

March 31, 2021

Oakbourne Park Master Plan



Resolution

To be inserted.

Acknowledgements

The foresight, perseverance, and input provided by the following individuals during the planning process was vital in the shaping of this park master plan.

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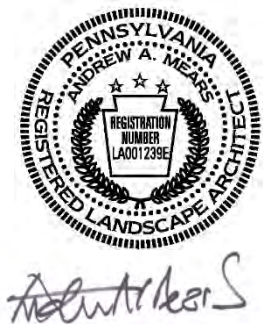


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Preface



Rediscovering Oakbourne Park

Westtown Township residents have yet to know the full value of the hidden gem that lays before them. Oakbourne Park, by virtue of its character and history, is an exceptional and undervalued, albeit much loved, community treasure. Westtown Township aspires to build on the Park's noble past of the Oakbourne Mansion, and Water Tower, and begin transitioning into a more cohesive public park that acknowledges and preserves its beginnings.

Looking east from the Mansion's doorstep, park users can appreciate one of the most dramatic aspects of the site in the expansive view. Past the manicured lawn to the distant agricultural fields, this view gives the observer a sense of openness that is significant, as surrounding areas become more developed. However, the true significance is the historical aspect of this viewshed and understanding the relationship between the Mansion and park grounds. This preserved viewshed is an example of one of the primary design principles of The Country Place Era, a period of landscape design between 1890 and 1930. This landscape is a true representation of the extravagance associated with the industrial revolution, and thus should be considered a significant cultural and historical landscape.

Daring to Dream

Beyond protecting the park and responding to immediate needs, there is a higher value to which Oakbourne Park ought to aspire. Over years of budget challenges, citizens have become accustomed to limited funding resulting in residents expecting and even asking for less due to fiscal austerity. Instead of asking for the best of the public realm, they tend to accept the status quo. That has started to change in Westtown Township, and park advocates have successfully campaigned for more attention to Oakbourne Park as evident in undertaking this Plan.

In addition to protecting the Park, this Plan gives us the opportunity to think big and long term. During this time of heightened stress and anxiety, stay-at-home orders, and social distancing, the respite provided by simple things like a walk or run in the park has proven to be more important than ever. Park usage is up dramatically everywhere. The desire to improve quality of life through parks, recreation, trails, and open space can be considered a "movement." Municipalities nationwide have made major investments in their parks. These will be the first major improvements since the Oakbourne site was developed during the Country Place Era, the City Beautiful Movement, and the Playground Movement.

In this context, Township officials, community-based organizations, and citizens have taken time to examine Oakbourne Park as we see it today, and dream of an Oakbourne Park that could be. The opportunity to shape the future of Oakbourne Park calls upon Westtown Township officials to once again make an audacious decision to take the Park to its next level, as they did with their original bold decision to acquire the Park in 1974.

Moving from Present to Future

It is important to have a plan that is at once both aspirational and practical to implement. The Oakbourne Park Master Plan takes the position of transitioning from the status quo toward a far-reaching vision and mindset of establishing Oakbourne Park as one of Pennsylvania's most celebrated and unique parks. Public sentiment is clearly in favor of keeping the historic roots of Oakbourne Park. The responsibility of Township officials and management, community organizations, and citizens is to look to the future to protect and enhance Oakbourne Park, while offering reasonable public amenities that accommodate evolving recreational interests and use. Between these poles is a first step towards a revitalized and robust park, one that is appropriate for the level of current use and public expectation. The Plan changes are more than some are comfortable with, and does not change as much as others think is necessary. Public opinion favors familiarity. Vision favors change. The Plan divides the major issues and actions to address them into four themes:

- Preservation and Restoration
- Nature
- Recreation, Sports, and Programming
- Infrastructure

The first phase of improvements will be focused on the revitalization of the Park's Athletic Core, upgrading the well-used but tired facilities to more playable and comfortable for all visitors, from athletes to spectators and the families and friends who accompany them. Parking improvements, pedestrian and vehicular circulation improvements, permanent restrooms, additional

courts for pickleball and basketball, new play equipment, and beautification with landscaping will improve the overall visitor experience. In addition, the Township will explore new ways of managing and programming Oakbourne Park through collaboration and public/private partnerships. Subsequent phases will improve the Mansion Core area with new pavilions, a unique themed playground, permanent restrooms, outdoor plazas and overlooks of historic gardens, improved trails, and defined access points from adjacent neighborhoods. The Pond Core will include enhancements to rejuvenate the pond and the existing natural resources to create a separate respite within the existing woodlands to simply relax and enjoy nature. The Cope Tract will remain primarily as open space with the productive areas farmed, which will continue to represent the deep agricultural heritage of the area. Defined vehicular and pedestrian circulation routes will be developed to allow access to this underutilized area of the Park and provide safe pedestrian connectivity to the other core areas.

Conclusion

The Master Plan defines a new vision for Oakbourne Park in the 21st century as a *premier historic year-round recreation destination that welcomes and captivates residents and visitors with its heritage, beauty, and vast recreation opportunities.*

The Plan seeks to celebrate the cultural significance of the park while striking a balance between public uses related to active and passive recreation, natural resource protection, and the agricultural heritage of the area. The proposed recommendations address much needed infrastructure improvements to improve park user experiences and equip the Township with strategies to maintain the Park in a sustainable manner. Implementation efforts must not lose sight of the vision established for the Park. Design solutions should continue to respect the adjacent neighboring properties through thoughtful and creative design solutions. By adopting a creative, collaborative mindset and assembling a combination of public and private resources over time, Westtown Township can successfully implement the Park Master Plan, establishing Oakbourne Park as one of Pennsylvania's finest and most unique parks.



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Planning the Park



Introduction

The Master Plan will provide a site-specific “blueprint” for the Park that will guide future development activities. The planning process is designed to create a vision for the Park that harnesses the opportunities of the site while respecting the inherent site limitations. This process included five parts:

1. Inventory and Assessment

The analysis of the sites natural resources and existing features guided the development of the Plan. Members of the design team visited the Park throughout the planning process to evaluate the site characteristics and facilities, observe opportunities, and understand the impact on the surrounding land uses. Site Inventory and Analysis documents the findings of the inventory and assessment phase of the planning process.

2. Public Participation

To ensure that the design for the Park is community based, broad citizen input was critical to the planning process. Citizen input was gathered from five sources: the plan study committee (PSC), key person interviews, focus groups, public meetings, and a community input survey.

3. Development of Conceptual Alternative Designs

Conceptual alternative designs were developed for each of the core areas of Oakbourne Park. The alternatives presented approaches to addressing site goals, meeting user needs, and outlined potential improvements. Following the review of the alternative design concepts, each design was revised to address the feedback provided.

4. Final Design

The final design involved the preparation of detailed recommendations and improvements to the park sites, resource protection, interpretive considerations, and introduction of long-term strategies for sustainability of the park. Detailed cost estimates were also completed for each phase of work.

5. Operations, Budget, and Management

Park operations are the most significant lifetime cost of a park. This Plan includes recommendations for programs, staffing, and maintenance management. Park financing was explored with an emphasis on partnerships, creative management models, and alternative funding sources.

What is the Park Today?

Oakbourne Park is a community park, developed around the historic Oakbourne Mansion. The Oakbourne Mansion and its unique water tower are the centerpiece of the Park. Mansion is a popular rental venue for weddings and special events. Oakbourne Park has been developed to serve the active and passive recreation needs of Westtown Township residents. Facilities include a basketball court, two tennis courts, two soccer fields, a senior baseball field and a youth baseball field, playground, picnic pavilion, fire circle for scout use, community gardens, and walking trails. The portion of the park on the east side of South Concord Road, referred to as the Cope Tract, has leased agricultural fields, wooded natural areas, and walking trails. The Park is home to the popular annual Westtown Day celebration and other special events. Organized youth sports leagues (East Side Little League, West Chester United Soccer Club, etc.) and many scout groups use the facilities at Oakbourne Park.

Why Plan Oakbourne Park?

A low profile and limited resources may have saved the Park from intensive development but there is no assurance that this passive approach is guaranteed to continue unchallenged, nor that the absence of a plan will keep the Park safe, clean, and functional with the competition among other township services for funding and staff to sustain it. Absent a publicly supported, administratively adopted plan for its future, there is nothing but force of communal will to prevent the Park from being changed in a way that alters the very qualities that make it appealing. Without a plan, current and planned investments are in perpetual jeopardy. Likewise, without a plan, there is nothing in place to protect the Park from being smothered by good intentions to place unwanted facilities in inappropriate locations. This Plan is needed to assist in advocating for Oakbourne Park’s future - for the resources required to preserve its natural and cultural heritage and enhance its recreational potential. Without a plan to prepare it for the inevitability of increasing use and maintenance needs, there is currently no way for the Park to protect itself.

By undertaking this planning process, a plan of action can be outlined to guide future improvements in a manner to protect and preserve the site’s natural resources. Planning for enhancements, management, and operation of Oakbourne Park will enable the

Township to invest wisely, create partnerships, formulate policies, and develop an array of management methods that will make the best use of the budget and meeting maintenance needs.

Eight key issues in particular make current planning efforts for Oakbourne Park important:

1. Historical and cultural significance of the Park.
2. Preservation of natural resources.
3. Inadequate parking and vehicular access.
4. Lack of support facilities and infrastructure for Park areas.
5. Need for a phased capital approach for funding.
6. Aging facilities and infrastructure in need of upgrades and repairs.
7. Investigating opportunities for connectivity between various park areas and adjacent neighborhoods.
8. Provide facilities and amenities for aging population.

Purpose

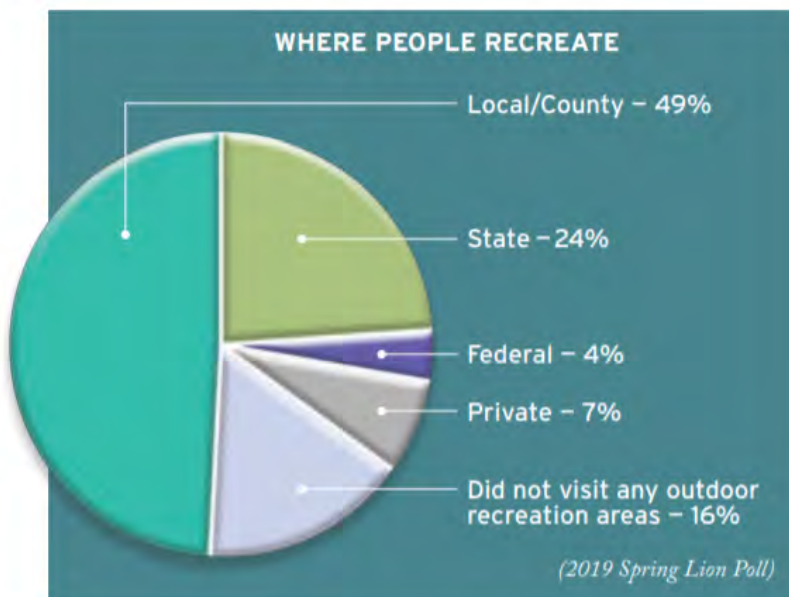
This Master Plan is not intended to serve as a design or engineering document. The Plan articulates the best way to configure the various spaces within Oakbourne Park. The Plan is presented graphically, with written strategies as to how best to implement the recommendations over the next ten years in a cost-effective and thoughtful manner. The focus of the planning effort was to:

- Define a clear vision for the Park.
- Undertake public participation as part of the park planning process to define resident recreation interests and needs.
- Recommend improvements necessary to bring the park into compliance with the Americans with Disabilities Act (ADA) where appropriate.
- Develop a master plan for the Park that illustrates the proposed recreation and support improvements and natural area enhancements.
- Define the future use of the Cope Tract, currently under agricultural lease.
- Unify the Park site and address the demarcation of the Gaudenzia House property.
- Determine maintenance and operations requirements for the improved park.
- Determine capital improvement costs and define a phased implementation plan for the proposed improvements.
- Address the park safety, infrastructure needs and deficiencies.
- Meet increased user need and enhance their experiences.
- Develop designs with considerations for the sites of historical and cultural significance.

Census Data

The following demographics were compiled from 2010 U.S. Census data for Westtown Township, Chester County, Pennsylvania, and generally reflects the state averages for suburban communities. As noted in both the recently completed Westtown Comprehensive Plan 2019 and the Pennsylvania Outdoor Recreation Plan 2014, Pennsylvania's population is aging. Since 2010 every county in the commonwealth had an increase in senior population over age 65. Westtown's senior population saw an increase of approximately 4% from 2010 to 2014, and is expected to continue rising. In 2030, baby boomers will all be at least 65 years old, and by 2035, people over 65 will outnumber children in the U.S. for the first time¹.

This is an important consideration that influences park design in ensuring that the needs of seniors are met. Both passive and active areas should consider equipment and facilities specifically geared towards seniors as well as multi-generational facilities that are convenient and accessible.



Nationally, of outdoor participants, 63 percent report they recreate within 10 miles of their home according to the Outdoor Foundation Report²

Population Statistics

2010 Population: 10,857

Persons under 5 years: 7.4%

Persons under 18 years: 23.8%

Persons 65 years and over: 15.4%

Gender

Female 53.1% and Male 46.9%

Race/Ethnicity

The racial makeup of the Township is now: 90.6 % White, 2.5% African American, 0.0% Native American, 4.5% Asian, 0.0% Pacific Islander, and 2.0% from two or more races. Hispanic or Latino of any race was 3.2% of the population.

Households and Housing

Persons per Household: 2.79

Owner Occupied Housing Units: 82.6%

Total Housing Units: 4,165

Socio-Economic Characteristics

Median Household Income: \$119,177

In Poverty: 3.1%

¹ 2020-2024 Pennsylvania Statewide Comprehensive Outdoor Recreation Plan. p27.

² 2020-2024 Pennsylvania Statewide Comprehensive Outdoor Recreation Plan. P32.

Public Participation

Site Inventory

- Park Bench
- Bridge
- Grills
- Restrooms
- Manhole Covers
- Storm Discharge
- Storm Inlet
- Cell Tower
- Fire Pit/Classroom
- Undefined Trail to Adjacent Property
- Trail System
- Sanitary Lines
- Baseball Field
- Soccer Field
- Tennis Court
- Hockey/Basketball
- Grass Parking
- Parking Lot
- Tax Parcels
- Building Footprint
- FEMA 100 Year Floodplain
- Park Limits



Mute Raise Hand Q&A Leave

Public Participation

The Park Plan was developed with an open and collaborative public engagement process. An array of outreach methods were used, including: an appointed study committee, public meetings and focus groups; key person interviews with key staff and representatives from park user groups; and an on-line survey. Public participation was a major influential component in shaping the park Master Plan. Much effort was expended to ensure that the recommended plan grew from a clear understanding of the community’s desires and support.

Public participation is important because:

1. Neighbors of the park, Township residents, municipal representatives, user groups, and community leaders have a local understanding and valuable information to contribute to the development of the Plan.
2. The public participation process provides a forum in which concerns and ideas can be identified, outlined, and addressed.
3. The process allows for public education and awareness of the park resources and intrinsic benefits.
4. Stewardship and trust are established through community interaction and involvement in the planning process.

Park Study Committee (PSC)

A clear process for solicitation of ideas, comments and concerns was critical to the success of the planning effort. A PSC was formed to help guide the master planning process and to work with the design team in developing the Plan. The PSC consisted of members of the Planning, Historical and Parks and Recreation Commissions, and Township residents. The PSC met five times during the planning process. The first PSC meeting occurred virtually on June 25, 2020 and was conducted to explore the goals, vision, and expectations. Prior to the meeting, the committee members were given a homework assignment to address the following three questions:

1. **What are five things that you like or think work well in Oakbourne Park?**
2. **What are five things that you don’t like or could work better in Oakbourne Park?**
3. **If this park master plan could accomplish one thing, what would you want that to be?**

The individual responses for questions one and two were categorized, grouped, and summarized in the following chart.

13 Responses – (frequency of response)

Like	Comment	Need to Address
Mansion & Historic Preservation (12)	Sense of pride. Restoration is beautiful. Rentals. Iconic building and landscape retaining original structure. Focal point. Availability of mansion for special events.	(1) Poor connections to neighborhoods. Lack of connectivity among park facilities. Better maintenance, especially in area east of S. Concord. Restore the stone wall and push back on encroachments. Continue restoration of mansion and water tower.
Trails (9)	2+ mile length. Walkable proximity to community. Access points to the park.	Pave the walking trail. Convert heavily used trails to asphalt for use and accessibility. Add trail markers on each side of S. Concord. Connect athletic field area to main park area via trails or access road. Address safety issues with park entrance and paths – road too narrow for two cars to pass. Erosion on paths cause ruts. Trail head at Oakbourne Rd. and South Concord is dangerous and needs stop signs. Concern about pesticide use on gravel paths used by dogs and people in flip flops.

Like	Comment	Need to Address
Beauty and Feel of the Park (8)	Natural feel with woodlands and trails. Family friendly. Preservation of open space. Beautiful grounds. Beautiful especially in front with landscaping and social trees. Peaceful and non-hectic atmosphere. Beautiful grounds, planting, arboretum. Trees and natural areas are beautiful. Park's rustic nature lends itself to feeling of peace and serenity. Combination of mansion, garden, arboretum, and trails is unique: a real treasure.	Remove invasives.
Community garden (5)	Vegetable plots.	
Sports fields and courts (4)	Diversity of recreational activities. Separation of active and non-active recreation areas. Sports and tennis courts areas are separate from rest of the park. Athletic field use for youth sports brings the community to the park. Use of recreational areas (basketball, baseball, tennis, and multi-purpose fields).	Athletic fields are just okay. Renovation of basketball court is priority – add fencing to prevent ball rolling to street. Add fields and courts as needed by sports groups.
Play and Events (4)	Playground. Pavilion. Outdoor Events.	Improve playground (3). Add more special events. Offer programs for groups other than families with children. Add a dog park.
Open Space (3)	Farming area. Preservation of open space here.	
Support Facilities	Parking: rated adequate to plenty.	Parking is rough. Improve parking. Need restrooms (4). Need signage and wayfinding and interpretative system and neon sign is out of character (5).
Single Topics		
Friends of Oakbourne	Maintain plants and trees to beautify grounds.	
Location		
Pond		
		Overall: Make more efficient use of property.
		Restoration of the fountain is of keen interest.
		Support funding and maintenance.

