

An often stated concern expressed by the Newberry Township Recreation Board, elected officials and Township residents is funding for quality park facilities and recreation services. How can funding be secured without burdening the Township residents through increased taxes or major allocations from the Township fund. Many municipalities have become very resourceful with securing alternative sources of funding and developing revenue generating facilities. This resourcefulness has enabled these communities to increase services without placing a strain on their municipal budget or increasing taxes. Provided below are examples of various sources of funding that are currently being tapped throughout Pennsylvania. Examples range from sources that can offset operating costs to ones for capital improvements.

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