The individual responses for question three were categorized, grouped, and summarized in the following statements.

- **Vision and Plan**

- Clearly **articulated long term vision/strategy** for creating and maintaining a community oriented public space for family enjoyment & the celebration of public events.
- Provide an **overall plan to best utilize the Park** for recreational/ athletic use by the community without compromising the uniqueness of having such a well-preserved open space estate that mostly remains as it stood when the Smith/Drexel family lived there.
- Ensure that the **bucolic nature of the Park is maintained** and improved so that Westtown residents will always have a beautiful and peaceful area to go to in order to escape the hustle and bustle of everyday life. Do not "over improve" the Park, so that its current unique nature is not lessened or destroyed.
- **More definition for every portion of the Park with connectivity.**

- **Use**
 - **Access** so residents can get in and out easily.
 - Improve Park for all uses - recreation, passive, and open space preservation, so all of community can utilize to its fullest.
 - **The Park is under-utilized by community**, as compared to East Goshen, West Goshen, and other local parks.
 - **Increase the number of residents of Westtown who regularly use** the park and see it as an asset to the township.
- **Pathways**
 - Pave the **gravel paths** where appropriate so that it would work better for runners, families with strollers, and kids on bikes. It would help to draw many more visitors.
- **Support**
 - **To organize a holistic community of stewardship** (Township, Friends of Oakbourne, and others) with a secure stream of funding that will maintain, and rehabilitate when necessary, the grounds and structures in order to continue to provide an historic and peaceful protected green space for citizens to gather for events, education, activity, and respite with a conservation easement (if not already in place) to protect from future development.
- **Specifics**
 - We should try to **make those dump sites into spaces that work** for the Park. The upper site could be made into a wild meadow which bring in butterflies and beneficial bugs. The lower dump site could be used as a wet land and water flow area leading to the pond. This would dry up the paths and help water drain off.
 - I would love to see the **fountain to be restored and functional**.

PSC meeting 2 was held on August 11, 2020 to review the findings of the site analyzes, key person interviews, and focus group meetings. Committee members were tasked with visiting the park and completing a short evaluation to assist the design team in further understanding the individual and group perspectives regarding the park. A summary of the evaluation can be found in Appendix B. The group explored opportunities, potential park uses, types of facilities, concerns, and issues relating to redevelopment and expansion of the Park. Subsequent meetings were held to discuss site opportunities / limitations and constraints, programming, design alternatives and the final recommendations. Input provided regarding creation of the Park was summarized in the project meeting minutes included in Appendix L.

Key Person Interviews and Focus Group Meetings

The consulting team conducted series of key person interviews to obtain input regarding the redevelopment and expansion potential of the Park. Information was gathered about historical and existing details about the property, potential park uses and facilities, recreation trends, and immediate and long-term needs for specific and general recreation opportunities within each area. Over twenty key person interviews were conducted with members of organizations who have an interest and/or insight into the recreation needs of the area or particular interest regarding the park as defined by the PSC. Interviews were conducted by phone and also included daily park users encountered during site visits, adjacent residents, members of the Westtown Community Garden, members of the Oakbourne basketball league, local scout troops, West Chester Area School District (WCASD) athletic director and cross-country coach, local farmer, and Township staff including the Manager, Public Works Supervisor, Parks Coordinator, and Supervisors.

The following selected quotes from the key person interviews convey the various opinions and perspectives regarding the existing park.

Come back with something aspirational the best it can be.

Cope Tract – should it be meadow, park, or farm?

The parking areas do not need to be formalized.

Children's playground is not sufficient, ordering more playground is not the answer.

Don't urbanize the park.

I personally feel that the Park should stay the way it is. As a place to walk, sit and enjoy nature. especially as Oakbourne now has a designated arboretum.

If we take the 15.5 acres currently farmed out of production, how much food do we take off the table?

Improve, don't move.

What if this was a clean slate? What should it be?

No lights.

People are not enjoying the spaces around the mansion. It's like there is an invisible dog fence around it.

The basketball court sucks, but it is the closest one to the High School.

Don't make it East Goshen.

There are never enough fields in this area.

Township does a good job of managing various user groups.

Develop a realistic plan that puts the emphasis on improvements to existing facilities.

Focus group meetings were conducted with both the Friends of Oakbourne (FoO) and Westtown Township Historic Commission. A sports group forum was not able to be convened, so the design team developed a questionnaire that was distributed to the various sports groups who use the Park, so that they could provide input and feedback regarding development of the park.

The key person interviews, focus group meetings, and discussions with the PSC revealed the following common themes, weaknesses, and strengths and opportunities:

Common Themes

1. Connect people to the past by reclaiming forgotten landscapes.
2. Develop a park for everyone that is truly unique.
3. Do not overdevelop the park.
4. Develop a natural playground.
5. Provide "real" restrooms.
6. Connectivity.
7. Address parking needs.
8. Address infrastructure needs.

Historical Themes

1. The Mansion is the centerpiece, but what happened before and what happen after are also important.
2. This historic nature of the entire site should be celebrated.
3. The major theme is the country estate.
4. Retain the natural and historic character of the place.
5. Enhance landscaping to be reflective of the original estate including garden enhancements.
6. Bring back the pond.

Park Weaknesses

1. The number of easements, covenants and restrictions that are conveyed with the individual parcels.
2. The site is bisected by Guadenzia.
3. The Cope Track is not seen as a park.
4. The grounds do not support the elegance of the Mansion.
5. There is not enough parking to support functions and events at the Mansion.

Strengths and Opportunities

1. Mansion is an amazing asset.
2. Existing barn foundation at basketball court and historic interpretation role.
3. Tranquil, natural, and serene.
4. Must consider and map dedicated easements from the surrounding neighborhoods to the Park.
5. Integration of the Cope Tract into the overall vision for the Park.
6. Community Garden.
7. Arboretum.
8. Everything is in one park here. Lots of open space and nature preserves in the area.

Board of Supervisors Work Session

An update on the planning process, preliminary designs and recommendations were presented to the Board of Supervisors on November 2, 2020 prior to the second Community Meeting held on November 10, 2020. This Master Plan reflects the direction to address the issues and concerns identified.

The following comments were noted and considered in finalizing the plan.

1. Look for more opportunities for multi-generational play and adult fitness.
2. Consider a secondary playground (tot lot) for the athletic core.
3. Expand the meadow areas to visually connect the various areas of the park.

Community Input Survey

Purpose:

To obtain public opinion about Oakbourne Park regarding facilities, programs, and level of support for future improvements.

Process:

The Township issued an online survey between October of 2020 through January of 2021. The Plan Study Committee (PSC) worked with the consulting team to formulate questions and considerations that would be important for the community to provide their ideas on. Township staff worked on promoting the questionnaire through the Township website and various social media platforms. The PSC members also promoted the survey on social media platforms that they use such as Facebook and NextDoor.

Results:

The survey generated more than 12,000 points of information from 601 respondents.

Findings:

- 92% of the respondents live in Westtown Township.
- Only 1% of the respondents live more than 15 minutes from the Park. About half could get to the Park by walking or cycling in fewer than 15 minutes.
- 97% indicated that they use the Park. Those who do not use the Park reported thinking it is important in the community.
- Most of the respondents were in the 35-64 age group and appear to be households with children. About 22% were senior citizens.
- Most respondents reported that nothing prevents them from using the Park, but those who did cited that there is nothing of interest, poor quality facilities, and not knowing what is there as barriers to their use.
- To gauge the scale of improvements, respondents indicated that they wanted to make moderate to major repairs as opposed to minor or basic repairs.
- The most used facilities are the trails, general park use, and the playground.
- Improvements they would most like to see include preserving the historic aspects of the Park, adding permanent restrooms, and providing more recreational, educational, and cultural programs in the Mansion.
- Special events, nature, and fitness were the types of programs that respondents most wanted to be present in the Park.
- Families, children 5-12 years of age, and seniors were the groups most in need of recreational programs and opportunities.

The most common way that respondents get information about the Park is from the Township website, the Township newsletter and email. In the future, more would like to get information via email.

See Appendix C for complete survey results.

Community Meetings

The first public meeting occurred on September 15, 2020 via Zoom webinar and had a total of 64 attendees. The design team provided an overview of the Park and reviewed the planning process. The design team also shared information about the existing conditions and limitations and gathered feedback from the meeting participants on their interests.

The second public meeting occurred on November 10, 2020 via Zoom with total attendance of 24. The design team revealed the preliminary survey results and presented concept design plans for the development of the Park.

The meeting presentations, recorded meetings, and provided comments are posted on the Township's website:

[Oakbourne Park Master Plan Community Input Meeting No. 1 – Presentation Provided Questions and Comments \(09-15-2020\)](#)
[Meeting No. 1 Recording](#)

[Oakbourne Park Master Plan Community Input Meeting No. 2 – Presentation Community Meeting No.2 Questions and Comments \(2020-11-10\)](#)
[Meeting No. 2 Recording](#)

Vision, Mission, and Goals for Oakbourne Park

The input from the public participation process was translated into a vision, mission statement, and specific goals for the Park that should carry through in all aspects of development and implementation of the Master Plan recommendations.

Vision:

Oakbourne Park is a premier historic year-round recreation destination that welcomes and captivates residents and visitors. The Park with its heritage, beauty, and recreation opportunities are part of daily life in our community and shapes the character of Westtown Township. Historical, natural, and recreational resources cultivate outstanding experiences, health, enjoyment, fun, and learning for all people. Oakbourne Park is sustainable, well-maintained, safe, and meets the needs of individuals, families, and community organizations. The focus on preserving our history and our open space continues through the Park, with a strong emphasis on connecting people to our public lands and each other. Aware of its value to their lives, residents are proud stewards and supporters of an extraordinary park.

Mission:

Westtown Township will operate the Park as a model regional destination through a mix of public and private support, effective and efficient maintenance methods, innovative management, and outstanding customer services. Our first goal is to focus on public recreation needs that spur park revitalization in a way to preserve our heritage and attract people of all ages to want to spend their time enjoying the park.

Goals:

1. Create a practical, achievable yet visionary action plan for park revitalization and programming.
2. Preserve and celebrate our cultural heritage.
3. Preserve our agricultural heritage.
4. Preserve the historic cultural landscape of the Mansion.
5. Provide recreation opportunities that inspire healthy lifestyles, personal growth, family bonding, social connections, and a sense of community.
6. Offer community and special events to proactively build social ties among people of all ages, abilities, and backgrounds.
7. Provide facilities that are welcoming, accessible, attractive, and safe by design.
8. Update infrastructure needs.

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Site Inventory and Analysis



*"Smith Home"
Oakbourne*

Introduction

An extensive inventory and analysis of the site was completed to gain an understanding of the site's natural resources and relationship to the historic mansion.

The development of the Master Plan was guided by the analysis of the significance of the historic homestead, existing site conditions, review of the site's natural and man-made resources, existing facilities usage, consideration of the surrounding land uses, and the assessment of the recreation needs in the community.

Site visits were conducted to evaluate the site characteristics, observe the site's relationship to the surrounding properties, and identify site opportunities and constraints. The findings of the inventory and assessment phase of the planning process is documented below but is not intended to be used in the preparation of any detailed site plans or construction documents. No structural assessments, survey, wetland, forest or habitat delineations, testing, or in-depth study was completed by team members.

Park Location

Oakbourne Park is located within a heavily suburbanized area of eastern Chester County, Pennsylvania. The Park is situated less than one mile southeast of West Chester and approximately 16 miles west of Philadelphia and is surrounded by single family residential homes.

The property consists of approximately 148.3 acres, comprised of several parcels that are generally defined and considered as three separate areas.

Area 1 - Oakbourne Park and Arboretum: 1014 S. Concord Road, West Chester 19382

Area 2 - Oakbourne Park Athletic Complex: 500 E. Pleasant Grove Road, West Chester 19382

Area 3 - The area east of S. Concord Road commonly referred to as the Cope Tract



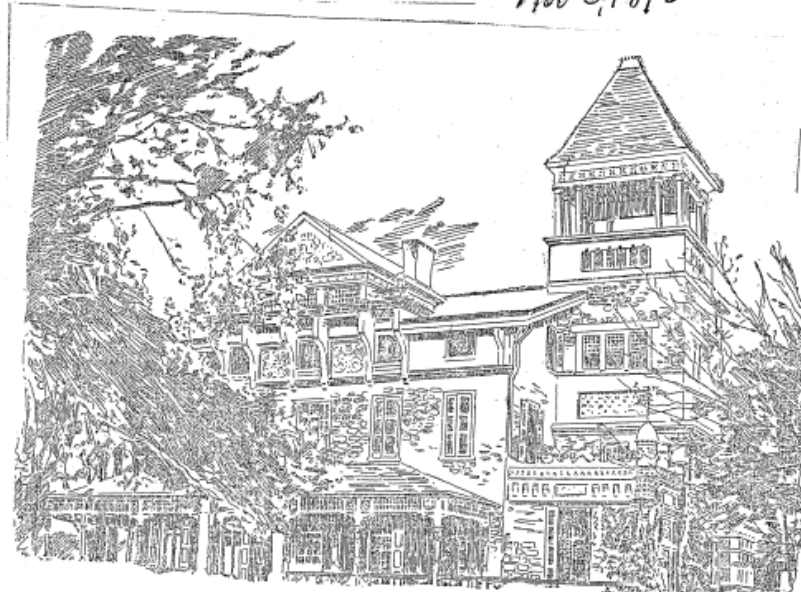
Site History

Concurrent with the park master planning process, Oakbourne Mansion was undergoing several improvements to stabilize and protect the existing structure. As a result, the Oakbourne Mansion was specifically excluded from the plan scope of work. However, upon the initial site visit by the design team, it was apparent the Mansion and Park were inter-connected and further research was necessary to understand this relationship. With background information provided by the Historical Commission on the history and architecture of Oakbourne Mansion (See Appendix A) and further research by the design team, it became evident that the Park can be considered an early example of a cultural landscape, representing a period in American Landscape History known as the Country Place Era, considered as the 40-year period between 1890 and 1930, following the industrial revolution. Those designs were focused on wealthy Americans who commissioned extensive gardens at their country estates.

Often these vast estates in the country were far away from the increasingly over-crowded urban centers and the design of these estates was a direct reflection of the affluence of the time. The views from and to the properties were often a key design principle.



Nov 3, 1895



OAKBOURNE PRESENTED BY MRS. JAMES C. SMITH TO THE EPISCOPAL CITY MISSION.

OAKBOURNE AND ITS BEAUTIES.

The Gift of Mrs. James C. Smith to the Episcopal City Mission.

A MAGNIFICENT RETREAT.

Rumors of a Contest Over the Will of the Decedent—Valuables That Are Said to Have Disappeared.

... treat for invalids under the care of this well-known institution of charity. For the purpose there is probably no place better adapted in this section of the State. Included in the bequest is the surrounding plot of ground, containing over thirty acres, which is laid out in fine drives and otherwise beautified in a manner only possible with the most artistic landscape gardener.

This property, then a veritable wilderness, was purchased by its late owner just thirteen years ago. Since that time the sum of \$225,000 has been expended in transforming it into its present state of magnificence. Shortly after Mr. Smith acquired this tract he christened it "Oakbourne," and this name was also adopted by the Philadelphia, Wilmington & Baltimore Railroad for the station nearby. All the highways in the immediate neighborhood were macadamized at the expense of "Oakbourne's" owner, and the taxpayers thus relieved to a great extent.

The massive palace, which stands on the highest point of ground in this part of the county, is built of a grayish stone, and is in itself

neighborhood. This huge tower is also of stone and is provided with the finest of glasses. From its lookout, the visitor may behold one of the prettiest scenes upon which the eye can feast. Far away to the southeast may be seen the city of Chester, while Philadelphia looms up in the distance to the east, skirted as it appears by the waters of the Delaware. The borough of Media is readily visible, as are also numerous little towns and villages in Delaware County. To the north lies the pretty borough of West Chester, with Downingtown and Coatesville away in the background.

The stables on the premises are in keeping with the other fine buildings, and contain eleven head of blooded horses and a number of fine coaches, all of which are bequeathed to the City Mission, and will consequently remain on the place. "Abdallah," a coach horse which had been in the possession of Mr. Smith for a period of a quarter of a century, and is 24 years old, is among the favored animals quartered in the stable.

The attractive grove north of the buildings contains perhaps fifteen acres, sloping gradually down into a romantic

Mrs. all b letter Phila devou was n

The Philade James Chester.

To are in sion, a to be change

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View from Rosemont Station, ca. 1905

View to Mansion - The Main Line Country Houses 1870-1930, William Morrison



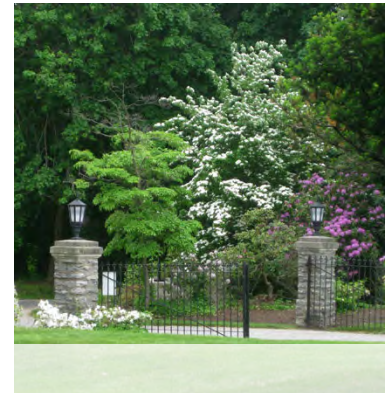
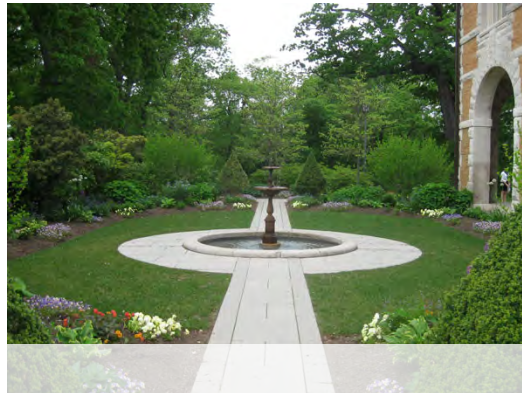
Ormston Country Estate Design Plan

Norman T. Newton, *Design on the Land, The Development of Landscape Architecture*, 1971

Other key design elements and characteristics often included formal and extensive gardens, fountains, garden sculptures, ponds, and arboretums. Although no physical evidence for the design of the estate has been uncovered, many of the design principles of the time used in siting the mansion and developing the estate are still visible today, and many of the design elements are still in place, including the original fountain and arboretum.



Cairnwood Estate



Source reference: <https://tclf.org/landscapes/bryn-athyn-historic-district>



Oakbourne Park



During that time, arboretums were utilized for the quiet enjoyment of nature and for education purposes. The same is true today, and the Township has taken steps over the years to protect the Arboretum as evidenced by the Forest and Tree Stewardship Plan and recent Arboretum Accreditation designation. (See Appendices I and J)



"With few exceptions, these Oakbourne forests are relatively young, probably most having their beginnings not more than 120-130 years ago, perhaps about the time the Mansion was built."
-Forest and Tree Stewardship Plan for Oakbourne Park

General Site Data

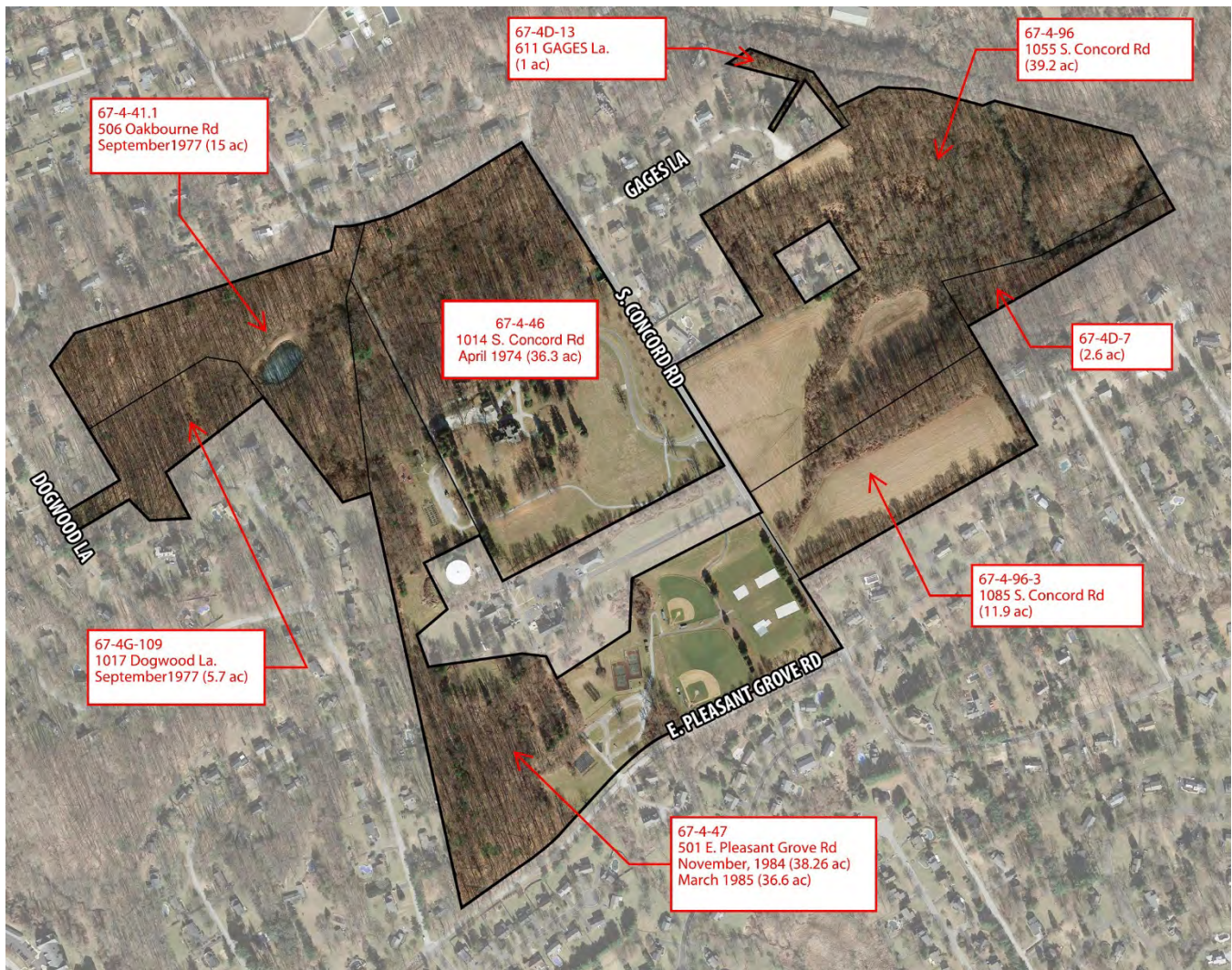
Data Collection / Base Mapping

Base-mapping data was compiled from the best available information as provided by the township. The project base mapping was developed from a variety of resources as outlined below and utilized for planning purposes only and should not be considered as boundary and topographic survey.

1. Chester County GIS data sets, individual parcel deeds, covenants and restrictions, site development plans for the Philadelphia Suburban Water Company (PSWC) water tower, site development plans for the cell tower located inside the Park, adjacent subdivision plans, land leases, easement and right of way agreements were reviewed and considered in developing the base map.
2. Floodplain, tax parcel data, and survey information was overlaid on orthographic aerial photography of the area to depict site surroundings.
3. The base mapping data was then field verified and supplemented with information gathered by the design team from several site visits over the course of the master planning process.

Site Acreage

According to previous research conducted by Township staff, the development of the Park started sometime in 1974, and by 1985 became what we see today, consisting of 8 parcels totaling approximately 148.3 acres.



Deed Restrictions, Rights-of-Way, and Easements

Preliminary research conducted by township staff indicated several easements, rights of way and restrictions exist for each parcel. Although not mapped, they were considered in the development of the plan layout. In summary, the parcels comprising Oakbourne Park can only be used for open space, agriculture, and recreation purposed in perpetuity.

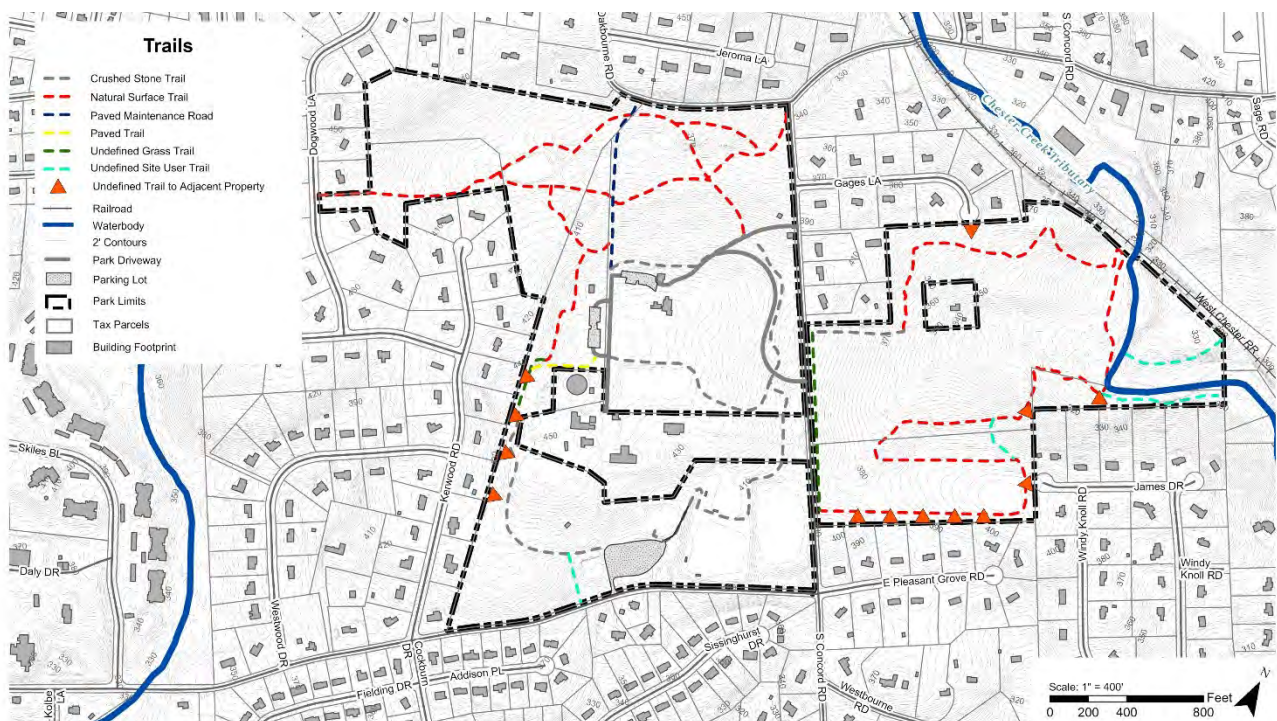
Further documentation provided by The Department of Conservation and Natural Resources (DCNR) indicate that Parcel 67-4-47 (Athletic Core) is subject to Land & Water Conservation Fund (LWCF) restrictions.

*"Property acquired or developed with LWCF assistance shall be retained and used for public outdoor creation in **perpetuity**. When an area acquired or developed with LWCF assistance will be used for other than public outdoor recreation use, this use constitutes a conversion under Section 6(f)(3) of LWCF Act. Any property acquired and/or developed shall not be wholly or partly converted to other than public outdoor recreation uses without prior approval of NPS pursuant to Section 6(f)(3) of the LWCF Act and these regulations. The conversion provisions of Section 6(f)(3), 36 CFR Part 59, and these guidelines apply to each area or facility for which LWCF assistance is obtained, regardless of the extent of participation of the program in the assisted area or facility and consistent with the contractual agreement between NPS and DCNR.*

It should be noted that projects that have already utilized that source of funding are eligible for future LWCF funds. Which makes Oakbourne to be eligible for this for future improvements. With the passage of the recent Great American Outdoors Act, additional LWCF funds in 2021 and beyond will be available. LWCF funding is not limited to the soft cap of DCNR at \$250K. For example, in 2020 some projects were awarded funding in the \$1 million range.

Trails

There are approximately 1.1 miles of stone aggregate trails, 2.6 miles of natural surface trails, and 0.2 miles of paved trails in the park. The trail system is primarily used by the surrounding residents to exercise their dogs, walk, and run. There is a park trail map located in the paved parking lot adjacent to the Mansion; however, once you are on the trail system there are no further maps or trail markings indicating which trail you are on. The trail system has connections to some of the adjacent streets including Dogwood Lane, South Concord Road, Gages Lane, and James Drive. However, none of these connections have been formalized with any demarcation to show that you are entering the Park. Also, where the trail system connects to S. Concord Road in two locations there are no crosswalks provided for site users to safely cross the street. There are also many informal trail connections to the park trail system from the private residences surrounding the Park property. There is currently no bike route designated in or around the Park.



Vehicular Access and Parking

The Park is currently accessed from three separate entrances, the main entry off South Concord Road, the Cope Tract entrance off of South Concord Road (approximately 300' north of the main Park entrance) and the Athletic Complex entrance off of East Pleasant Grove Road. The main entrance and the Athletic Complex both have entry signs letting site users know where they are. The Cope Tract entrance is a small gravel driveway that has no signage indicating that it is for the Park property.

Paved Parking Lots

The existing paved parking lot adjacent to the Mansion contains 33 total spaces and is in good to fair condition. The lot is marked with striping containing two ADA spaces and has good tree canopy coverage. Although signage and pavement markings have recently been installed, the ingress and egress for the parking area along the main access drive is not well marked and is not overly clear on how the vehicular traffic should enter or exit the parking area.

Gravel Parking Areas

There are two existing gravel parking areas that are not lined with space markings, one at the Mansion and one in the Athletic Complex. The parking at the Mansion contains 37 spaces (zero ADA). This parking area is in fair condition. The parking at the Athletic Complex is a mix of gravel drive aisles and grass parking stalls which provide 125 parking spaces (zero ADA). The parking area is in fair condition, but provides no ADA access to the athletic facilities which it serves.

Grass Parking Areas

There is one grass parking area provided for trail users on the Cope Tract that provides a few parking spaces (zero ADA). It is not easy to distinguish where the spaces are located as they are unmarked, and it is not clear if you are allowed to park along the Cope Tract access drive.

Overflow Parking Areas

The large grass area in front of the Mansion is used for overflow parking for large events. The existing access drive has two curb cuts along the western edge of the drive to allow for the ingress and egress of vehicles.



Relevant Planning Documents

The following relevant planning documents were reviewed and considered in the development of the Master Plan.

Zoning Ordinance

- Site zoned: T – Township
 - Agricultural use is a permitted use.
 - Public Parks, Open Space and Recreation are permitted uses.
 - Setbacks (building and parking)
 - Front – 25'
 - Side – 25' (each)
 - Rear – 25'

- Max height: 3 stories or 38' (whichever is less).
- Impervious Area (Including buildings): 60%
- Storage areas must be screened from residential uses.
- Outdoor lighting is required in outdoor public places where public health, safety, and welfare are potential concerns during hours of darkness.
 - Lighting is required for safety for uses that operate during the hours of darkness where there is public assembly and traverse, including but not limited to public, recreational, and institutional.
- There shall be no outdoor loudspeakers or similar amplification which may be heard beyond the property line between the hours of 10 PM and 6 AM, plus Sundays and legal holidays.
- **Parking**
 - Parking spaces shall have dust-free, all weather surfacing.
 - Gravel can be used for reserve or overflow parking is approved by the board of supervisors.
 - All parking spaces shall be marked by painted lines.
 - Raised islands are required at the end of all parking bays.
 - Parking calculations
 - Public recreation
 - 1 space per 3 patrons
 - 1 space per 2 persons regularly employed at a peak period of use
 - Places of assembly
 - 2 spaces per 5 seats at maximum capacity
 - Libraries, museums, galleries, or similar uses
 - 1 space for all vehicles used directly by the facility
 - 1 space for each 1,000 SF of total floor area
- **Stormwater**
 - All new improvements will be subject to Pennsylvania Department of Environmental Protection (PA DEP) and Environmental Protection Agency (EPA) regulations for stormwater management.

2019 Comprehensive Plan Update

- "Large" Parcels. Saving the last large, remaining tracts, is a priority as they present the last opportunities to conserve these tracts from being subdivided into house lots and streets. Given the developed nature of the Township, five (5) acres constitutes a "large" parcel. The Protected & Unprotected Open Space Map indicates permanently protected lands and undeveloped lands over five acres in area. Nearby protected lands beyond the boundaries of Westtown are also indicated.
- Consider amending Zoning Use provisions to provide incentives for agri-business and agri-tourism to help keep remaining farm properties viable in a suburban environment.
- Undertake non-regulatory action and policy to support protection of natural resources Continue to support collaborative efforts with other agencies, conservation organizations, and owners of valuable open spaces to achieve permanent land conservation objectives, notably focusing on properties with significant natural resources. Develop best management practices for land stewardship of Township-owned natural resources, to improve the ecological performance of these resources and to educate and inspire private landowners.
- Preserve and enhance open space and recreational resources.
- Consider initiation of a referendum allowing Township residents to vote on whether to establish a dedicated tax for open space protection.
- Maintain strong relationship with large landowners including Westtown School, the Stratton Family, and the Stokes Family in order to actively assist in keeping those open spaces undeveloped and actively farmed.
- Evaluate the Township zoning ordinance for potential barriers versus incentives for viable agricultural related businesses.

agreement across the entry drive from South Concord Road, the location of this facility within the midst of the Park presents several challenges to unifying the Mansion area and the Athletic Complex.

Adjacent to the Guadenzia House parcel is 1.1-acre parcel owned by Aqua, Pennsylvania that houses a water tank that is accessed through the Park via the park access drive.

Natural Resources

Water Resources

Wetlands/Pond - Based on a review of the National Wetland Inventory (NWI) map, there is one palustrine wetland (pond) within the limits of the Park. This pond drains to a stream that has a riparian zone that is listed as a forested/shrub wetland that flows east from the pond toward Chester Creek. JMT recommends completing a presence/absence survey for wetlands within lands that may be identified for future development or preservation. Since Chester County is known to harbor habitat for the threatened bog turtle, an evaluation of potential habitat should occur during the presence/absence survey for wetlands. The 100-year floodplain of Chester Creek is located along the eastern limits of the park.

Streams -There is one tributary to Chester Creek, which is listed as a Trout Stocked Fishery (TSF) and Migratory Fishery (MF) according to PA Code 25, Chapter 93, Water Quality Standards. It is not listed as an approved trout waters, a stocked trout stream, or a stream that supports natural trout reproduction. No in-stream restrictions will be required for working in and around this stream. Chester Creek is listed as being impaired for aquatic life and recreational use within the watershed. The project is located within the Chester Creek watershed, which has an approved Act 167 Stormwater Management Plan.

Land Resources

Vegetation – Oakbourne Park provides a refuge for native flora and fauna and specimens trees as part of the Arboretum area. The natural systems are challenged to sustain themselves within the surrounding developed landscape of suburban residential land use. The land cover vegetation of the site varies throughout the park and is further defined as part of the Tree Stewardship Plan located in Appendix I. The plan includes an analysis of the woodlands, and also discusses invasive species, plants observed, hazard trees, species of special concerns, and the Arboretum.

Riparian Corridor Vegetation – Riparian corridor vegetation occurs along the unnamed tributary located in the Cope Tract and along the drainage way traversing the site from South Concord Road south to the existing tributary.

Wildlife Habitat – The Park offers diverse landscapes for various species of mammals and birds. The site is well suited for bird watching and attracts hawks and many passerine and migratory species. As with any park which has cultivated or large mowed areas, Oakbourne may attract Canadian geese. Canadian geese may seek refuge and the populations need to be managed to prevent degradation of the site.

Utilities in the Area of Oakbourne Park

Water – The site has existing water service provided from AQUA Pennsylvania (formerly Philadelphia Suburban Water).

Sewer – Sanitary sewer is supplied to the site from the southern end of the park where it traverses East Pleasant Grove Road.

Electric – The site has existing electrical service which is provided from South Concord Road.

Communications – The site is serviced by Verizon.

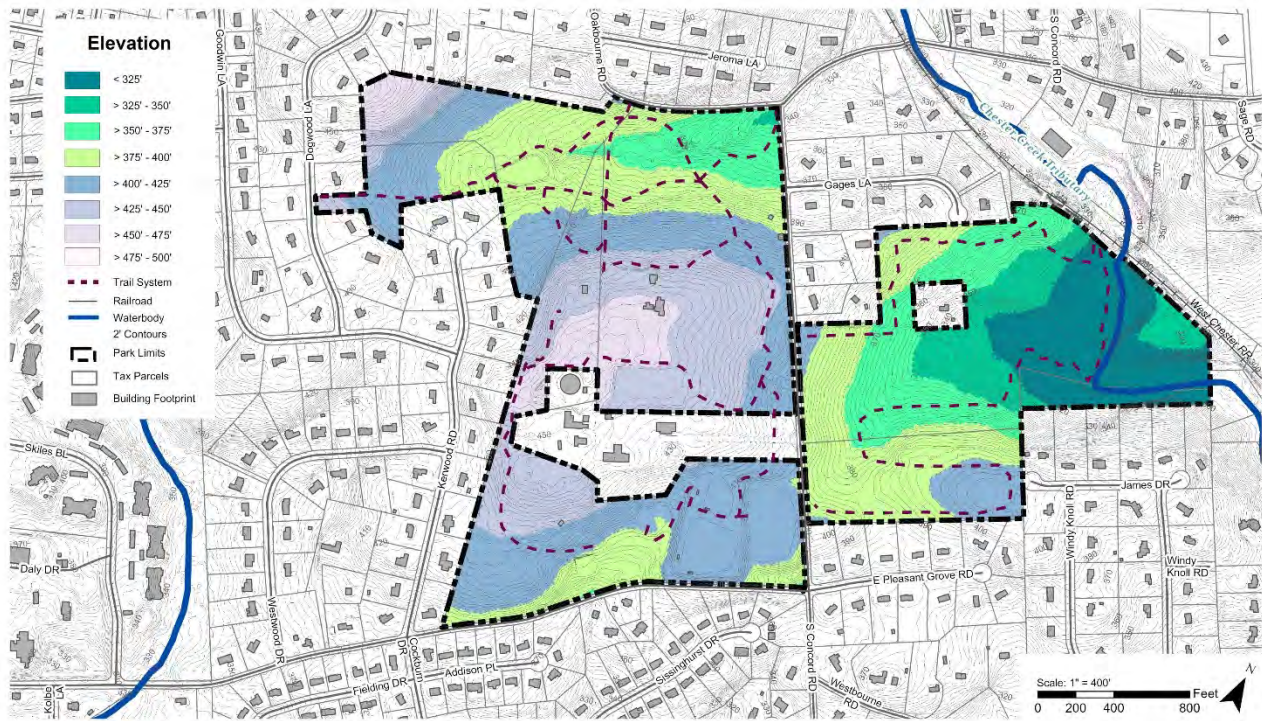
Resource Inventories and Analyses

Several inventories were generated to provide a foundational understanding of the property's resources and their capacity or suitability to support uses and development beyond the existing uses surrounding the Mansion and the agriculture on the Cope Tract. These inventories include the following:

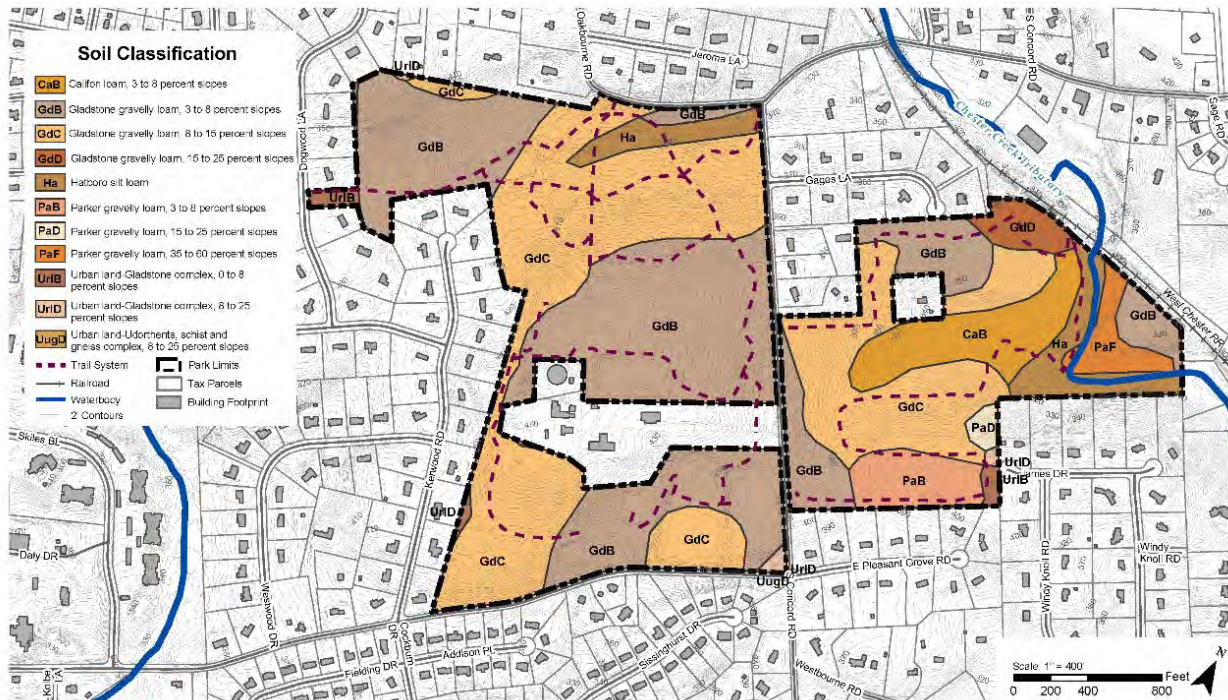
Slope: a mathematic computation of the terrain's gradients or pitch; light green areas are comprised of slopes <5%; the dark red areas contain slopes greater than 20%.



Landform/Elevation: Divides the terrain into increments of vertical change or elevations; the light blue denotes the highest elevations and the dark green color highlight the lowest elevations within the site.



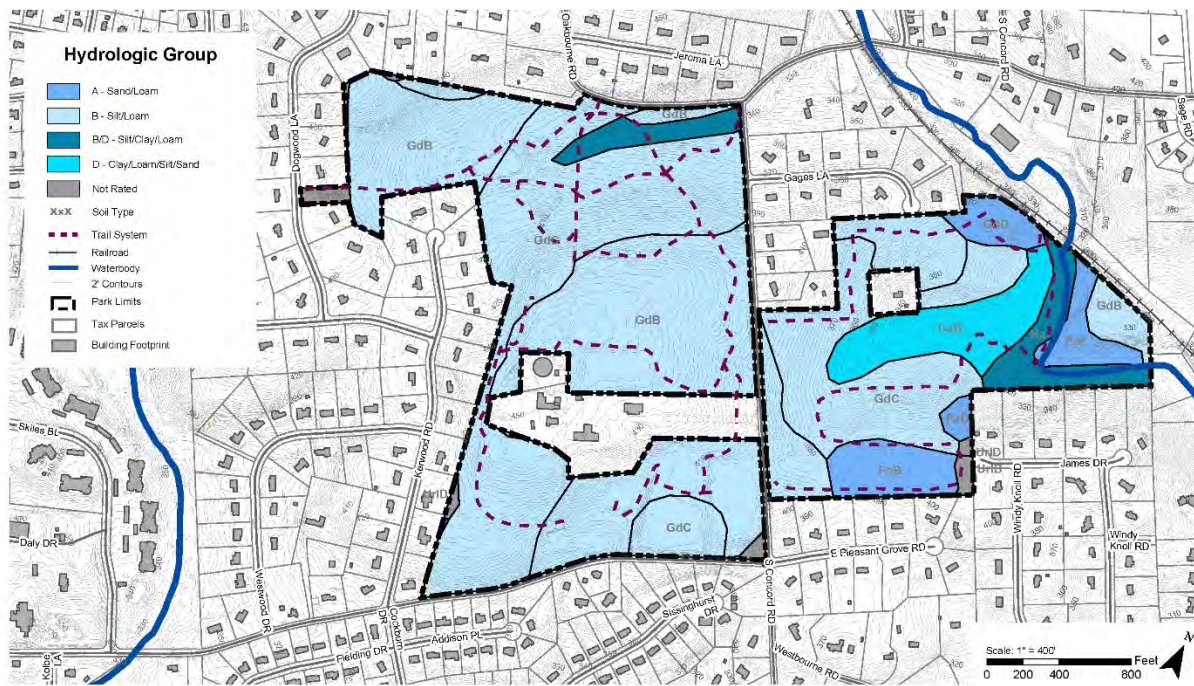
Soils Groups: Delineates the location and extent of the soils found on the site as per the U.S. Department of Agriculture (USDA), Soil Conservation Service, Chester County Soils Survey; six total soils series exist and are broken into 11 soils groups based on their slope.



Soil Development Limitations: Categorizes the existing site soils based on their capacity to support development.

Map Unit Symbol	Map Unit Name	Hydrologic Class Rating	Drainage Class	Depth to Water Table	Acres in Oakbourne Park	Depth to Bedrock	Depth of Topsoil	Limitations to Site Development
CaB	Califon loam, 3 to 8 percent slopes	D	Moderately Well Drained	>1 ft	8.5	>80 in	9 in	Load limitations for roads and buildings due to shrink/swell, flooding potential, and depth to saturated zone.
GdB	Gladstone gravelly loam, 3 to 8 percent slopes	B	Well Drained	>6 ft	59.1	>60 in	10 in	Limitations due to depth to saturated zone
GdC	Gladstone gravelly loam, 8 to 15 percent slopes	B	Well Drained	>6 ft	57.8	>60 in	10 in	Limitations due to depth to saturated zone and slope
GdD	Gladstone gravelly loam, 15 to 25 percent slopes	A	Well Drained	>6 ft	2.4	>60 in	10 in	Load limitations for roads and buildings due to shrink/swell, slope, and depth to saturated zone.
Ha	Hatboro silt loam	B/D	Poorly Drained	<1 ft	7.9	>80 in	9 in	Limitations due to depth to saturated zone and flooding potential
PaB	Parker gravelly loam, 3 to 8 percent slopes	A	Somewhat Excessively Drained	>6 ft	4.5	>70 in	8 in	Limitations due to gravel content
PaD	Parker gravelly loam, 15 to 25 percent slopes	A	Somewhat Excessively Drained	>6 ft	0.8	>70 in	7 in	Limitations due to slope
PaF	Parker gravelly loam, 35 to 60 percent slopes	A	Somewhat Excessively Drained	>6 ft	3	>70 in	9 in	Limitations due to slope and gravel content
UrIB	Urban land-Gladstone complex, 0 to 8 percent slopes	Not Rated	Not Rated	>6 ft	1.5	>70 in	10 in	None noted
UrID	Urban land-Gladstone complex, 8 to 25 percent slopes	Not Rated	Not Rated	>6 ft	0.6	>70 in	10 in	None noted
UugD	Urban land-Udorthents, schist & gneiss complex, 8 to 25 percent slopes	Not Rated	Not Rated	>6 ft	0.1	>50 in	6 in	None noted

Hydrologic Groups: Classifies the soil groups based on their porosity value and geotechnical stability/suitability for excavation and/or building foundations.



Development Limitations Map

The mapped inventories, conclusions of Tree Stewardship Plan, and identified historical viewshed were combined to create a comprehensive illustration of the Park and the natural capacity to support development. Development, in this case, relates primarily to recreational pursuits (passive and active), which may include athletic facilities, small-scale buildings, parking lots, meadows, and trails. The purpose of the analysis was to delineate the envelope or general footprint where any future development can occur without negatively impairing the site's natural resources. The Development Limitations map is one of the critical components in framing the Master Plan recommendations. The criteria and definitions used for the three zones of identified are as follows:

Preservation Zone – is characterized as environmentally sensitive areas that are wooded, contain steep slopes (>25%), are within the floodplain, soils that are in hydrologic groups B & D, and within the historical viewshed. Preservation areas will have very limited disturbance in developing or restoring existing recreation facilities.

Conservation Zone – is characterized by steep slopes (>10%), floodplain areas, and soils in hydrologic group B. The Conservation Zone can generally support more development than the Preservation Zone. Some potential developments are small, paved gathering spots, play areas, smaller parking areas, pavilions, shade structures or paved trails.

Development Zone - is characterized as areas not already included in the Preservation or Conservation Zones. Development Zones may have parking lots, larger buildings, and any other appropriate support facilities.



Conclusions

The site analysis provided valuable information that guided the Plan for the Park. Conclusions include:

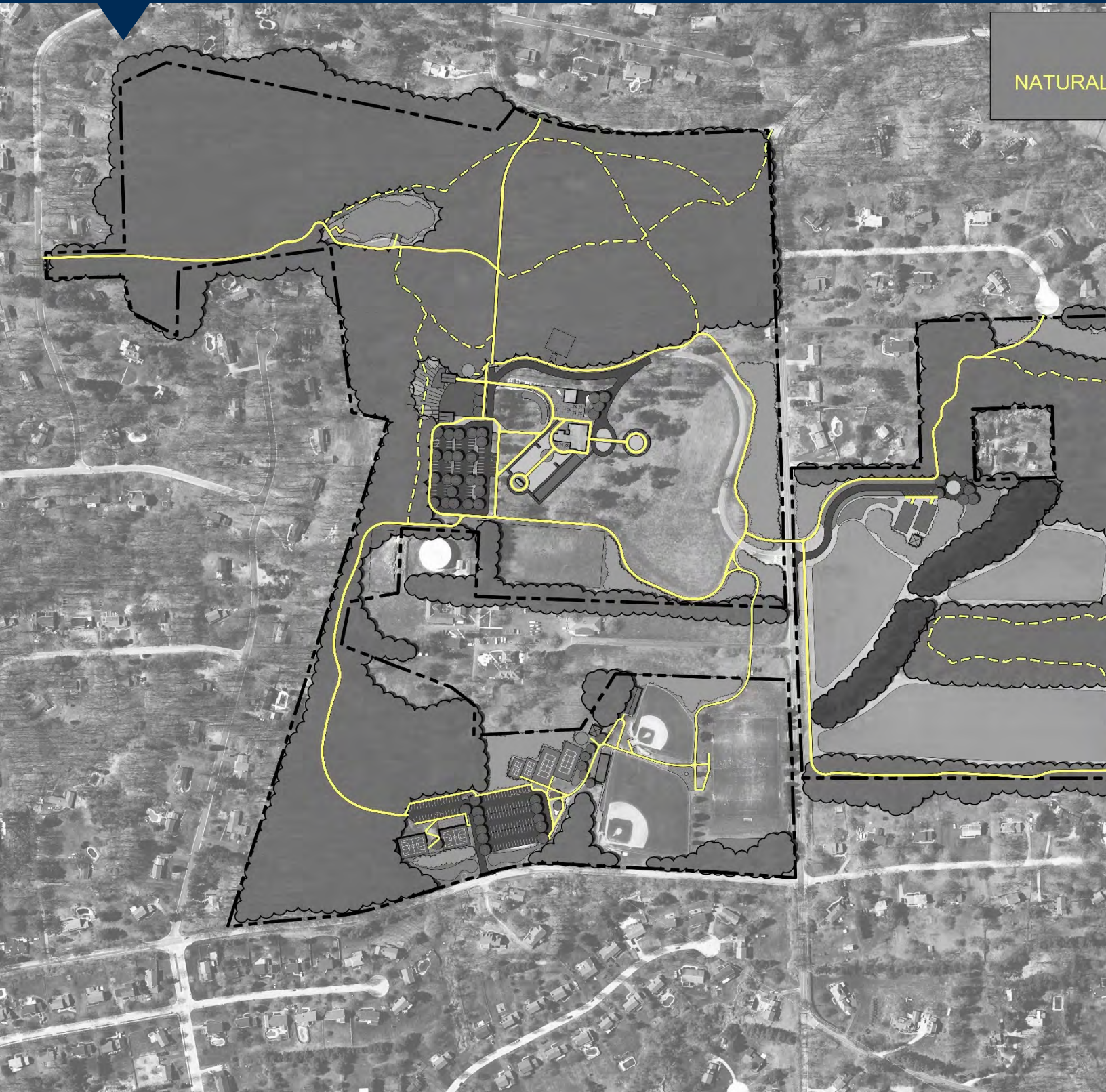
General Conclusions–

- The Park is a unique treasure like no other park in the region, there truly is a little bit of everything here.
 - Arboretum
 - Historic and Cultural site
 - Athletic Complex
 - Regional Park
 - Nature Park
 - Active farming
- One of the greatest assets of the Park is the stories and lessons it has to offer.
- Cultural American Country Place Era Estate Part of a public park.
- The park design **MUST** weave these important stories together into a cohesive design that respects the historical and cultural context of the place that offers a unique user experience.
- This is a cultural landscape that should be preserved, protected, and celebrated.
- Although the park has been developed around the mansion, it is separated in many respects from the rest of the park.
- The long views across the site **MUST** be preserved.
- The individual pieces are disconnected and therefore presents a park with no identity.
- There is a strong sense of **OWNERSHIP** for individual places within the park.
- The individual zones of the Park can work in harmony and should be connected both visually and physically where practical.
- The Park is a natural oasis in the midst of extensive suburban development.
- The Mansion is the focal point of the property.
- The Cope Tract is not suited to intense development scenarios, such as athletic fields due to slope and soil limitations.
- The ongoing agricultural practices are a scarce feature in the surrounding area and have an important story to tell future generations.
- The site is divided into a series of outdoor rooms, defined by topography hedgerows. Each room offers a different environment and recreation opportunities.
- Perimeter roads are heavily traveled. Safe ingress and egress to the site must be provided.
- Pedestrian circulation routes must meet the requirements of the ADA to provide like opportunities for physically challenged persons to experience the natural areas.

Resource Protection –

- The Park's natural areas should be protected and conserved.
- Property encroachments should be identified and addressed.
- Maintenance practices (mowing, clearing) should involve Best Management Practices to enhance water quality.
- Extreme steep slopes have limited occurrence within the Oakbourne Park site, but must be respected with any improvements to minimize erosion and align with the requirements of the ADA.
- Existing voids in the vegetative cover should be planted to provide habitat area, filter stormwater runoff, minimize erosion, minimize maintenance, and reduce fragmentation. Meadows should replace lawns where practical.
- Wildlife habitats should be preserved and enhanced through planting of native vegetation to supply food and shelter.
- Connectivity of the forest vegetative cover should be promoted to bridge the gap for wildlife movement and minimize edge areas where invasive species could be introduced.
- Involve surrounding landowners in stewardship initiatives.
- Invasive species should be removed where they exist and monitored to limit introduction into the site and promote native habitat.

Master Plan Recommendations



NATURAL

Introduction

Oakbourne Park is a complex and significant cultural and recreational resource for Westtown Township and the surrounding municipalities. A park as large as Oakbourne Park, with extensive natural and cultural resources and active and passive recreation opportunities, attracts visitors from throughout the Township and the adjacent municipalities. Developing a plan that directs future growth and reinvestment in existing resources is key to the Park's continued success and elevating its stature as a park that offers something for everyone.

Guiding Principles

In conjunction with the Master Plan vision statement, a set of guiding principles were generated by the design team to manage and shape the content of the final recommendations.

1. Rediscover and Enhance Historic Resources

The Mansion and remnant features are important elements within the landscape. They contribute to the Park's sense of place and should become the centerpiece for special events such as concerts, weddings, exhibits, and community events. To create sense of place, it is essential to think of the Park's historic context and weave those interpretive elements into the design and programming. Implementation of the design must consider the Park as more than a collection of facilities. The scenic and visual quality of the site developed facilities, and landscape should match the stately elegance of the Mansion.

2. Infrastructure Expansion

It is essential to maintain and expand the capacity of the park to accommodate existing and new user groups as park use continues to grow, to accommodate a diverse audience that includes an aging population. New facilities, programs, and improvements to the core areas of the developed portions of the Park will achieve better connectivity, safety, and function. Much needed restrooms in highly active areas are a priority, and stronger internal and external neighborhood connections that provide safer access to and within the park are proposed. Improved infrastructure will address ADA circulation deficiencies and knit the Cope Tract to the main park area, creating opportunities to experience and discover all of the Park.

3. A Park for Everyone

The Park offers several recreational opportunities that currently caters to a wide user base including young families, runners, sports groups, and older adults. However, the Park offers a unique setting that can grow recreation and programming opportunities to expand the user base. The Plan includes facilities that address the current and future demographic trends by providing recommendations for the expansion of activities and amenities that involve the whole range of family dynamic from small children to seniors.

▪ Resource Based Recreation

An unnamed tributary of Chester Creek flows through the Cope Tract extending approximately 1300 linear feet. The creek includes a floodplain and meanders through several landscapes in a very short stretch. The riparian buffer and creek offer opportunities for bird watching and nature study.

▪ Historic and Cultural Interpretation and Education

The historic Oakbourne Mansion, water tower, carriage house, and gate house have been preserved. The surrounding landscape and some remaining remnant features of the estate are still evident and presents a setting for learning about the local history of the site. Information about the historic structures should be shared with park visitors through an overall interpretative plan that includes identification, programming, and signage.

- **Group Outings and Programs**

The interpretive elements of the Park and the picnic areas, pavilion, fire circle, and open lawn areas provide space for families and community organizations such as the scout groups, school ecology clubs, service clubs, and others to gather at the Park for their programs. The small group gathering area with fire pit provides a venue for group presentations.

- **Traditional Recreation**

The Park provides a setting for spending time with family and friends. Various gathering areas, play areas, trails, the event lawn, and open space for leisure activities provide a unique setting for lifetime memories.

- **Self-Directed Activities**

There are several open spaces within the Park that are not scheduled with activities. Visitors can enjoy the Park setting and facilities at their own pace, on their own terms, and gather for informal activities such as walking, jogging, sports training, playing ultimate frisbee, and picnicking.

- **Competitive Sports**

The existing Athletic Core includes two baseball fields and multi-purpose field which offer opportunities for area youth to participate in sports activities. The basketball courts and tennis courts provide for competitive league play and pick-up use.

- **Special Events Space**

The event lawn has been successfully programmed for special events and community activities. Support facilities including convenient restrooms, parking, and drop-off area to support large gatherings were considered in the proposed design.

4. Resource Protection

The unique features of this Park will be protected, including the intact forest, specimen trees, and historic viewsheds. One of the Plan's priorities is the preservation of the landscape, stewardship, and sustainability, and incorporation of cultural elements expressing the character Chester County.

5. Connectivity

All areas of the Park must be connected to provide users safe and convenient access between destinations within the entire park. Currently each area of the Park serves a specific user group and users have limited reasons to visit other areas of the Park. Certain areas of the Park are inaccessible, unknown, and not considered part of the Park.

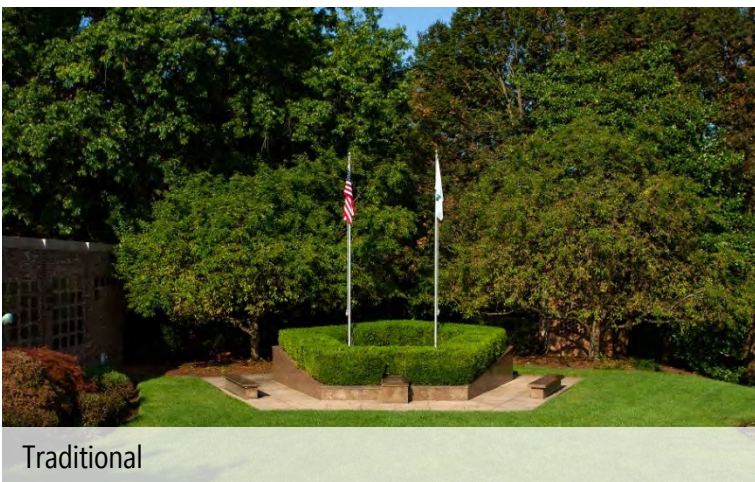
Key Recommendations

The key recommendations detailed below were derived from the involvement of the Master Plan Study Committee, Township officials, management, and staff; key person interviews; and the experience of the planning team.

1. Think big! Go for the gusto! Do not get lost in the details!

This is the single most important recommendation. Oakbourne is no ordinary park. It is something very special. The mindset that key stakeholders have about this park will make all the difference in its success. Opportunities to think big while serving the people of Westtown are provided below:

- Interpretation** – Do not be content with mere signage. Reach out to state-of-the-art interpretive specialists to create a plan using all the aspects of technology and storytelling available in the 21st century. Look at leading providers of interpretive services to see how they do it: National Park Service, highly rated modern museums, etc. Pursue alternative funding in education, science, and health to develop a strong and exciting interpretive program. The Interpretive Plan should define the history and essence of the site. Park users should be allowed to experience the history firsthand through a variety of methods including exhibits and programming.
- Gardens** – The gardens have a bigger role to play as part of a regional destination garden association. Gardens provide fantastic opportunities for programming, education, partnerships, and revenue generation. The community garden plots, the clock garden, and arboretum all offer unique destination quality promise. Pursue a formal partnership with Longwood Gardens to help advance Westtown’s garden prominence.
- Playground** – Great playground design is a rarity and can be one of Oakbourne Park’s greatest assets. A playground rooted in modern play theory that engages people from two to 100 years old will be a major drawing card in Oakbourne Park. Relating the playground design to the history of the site paves the way for ultimate imaginative design. The movements underway when Oakbourne was built include the Country Estate Era, the great Playground Movement of the Industrial Revolution, child labor laws and public health crises that fostered the playground movement are the seeds for interpretation and design of the play space that also conveys the history of the site. Some of the greatest children’s literature of all time was produced in this era: Peter Pan, Wind in the Willows, Gulliver’s Travels, Robinson Crusoe, and Ann of Green Gables all lend themselves to unique themes that defy the current practice of simply picking play equipment out of catalogs.



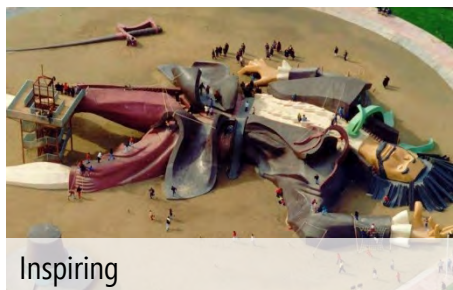
Traditional



Inspiring



Traditional



Inspiring



- **Sports** – The unique basketball court with the wonderful stone wall shouts imagery from 1891 when Dr. Naismith invented basketball, right about the time Oakbourne was underway. Capitalizing on this history lends itself to programming like “The Peach Basket Tournament” that would celebrate sport and Oakbourne Park’s place in history.
- **Aesthetics** – The beauty of the site can be the number one reason why people visit the Park. Often, landscaping is the hardest park facility to fund. It’s a lot easier to get funds for a game court or a ball field than for landscaping that will set this park apart and define its very nature and appeal.

2. Establish the Importance of the Park with a Vision and Mission

Elected and appointed officials need to have a clear vision for the parks in order to get behind them and support them. In defining the vision and mission for Oakbourne Park, the community public participation process identified important values as the foundation for planning and operating the park. These included:

Values

Values highlight what Westtown Township stands for in planning, managing, maintaining, programming, and supporting Oakbourne Park.

1. **Preservation:** Culture, history, agricultural heritage, and open space with an emphasis on accessibility, sustainability, and beauty.
2. **Recreation:** Park visitors play, learn, and develop a greater capacity to enjoy life.
3. **Education:** Park visitors understand and enjoy the history of the Park and its cultural and natural resources.
4. **Community Engagement & Public Service**
5. **Responsiveness and Innovation:** Recognize the need for leadership and excellence in park maintenance, programming, and management.
6. **Quality over Quantity:** Park elements are of high quality and maintained at a sustainable level. We will provide an optimal level of programs and support to assure superior visitor experiences.
7. **Sustainability:** Environmental and Financial: Make decisions that result in providing services at a sustainable rate and facilities that can be reasonably maintained, set realistic program and service delivery targets, and modifying park management and maintenance methods and procedures to increase efficiency.
8. **Collaboration:** Foster an ongoing working practice whereby public and private partners work together toward the common purpose of achieving the vision and goals of Oakbourne Park.

3. Continue to Involve the Public in Park Planning, Design, Programming and Operation

Public support is vital to park success.

- Continue to involve the public in park planning as the Master Plan is phased in over time and construction documents for the final design are developed.
- Involve partners and community-based organizations in park programming.
- Continue to publicize advances in the Park through all media sources such as newspaper, the newsletters, website, Facebook, Twitter, Instagram, and e-mails. There is a transition underway in which the diversity in generations has various preferred ways of getting information that must be used.

Roll the Plan Study Committee over into an Oakbourne Park Task Force to act in an advisory capacity to officials and staff working on the Oakbourne Park Master Plan implementation and other projects by participating in meetings, supporting

research and analysis efforts, and providing input and recommendations at the direction of the Westtown Township Board of Supervisors.

4. Implement the Park Master Plan

Follow the recommendations in phasing in the park improvements. Continue the momentum begun in the master planning process by developing a work plan for year one.

- Apply for two grants in 2021 to stoke momentum: the Pennsylvania Department of Conservation and Natural Resources (DCNR) Community Conservation Partnerships and the Pennsylvania Department of Community and Economic Development (DCED). These grants can be used to match each other. Seek a LWCF grant from PADCNR to secure \$1.5 million funding for a \$3 million project for Phase 1. Add Phase 2 with a DCED grant that requires only a 15% match with a maximum grant of \$250,000. Work closely with the sports leagues, as Phase 1 will be to improve the Athletic Core.

5. Establish a Formal Written Standardized Maintenance Program

Maintenance management is the process by which the Township plans, directs, and controls the care of parks and recreation facilities. The Park should reflect an effective level of service for protection of resources and park visitors as the Plan recommendations are carried out: an inviting, clean, and attractive appearance, the reality of fiscal and human resource limitations of Westtown Township, and recognition that partners are key to the effective operation of the Park. There is a tendency among governmental organizations in general to expect park maintenance crews to absorb the additional workload created by a revitalized park. This is especially true when the workforce is dedicated and passionate about the quality of its work.

Routine scheduled maintenance provides the foundation for effective park security and risk management. A park that is well designed and well maintained attracts visitors. The more use a park gets, the less vandalism occurs. When park visitors see that a facility receives good care, the risk of vandalism and other undesirable social behaviors tends to diminish. Parks that are not well tended get fewer visitors and higher levels of vandalism. The addition of a park caretaker or park ranger type of position to staff the park during peak hours will have major benefits for the Township, the Park, and Park visitors.

With a maintenance plan in place, there will be a clearly defined direction for the maintenance goals and operations.

Making a repair in an emergency, unscheduled basis costs seven times as much as it does to perform the task on a routine basis. It is far more efficient and effective to perform park maintenance on a planned and scheduled basis. On-going maintenance also prevents the need for costly rehabilitation that results from deferred maintenance.

Establish Best Practices

According to the National Recreation and Park Association's Green School and Maintenance Management Schools, the best management practices for parks were identified based upon the operations of successful parks and recreation systems nationwide. These practices are founded in sustainability and blend energy conservation, use of hybrid vehicles, Leadership in Energy and Environmental Design (LEED) design principles, use of alternative energy sources, recycling, tree planting, and reducing the use of chemicals. Since workload cost tracking for park maintenance is not yet available, the following best practices will serve as recommendations for this plan and cost projections.

Best Practices include having:

- a. 18-20 MANAGED park acres per park maintenance employee.
- b. A formal maintenance management plan in place.
- c. Expertise regarding the professional management of parks, recreation, trails, and natural resources is available on staff or through outside sources such as through partnerships or contracting.
- d. Contracts for the purchase of maintenance services may be a sound alternative which would need vetting in a union setting.

- e. A written work order system to track labor, materials, supplies, equipment, and emergency calls.
- f. A formal equipment replacement program.
- g. Written maintenance standards for parks and recreation.
- h. Design standards for facilities.
- i. A budget of at least five percent of the municipal operating budget or per capita expenditures of at least \$36 per capita for the parks and recreation operation as a whole or four to six percent of the value of their total assets without land value for park maintenance or a mix of the three benchmarks.
- j. A policy to guide the Township, Public Works, and park maintenance in its green practices.

6. Explore the establishment of a multi-municipal Parks and Recreation Consortium.

- a. Reach out to the PA DCNR representatives to discuss the multi-municipal parks and recreation consortium potential. Have them participate in a discussion with representatives of potential willing partners for the project.
- b. If consensus is achieved on moving forward, apply for a Peer Study that is available on a rolling basis. Divide the grant match of \$1,000 among the partners.

7. Retain a specialist in special event venues and economic development to assess the facilities and pricing structure for Oakbourne Mansion and park facility rentals.

- a. This has some urgency due to trends in facility rentals and post-pandemic changes.
- b. Call some specialists to get cost estimates and examples of work they have done elsewhere.
- c. Plan to implement the recommendations as soon as practical.

8. Develop policies for park operations.

- a. Naming Rights
- b. Gifts and Donations
- c. Revenue Policy
- d. Risk Management Policy

9. Begin to plan and phase in the allocation of resources to increase funding for capital improvements and maintenance support.

- a. Follow the recommendations in the Trust for Public Land's Financing Study of 2018.
- b. Given the Township's strong financial position, explore the potential to fund most of the cost of the improvements made in the Park Master Plan in a shorter amount of time.

10. Continue to plan for a great park. Additional planning studies to supplement the Master Plan and ensure the vision is upheld should include:

- a. Development of an Interpretive Plan for the entire park area.
- b. Prepare a Historic Landscape Design for the Mansion Core and gardens.
- c. Develop a comprehensive stormwater management study for the entire park site.
- d. Investigate joining the Greater Philadelphia Gardens Association.

According to the American Public Gardens:

Greater Philadelphia Gardens ("GPG") is a consortium of more than 30 public gardens, arboreta, historical landscapes and supporting organizations located within 30 miles of Philadelphia. Since 1989, the consortium has jointly promoted and encouraged visitation to its member gardens, which represent one of the key components of the region's leisure and tourism economy. The collective has branded the region "America's Garden Capital" to reflect the breadth, quality, and variety of public garden offerings available all year long in the region. Learn more at americasgardencapital.org.

Executive Summary from The Economic Impact of Greater Philadelphia Gardens, prepared by Econsult Solutions dated October 6, 2016

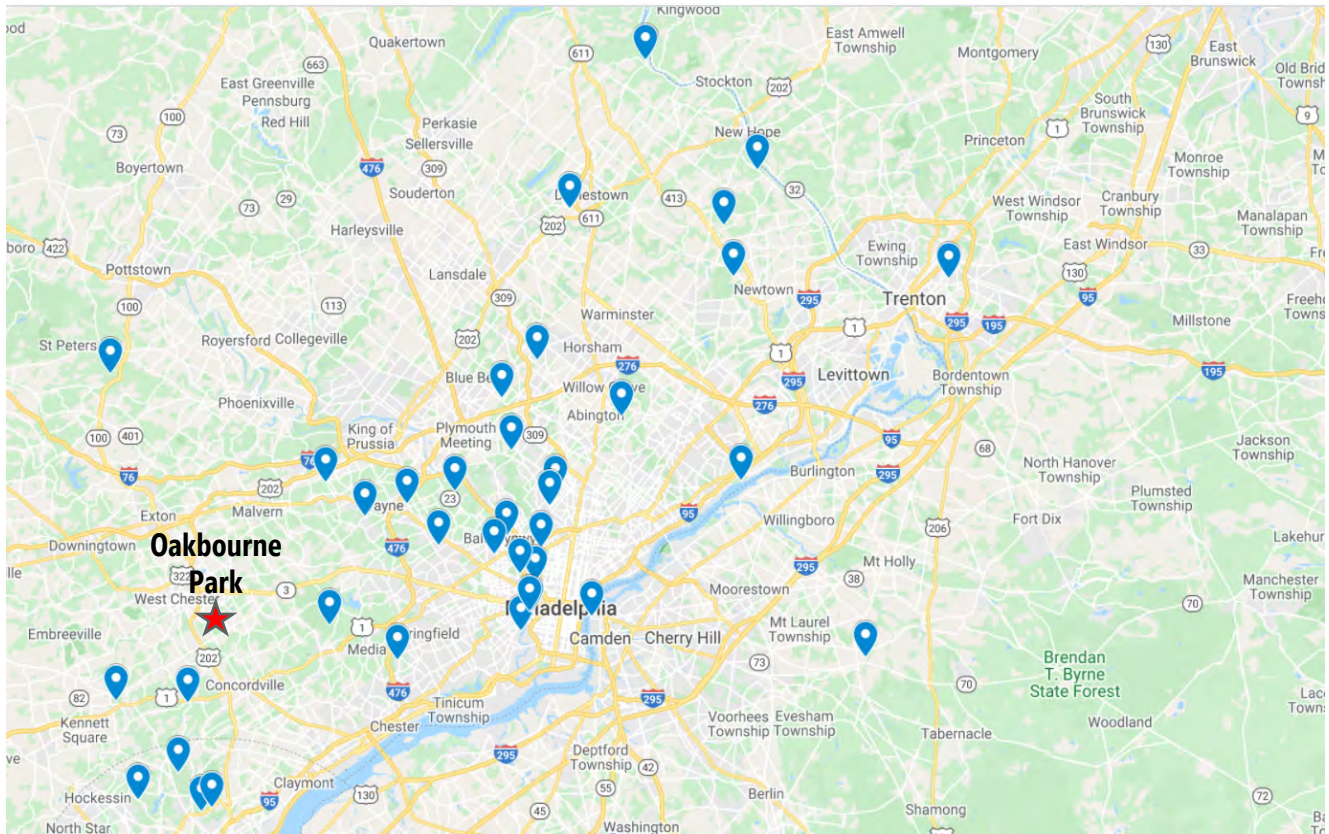
While gardens are traditionally discussed in terms of their aesthetic and cultural value, amenities like the GPG member institutions enrich the regional economy in a number of ways:

- Their collective economic footprint as employers and purchasers of goods and services is sizable, yielding significant spillover economic activity.
- Their presence and reputation also attracts and increases visitor spending from outside the region, which accrues across a number of sectors and then circulates through the local economy.
- Their role as initiators of capital investment supports a significant volume of local economy activity, and enhances the regional tourism and recreation infrastructure.

The real estate market considers their presence as an amenity, thereby increasing property values; In sum, GPG member gardens are cultural attractions that make the Philadelphia region a more attractive place to live and visit, thereby generating economic value in a variety of ways. The dual purpose of this report is to understand and articulate the character of visitation to member gardens, and to calculate the magnitude of impact from GPG's economic footprint within the Philadelphia region.

Oakbourne Park has the bones of a great place with many stories to tell. The Park has its own unique history, but is also part of a much bigger story of the region.

The Park is within the region of the Greater Philadelphia Gardens Association as shown in the map below illustrating the location of existing member gardens.



There are many different garden types in the surrounding area including arboretums, formal, Asian, natural, and botanical. Each is distinctive and offers various venues such as wedding and events, food, birding, museums and gardens, art and sculpture and other passive and education opportunities. A 2016 report commissioned by Greater Philadelphia Gardens shows that the 30-plus gardens and historical landscapes of the region collectively attracts approximately 2.5 million visitors per year. In addition to programming, which serves as a major visitor attraction, most gardens reported hosting community educational programs consistently throughout the year. While many of these programs are not revenue-generating, they provide considerable social and educational value within the region.

Below is a current listing of the member gardens.

The Gardens

Brandywine Valley

- 1 Brandywine River Museum of Art
- 2 Hagley Museum and Library
- 3 Longwood Gardens
- 4 Mt. Cuba Center
- 5 Nemours Estate
- 6 Welkinweir
- 7 Winterthur Museum, Garden & Library

Bucks County

- 8 Andalusia Historic House and Gardens
- 9 Bowman's Hill Wildflower Preserve
- 10 The Gardens at Mill Fleurs
- 11 Henry Schmieder Arboretum
- 12 Hortulus Farm
- 13 Tyler Formal Gardens

Main Line & Del. County

- 14 Barnes Arboretum at Saint Joseph's University
- 15 Chanticleer
- 16 Haverford College Arboretum
- 17 Henry Botanic Garden
- 18 Jenkins Arboretum & Gardens
- 19 Scott Arboretum

20 Stoneleigh: a natural garden

21 Tyler Arboretum

Montgomery County

- 22 Ambler Arboretum
- 23 The Highlands Mansion & Gardens
- 24 PHS Meadowbrook Farm

New Jersey

- 25 Barton Arboretum and Nature Preserve of Medford Leas
- 26 Grounds For Sculpture
- 27 Camden Children's Garden

Philadelphia County

- 28 The Arboretum at Laurel Hill & West Laurel Hill Cemeteries
- 29 Awbury Arboretum
- 30 Bartram's Garden
- 31 James G. Kaskey Memorial Park
- 32 Morris Arboretum of the University of Pennsylvania
- 33 Philadelphia Zoo
- 34 Shofuso
- 35 The Woodlands
- 36 Wyck Historic House, Garden, Farm



Source reference: https://static1.squarespace.com/static/52d4725ee4b0d4a5bfc88830/t/5e62758724157b7f38367fd7/1583510933057/AGC-Passport_rev2020_FINAL-web.pdf

Concept Formulation

This plan proposes improvements to the physical organization of the park and its layout to ensure that the park works and functions well. Currently, there is a sense that there are multiple parks within Oakbourne. The various areas function independently even though are already successfully utilized. Following the direction of the vision statement and design objectives to integrate park areas with the whole park experience in mind—the focus of the schematic concepts was not to generate multiple alternative designs, but to address the inherent issues within each area and develop a distinct sense of place and overall connectivity between the areas.

Concept Alternative

Based upon the input provided throughout the planning process, the following working concepts were developed and presented to the PSC on October 27, 2020. The designs and recommendations were generally favorable as outlined in the meeting minutes located in Appendix L. Based on the input received, the concepts were refined, and an overlay concept was developed for the Cope Tract to depict additional potential passive recreational facilities that could be considered in the event agriculture was no longer a use in the Park.

Athletic Core Working Concept



Mansion Core Working Concept



Cope Tract Working Concept



Cope Tract Overlay Concept



As part of the planning process, the overlay concept for the Cope Tract was presented. Although the primary recommendation was to continue to allow active farming and incorporate recreational elements around the existing agriculture, there was much concern regarding the “overlay” concept. Public comments from the meeting were summarized on the Township's webpage and subsequent emails following the meeting, documented in Appendix K.

Master Plan Overview

The Master Plan focuses on each of the core areas beginning with the Athletic Core, then the Cope Tract, followed by the Pond Core, and finally the Mansion Core. The Plan incorporates the vast views across the front lawn by removing overflow parking in this area and clustering overflow parking outside of prime usable open space. The trail system, totaling over 4 miles, includes multiple loops and crossovers that serve to provide pedestrian connectivity to all areas of the Park. There are 250 proposed paved parking spaces segmented into 4 key lots, each located close to the areas where patrons would want to park and conveniently walk to activities. A significant element of the Plan is the realignment of entry drive from South Concord Road to the Mansion Core, which results in separation of vehicular and pedestrian traffic, but more importantly removes parking from the immediate area adjacent to the Mansion, providing more usable space for programming, events, and activities associated with the Mansion.

1. **Athletic Core:** The Plan retains the general layout of the area, except for the relocation of the existing batting cage. Additional recreation facilities include a second basketball court, pickleball courts, tot lot, small shelter, and restroom building. The restroom building will be designed into the hillside and serve multiple functions, including storage and as an overlook/viewing area for the baseball field. The focal point of the design is the overlook plaza adjacent to the improved basketball court that will be designed to preserve and incorporate the existing barn foundation into a sitting and plaza space. The parking area will be formalized and a convenient pickup/dropoff area incorporated.
2. **Cope Tract:** The existing agricultural areas will continue to be farmed. To provide safe and convenient access to the existing trails a new realigned driveway is proposed, with 8 paved parking spaces, and stabilized overflow parking adjacent to the drive. The Community Gardens are shown to be relocated to this area and a small shelter and water services provided. It should be noted that the Community Garden cannot be relocated until such time as the agricultural areas are converted to meadows or other use that will not negatively impact the organic principles embraced by the Westtown Community Garden members. A new paved pathway is proposed along South Concord Road to provide a much-needed connection to the adjacent neighborhoods and the primary park areas on the west side of South Concord Road.
3. **Pond Core:** The existing pond will be improved to provide additional recreational uses, including fishing, while serving to address stormwater runoff. Wetland enhancements and educational signage and exhibits will be developed to support programming of the natural, cultural, and historical aspects of the site that are most evident in this portion of the park. Two ADA spaces are proposed along Dogwood Lane to provide ADA access and an accessible route to the proposed facilities located in this portion of the site.
4. **Mansion Core:** The focus of the design was to organize and define the usable spaces surrounding the Mansion by clustering like uses and separating vehicular and pedestrian areas to the greatest extent possible. The first area immediately surrounding the Mansion should be designed to reflect the design principles of the original landscape. Considerations should be given to redeveloping the formal gardens and incorporate the original fountain. The flagpole should be relocated to the Athletic Core to open and not distract from the views to and from the historic Mansion. The adjacent carriage house potentially can be converted to include public restrooms to serve the activities and events at the Mansion. A paved plaza adjacent to the carriage house will be developed to provide usable and flexible small group gathering space around the Mansion. The second area encompassing the existing pavilion and playground will be redesigned to include a signature iconic playground, nature-based play areas with overlooks and decks reaching out to the existing wood line, and two large pavilions to support group gatherings and activities. A strong pedestrian connection is proposed between these two areas via a 10-12-foot-wide pedestrian promenade to link the areas providing direct access to the carriage house restrooms. The promenade will also provide emergency and delivery access to the Mansion area.

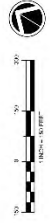


MASTER PLAN AREAS

- A** MANSON CORE
- B** ATHLETIC CORE
- C** COPE TRACT
- D** POND CORE

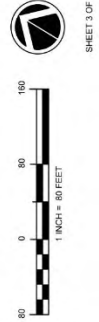
LEGEND

- STREAMBANK RESTORATION
- EXISTING TREES
- MEADOW
- BITUMINOUS PAVEMENT
- PAVED TRAIL
- EXISTING NATURAL
- EXISTING UTILITY RD.
- STORMWATER MANAGEMENT AREA
- AGRICULTURAL AREA
- PROPERTY LINE
- SHELTER / BUILDING
- DECORATIVE PAVING



OAKBOURNE PARK OVERALL MASTER PLAN
JANUARY 2021





ATHLETIC CORE
JANUARY 2021

Turning Visions into Realities

50 YEARS

T O O L E
Recreation Planning

UNIVERSITY OF VIRGINIA



Neighborhood
Pedestrian Connection

Vehicular
Turnaround / Private
Entry Demarcation

Parking Area - 8 Spaces (1 ADA)

Stabilized Lawn
Parking

Abandoned Drive

Pedestrian
Crossing

Realigned
Shared Access
Drive

Turn Lane

Meadow

Community
Gardens

Shelter

Agricultural Area

Agricultural Area

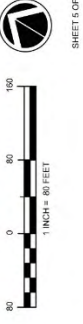
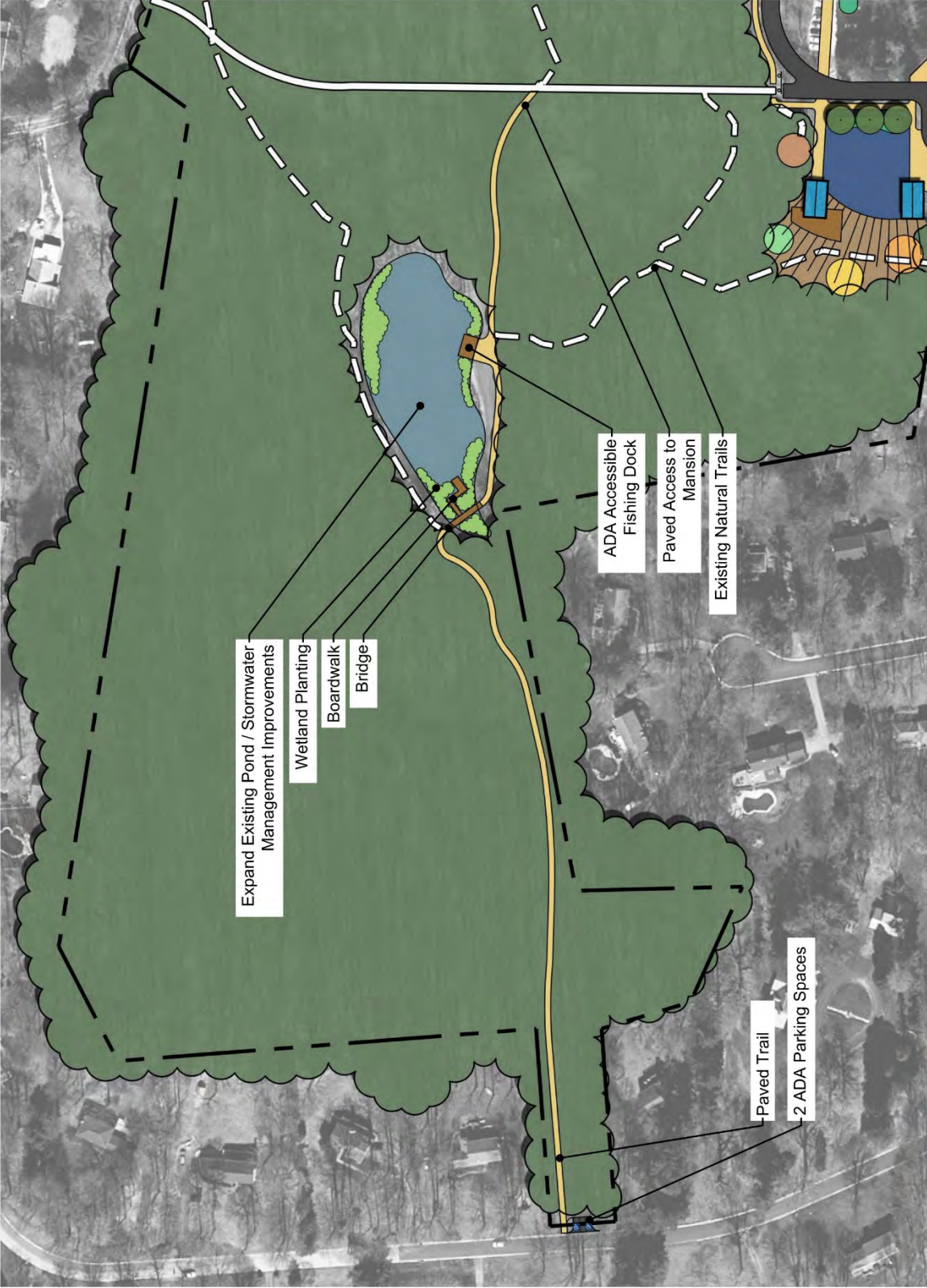
Existing Natural Trail

Stormwater
Management Area

Streambank
Restoration / Wetland
Enhancements

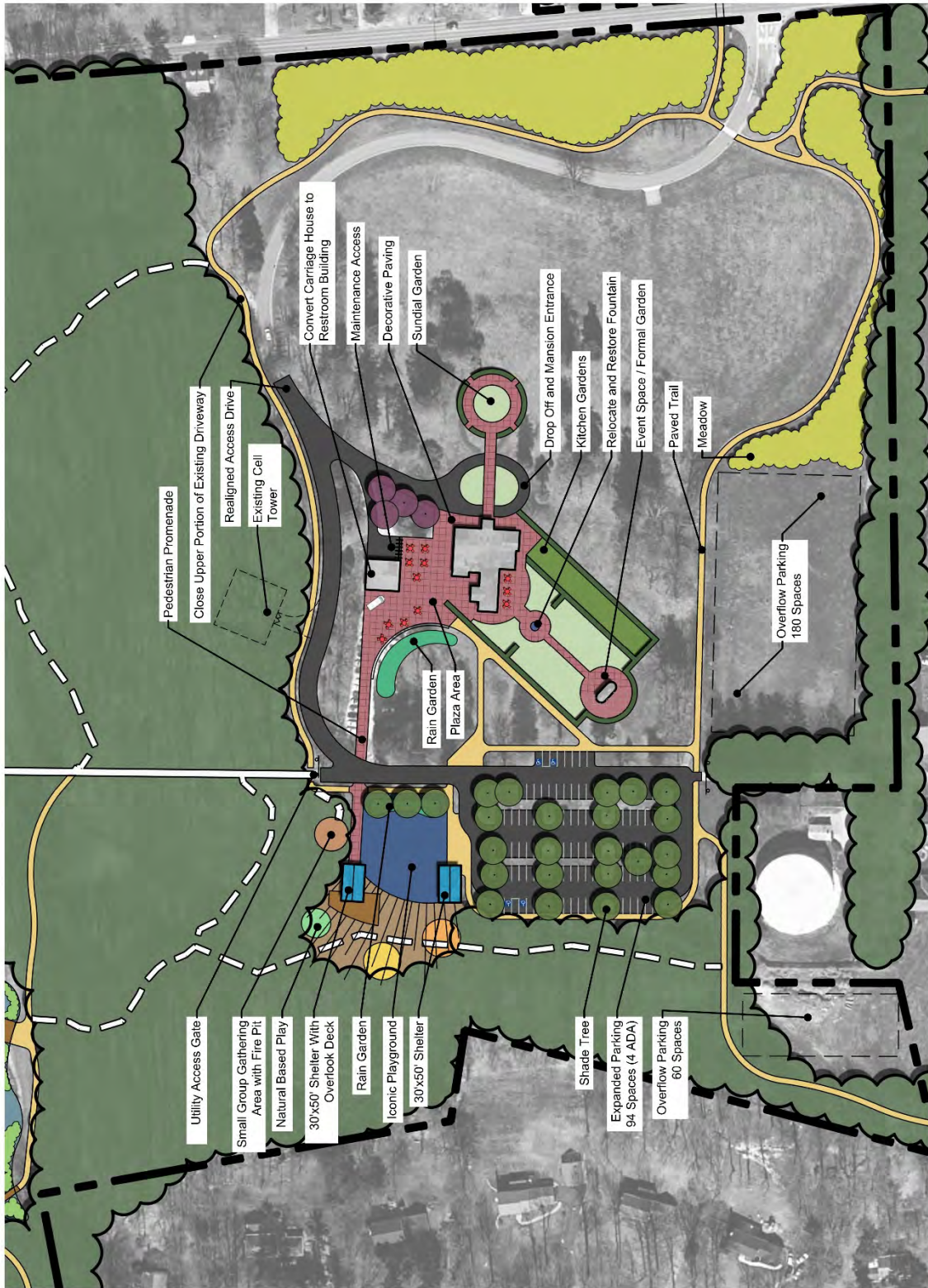
Neighborhood
Pedestrian Connection

Paved Trail



POND CORE
JANUARY 2021





Pedestrian Promenade

Close Upper Portion of Existing Driveway

Realigned Access Drive

Existing Cell Tower

Convert Carriage House to Restroom Building

Maintenance Access

Decorative Paving

Sundial Garden

Rain Garden

Plaza Area

Drop Off and Mansion Entrance

Kitchen Gardens

Relocate and Restore Fountain

Event Space / Formal Garden

Paved Trail

Meadow

Overflow Parking 180 Spaces

Utility Access Gate

Small Group Gathering Area with Fire Pit

Natural Based Play

30'x50' Shelter With Overlook Deck

Rain Garden

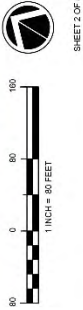
Iconic Playground

30'x50' Shelter

Shade Tree

Expanded Parking 94 Spaces (4 ADA)

Overflow Parking 60 Spaces



MANSION CORE
JANUARY 2021



SHEET 2 OF 5

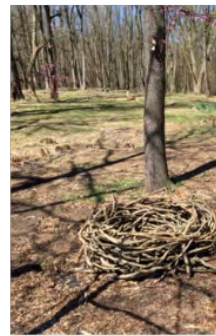
Signature Features

The Master Plan proposes several new and significant features and experiences intended to support and compliment the stature of the Mansion.

Creative design and development of the proposed playground, basketball courts, and restroom buildings will support reimagining of basic park elements. These facilities should draw inspiration from the Park's historical and cultural context.

Iconic Themed Playground

A new imaginative play area is proposed to replace the existing traditional play structure. The play area will include both an iconic structure and natural play elements. The nature areas will straddle the edge of the existing woods and provide opportunities for children to connect and explore nature. Unstructured play in natural areas encourages increased creativity and imagination. Many recent studies show that unstructured outdoor play improves school performance, reduces stress and aggression, and promotes happier children. The area will be developed with natural elements including rocks, boulders, logs, woods, sand and water tables, and hills for rolling or tumbling. This playground should not employ traditional brightly colored steel and plastic structures.



- **Interactive Themed Playground**

- **Precedent Project**

- The Big Back Yard at the Science Museum of Minnesota
- “Welcome to our wondrous outdoor playground, er, we mean our educational interactive biodiversity and ecological exhibit”
- 9-hole miniature golf course where your ball represents a drop of water on its course from uplands through various landscape and finally into the sea



Basketball Courts

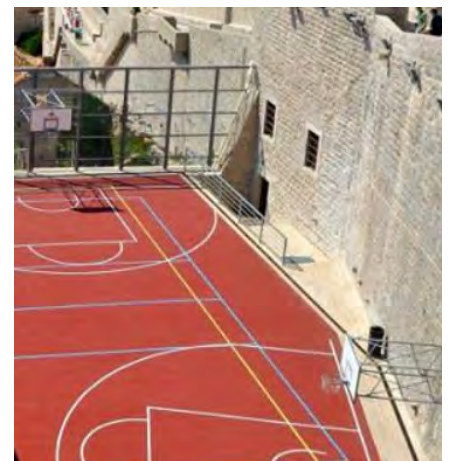
The barn ruins located adjacent to the existing basketball court will be integrated into seating and gathering areas to support the court expansion and serve as a unique backdrop to the courts. The courts will be like no other in the area, and provide a multifunctional space that can be used by all park visitors. Preservation of the ruins will also allow for future interpretation tied to the former uses of the Park.



Existing Court



Similar Barn Foundation

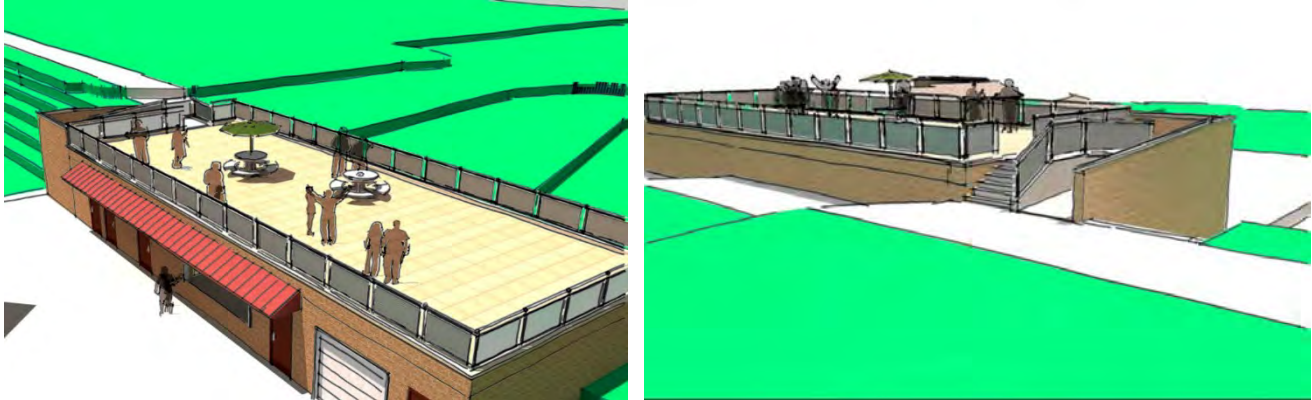


Court Next to Building

Source reference for image on right: <https://www.beintheart.com/coolest-basketball-courts-in-the-world/dubrovnik-court/>

Restroom Buildings

The renovation of the carriage house will provide public restrooms that is already in character with the Mansion Core in the northern portion of the Park. A new restroom building will be constructed within the Athletic Core to serve the southern area of the park. The building will be constructed into the hillside with access to storage and restrooms from below. The roof will be designed to serve as a plaza overlooking the recreational facilities.

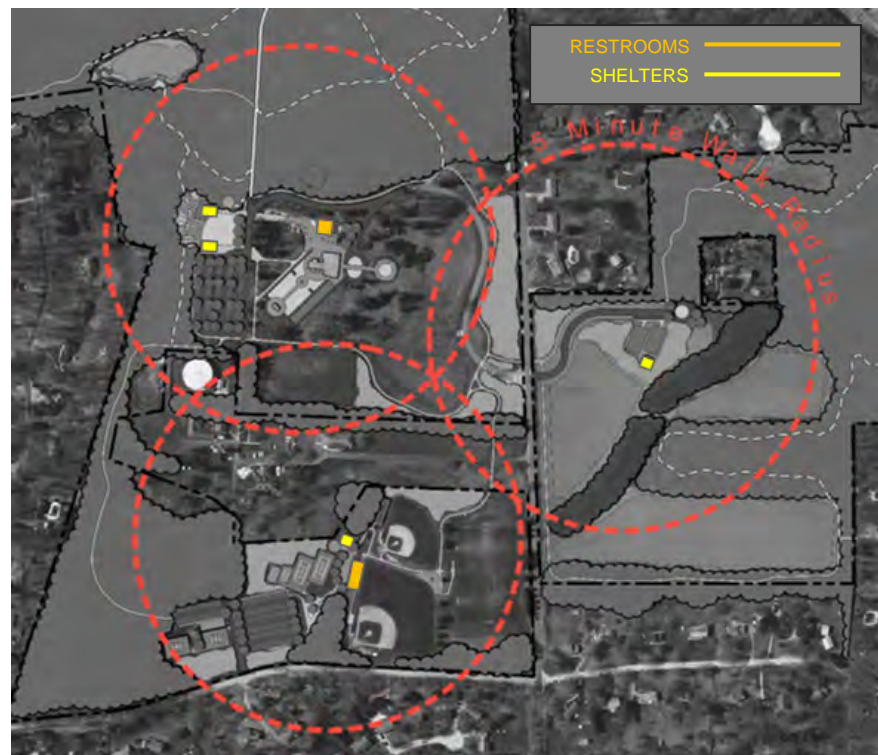


Design Guidelines

Design guidelines provide the basic structure that will drive the development of the Park and ensure that the vision is preserved. The guidelines outlined below address the primary improvements proposed, but are not comprehensive of every facility and improvement, and are not intended to serve as a design or engineering documents. Throughout the planning process several detailed and important recommendations were noted such as delineating planting beds around the Mansion, determining the structure and layout of the restrooms, and accounting for Cranes and heavy equipment that service the existing cell tower and water tower. While these and other factors such as delivery, maintenance, and emergency access are not specifically shown and delineated, they were considered in the general design and layout of the facilities. Pavement design and other specific engineering details and designs will be addressed in the next phase of planning as the design evolves.

Park Structures:

The location of the restrooms and shelters provide convenient access for maintenance and visual access for security patrols. Sanitary sewer, water, and electric service is located within close proximity to each structure and can be connected to the building. The restrooms should be designed to align with the Restroom Equity Regulations Act of 1990 and designed to comply with the ADA requirements. All four of the core areas of the Park are located fewer than five minutes from a shelter, and all but the Cope Tract is located fewer than five minutes from a restroom building. The Cope Tract is within a ten-minute walk of the restrooms at the Athletic and Mansion Cores.



Universal Accessibility and Circulation:

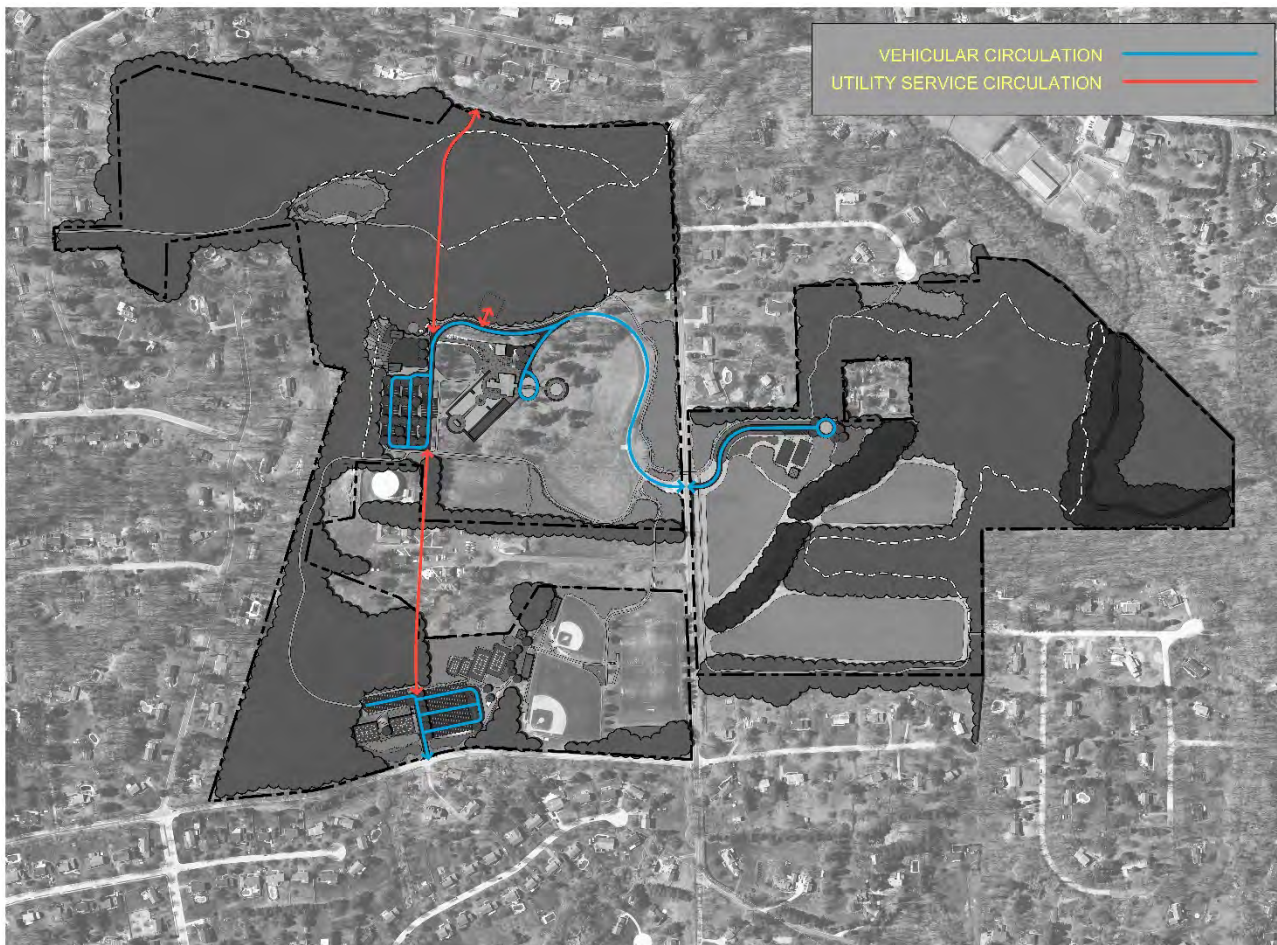
The points of entry to the Park set the tone for what the visitor is about to encounter and make a lasting impression. The access points should cater to both vehicles and cyclists/pedestrians reaching each site. However, the site is primarily accessed by vehicles due to lack of defined pedestrian connections within the Township and in adjacent neighborhoods. The primary access zone to the Mansion Core identifies the Park from the adjacent roadways and properties, has a clear and designated entry signage, and visual cues for destinations and parking. The same treatments should be provided to the access drive leading to the Athletic Core and the Cope Tract access point aligned with the existing park entrance.

Paved trails must be developed to meet the design requirements of the Americans with Disabilities Act (ADA). The U.S. Architectural and Transportation Barriers Compliance Board adopted specific guidelines for accessibility for natural areas titled: Recommendations for Accessibility Guidelines: Outdoor Developed Areas. These guidelines apply to all newly design and constructed pedestrian trails. They require compliance with the ADA, but permit departures from the specific technical provisions where certain conditions exist. The trails will be designed to accommodate emergency and maintenance vehicles, as necessary.

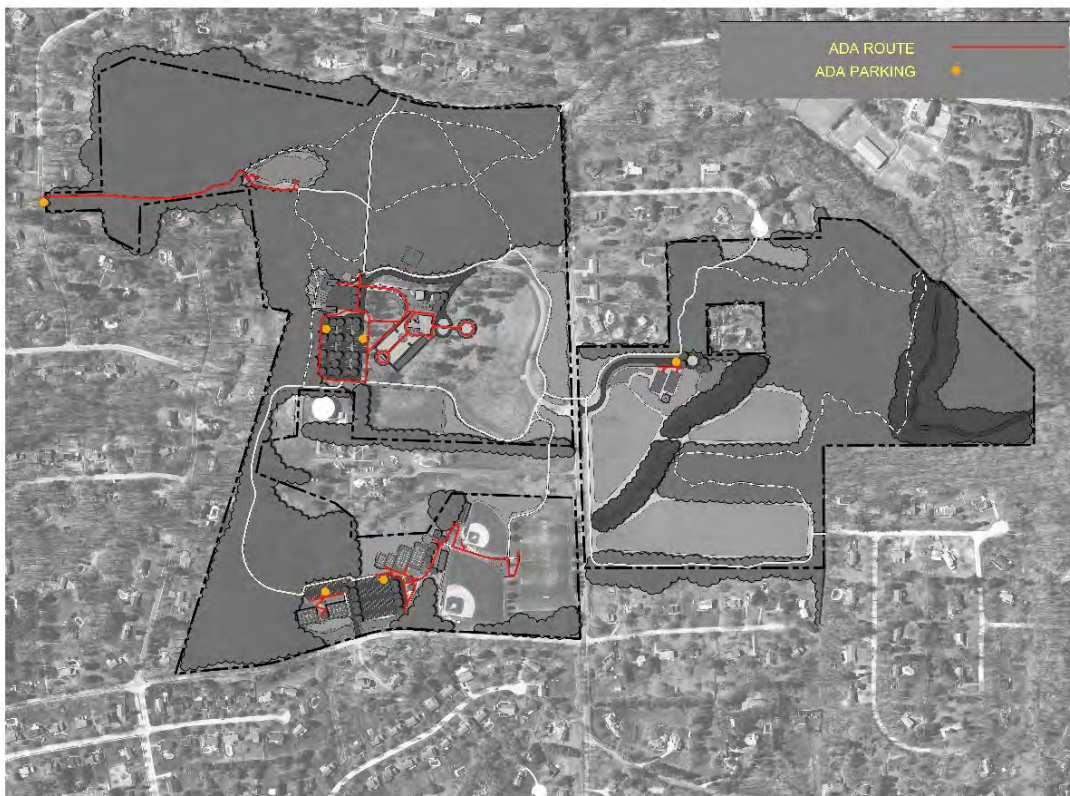
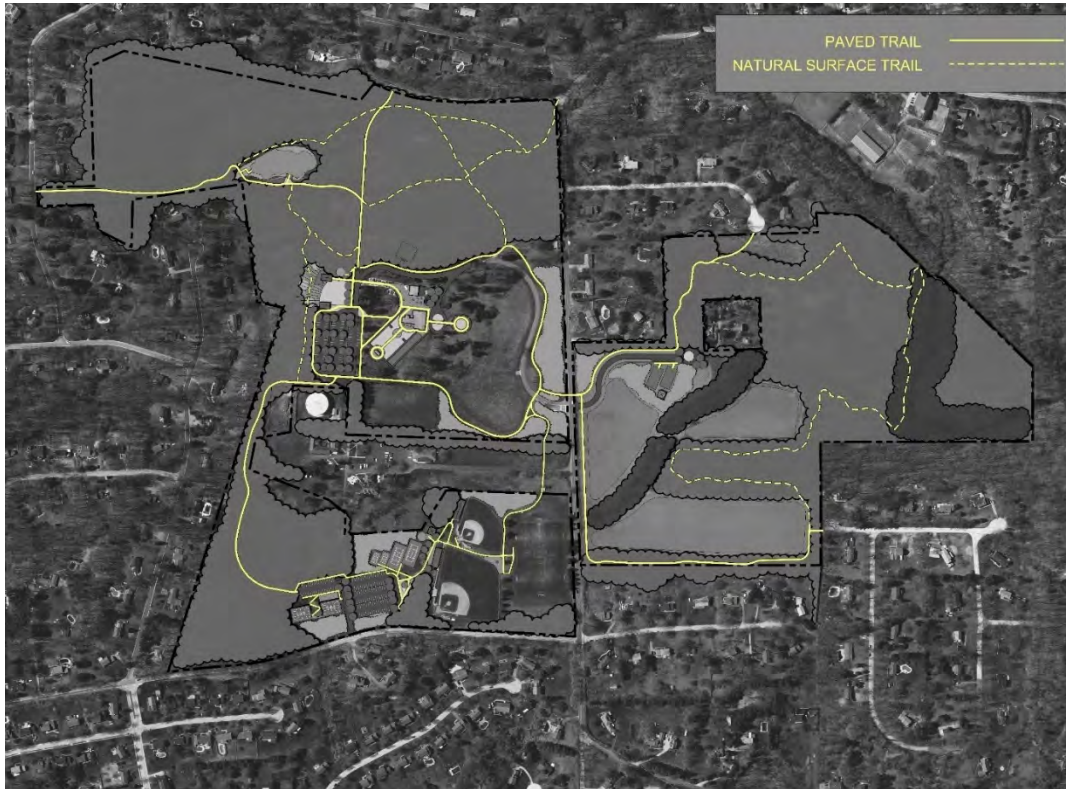
A key plan component is the delineation of the visitor arrival sequence, particularly at the Mansion Core, where the primary vehicular access has been relocated around the immediate area surrounding the Mansion.

The Plan offers a greater variety of options for people to navigate between destinations, encouraging more walking and biking. Some of these options include:

- An expanded trail network, with connecting destinations that provide viable alternatives to driving.
- Trail loops that are well-signed for distance walker/runners.
- Story Trail and nature trails marked with interpretive signage.



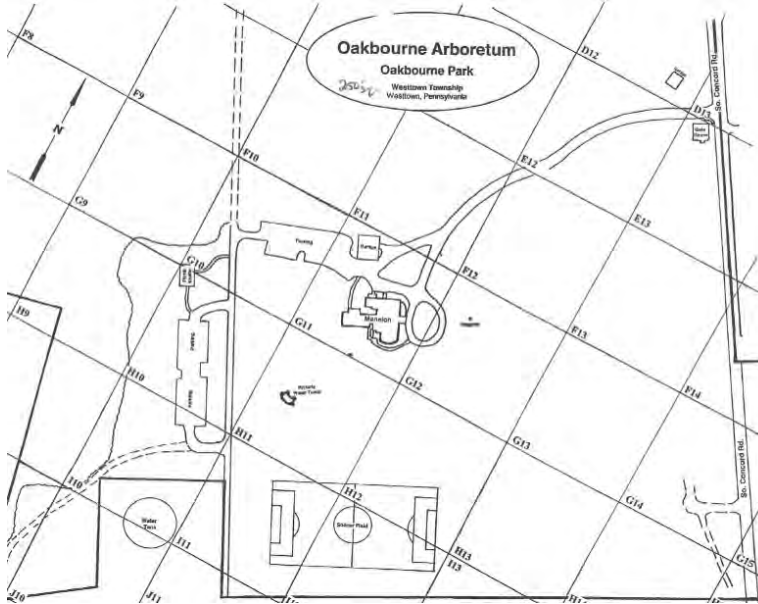
- New formal connections to adjacent neighborhoods.
- A boardwalk and pedestrian bridge at the Pond Core.
- Safe pedestrian crossing of South Concord Road to provide access to the Cope Tract and link the adjacent neighborhoods to the core areas of the Park.



Tree and Vegetation Management

The preservation of the existing trees has always been a high priority for the Township as outlined in the 2002 Forest and Tree Stewardship Plan and by the recent designation of the park as an accredited arboretum. (see Appendices I and J).

The Township should consider an update to the Forest and Tree Stewardship plan to ensure the maintenance program is current in maintaining the health of the existing and newly planted trees.



Streambank Restoration within the Cope Tract

The unnamed tributary system that traverses the site is in a state of both vertical and lateral degradation, most likely a result of increased runoff, historic land use practices, including agricultural and timbering activities. In addition to these past practices and more recently (within the past 80 years), the stream has been highly altered, channelized, and manipulated.

Streambank restoration activities are warranted along the unnamed tributary. These improvements would include restoring the stream and riparian corridor functions through stream and floodplain restoration. This approach would include the re-establishment of a functional floodplain along major sections within, and potentially above and below, the Park that would provide additional habitat for a diversified aquatic community. In addition to providing environmental water quality benefits for the downstream receiving waterbody, there may be an opportunity for the Township to take advantage of the water quality credits created by the restoration activities to assist them with meeting either present and/or future Municipal Separate Storm Sewer System (MS4) permit requirements.



The preliminary cost estimate for implementing this type of streambank restoration improvement plan would range between \$500,000 - \$800,000. In order to consider this restoration approach, there are a suite of funding sources within Pennsylvania, including the Department of Environmental Protection, Department of Economic Development, and Department of Conservation and Natural Resources, as well as private funding entities including the Chesapeake Bay Program, Western Pennsylvania Conservancy, and the National Fish and Wildlife Foundation.

Orientation and Wayfinding

All site signs must represent current standards and take a comprehensive approach in order to develop a consistent and attractive means to display regulatory and park related information. A signage system should be developed with a hierarchy designed to convey the image of a quality recreation facility and communicate necessary information.

Proposed signage includes:

- Park Entrance Sign / Funding Acknowledgement Sign – Intended to delineate the Park’s secondary entry to the Athletic Core and should be located with good visual access from East Pleasant Grove Road.
- Information Kiosk – Provide information about the Park including park policies, park and trail maps, community announcements, special events and program calendar, etc. Locate the kiosk at key pedestrian access and gathering areas of the Athletic and Mansion Cores and also at the Cope Tract.
- Directional Trail Signs – To identify direction and distance to points of interest.
- Interpretive Signs – To provide environmental education, historic, cultural, and general interest information.

A Signage System for Regional Park

Sign Type	Sign Purpose	Sign Location
Park Entrance Signs	Identify the park’s entrances and owner.	Entrances to parking areas.
Mile Markers	Identify location on a trail (mile indication visible from both sides of the marker).	At quarter mile intervals along the trails.
Interpretative Signs	Provide historical, environmental, education and general interest information.	At points of interest in the park and along the trails.

Sign Guidelines

Vandal Resistant	Utilize materials such as phenolic resin panels (no frame required) or fiberglass embedded panels (frame required) which resist abrasions, graffiti, solvents, etc.
Weather Resistant	Utilize materials that will not fade or otherwise degrade from sunlight, moisture, or the freeze/thaw cycle.
Meet PennDOT Regulations	Along PennDOT roadways use standard signs.
Promote Consistent Image	Develop a “family” of graphics (logo, font, colors, etc.) that will be used on signs throughout the park to unify the site.
Graphics	Utilize maps, graphic illustrations and photographs, and text to communicate the intended message.
Maps	Include maps at key locations throughout the park (main activity areas, trailheads, etc.) to orient the visitor.

Pavilions – Picnic pavilions of various sizes are proposed throughout the Park. The pavilions must be designed to comply with the ADA. Pavilions are proposed to complement other use areas as follows:

- Two large pavilions (75+/- people) are located within the play area to provide a picnic facility for large groups and special events. The first is located close to the play area and group gathering area with firepit, while the other is located just south of the play area with convenient access to the main parking area. Both pavilions will include picnic tables, grills, and provide shelter for park users.
- A small pavilion (8-16 people) is located between the tennis courts, restroom building, and tot lot within the Athletic Core. This pavilion will include picnic tables.
- A small pavilion (8-16 people) is located on the Cope Tract to serve primarily as shelter for the proposed garden area. This shelter will also serve as a trailhead with park directional signage and gathering space for the park providing shade for trail users.
- All pavilions will provide convenient access to the trail system.

Basketball Court

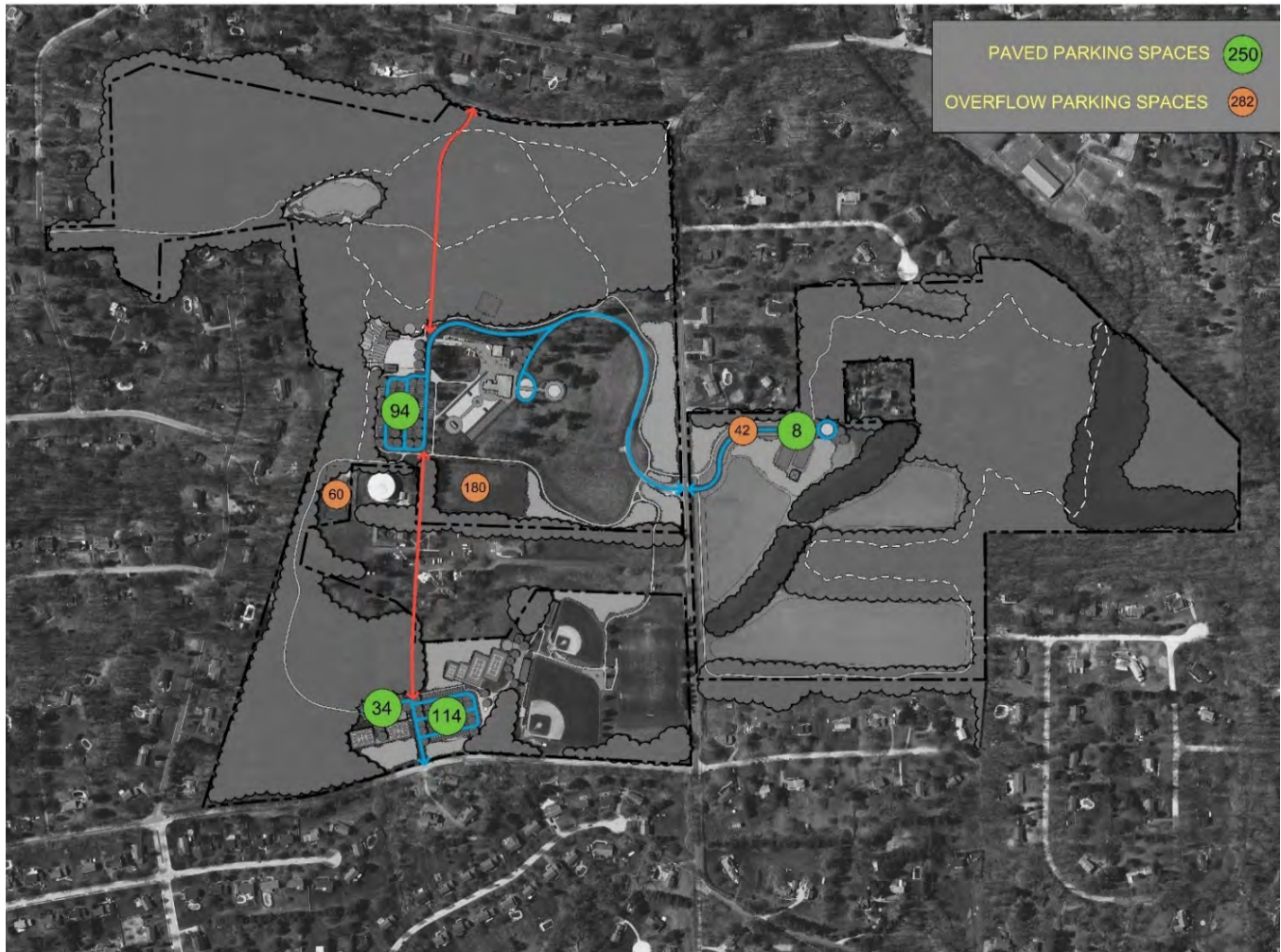
A new basketball court will be developed, and the existing court upgraded to current standards. The courts will be developed at 50' x 84', which is the standard PIAA (Pennsylvania Interscholastic Athletic Association) dimensions for a high school basketball court. A ten-foot unobstructed area is provided on all sides of the court area, as recommended. The courts should be developed with 1.25-1.5 percent slope for proper surface drainage. The existing conditions prohibit the court to be developed at the preferred north/south orientation.

Tennis and Pickleball Courts

The existing tennis courts will be renovated and resurfaced to provide better playability. New walkways and ADA accessible routes are defined. The existing courts are close to the preferred north/south orientation. The pickleball courts will be developed adjacent to the tennis courts, and will match the orientation and should be developed with 1.25-1.5 percent slope for proper surface drainage.

Parking

The proposed parking lots are conveniently located in each of the core areas and provide appropriate number of accessible parking spaces, good access, and visibility to all areas of the Park. Overflow areas have been anticipated and strategically located to not interfere with normal day to day park activities.



Meadows

Conversion of mowed lawn areas to meadow in strategic areas of the Park is recommended to reduce maintenance costs, enhance wildlife, but more importantly provide continuity and visual linkages between the various core areas. Native wildflowers and warm season grasses are recommended for use throughout the Park to provide visual interest, provide cover and food for wildlife, and lower the ongoing maintenance cost of mowing. The use of species native to Chester County is suggested. Patience is required when establishing warm season grasses and wildflowers. Many wildflowers will not bloom until their second year of growth. Four-to eight-foot-wide strips of maintained lawn areas should be provided adjacent to the meadow areas to create a visually pleasing transition to the meadow. Because wildflowers and native grasses have a different appearance in the landscape, it is a good idea to inform park visitors about their use and the landscape and environmental goals for the site. Signs should be placed in the meadows and native grass areas to describe the planting, growing process, and environmental benefits.



Iconic Play Element, Natural Playscape with Overlook Deck

The iconic play element and the natural playscape is located within the heart of the Park, centrally located between two large pavilions. The sloped and wooded terrain offers an exceptional opportunity to develop a natural playscape to promote creative, educational, and experimental play. The playscape will include traditional play structures such as climbers, swings, and slides, but developed with natural materials. The central focal point of the playscape is envisioned to be a raised deck/platform overlooking and connecting to both the iconic play element and the nature-based play area. The raised deck will enhance the interpretive aspects of the wooded setting and promote a general appreciation of nature.

Reference should be made to the following:

- American Society for Testing and Materials F1487-05
- Consumer Product Safety Commission
- Guidelines for Public Playground Safety

- The playgrounds must be accessible via accessible pathways and all play equipment and should offer varied play options.
- The playground overall must comply with the Americans with Disabilities Act (ADA).

Fishing Pond

There is interest in expanding fishing opportunities at the pond, which has been historically used for that. This facility in combination with stocking will create an inviting facility and present opportunities for education, events, and programming.

The existing pond appears to be a combination excavated and embankment pond that is fed by natural groundwater. The pond currently supports several species of fish and should be stocked with other varieties to enhance the fishing opportunities and to provide a functioning ecosystem that will support the intended recreational use.

An assessment of the fish population should be conducted to determine the size and species to be stocked.

Boardwalk/Bridge

Boardwalks will connect to the park trail system providing continuous access while overlooking and preserving the wetlands and existing pond. Boardwalks will allow access to park amenities and minimal disturbance of wetlands during seasonal ponding. Opportunities for signage and interpretive stations will be located to provide the opportunity to educate park visitors and provide deeper understanding of wetlands, site specific ecosystems, and sustainable practices.

Utilities

The existing facilities are already connected to public utilities. Public water, sewer, and electric service is readily available at the Park. It is recommended that security lighting for parking areas and pavilions be installed. Sport field, court lighting, or perimeter trail lighting is not recommended at this time, but may be a future consideration.

Stormwater Management

The existing Park does not currently have any visible stormwater management facilities, which will be required for any proposed improvements to capture, manage, and treat increased runoff associated with the redevelopment and expansion. The Park is within a watershed governed by an approved Act 167 Stormwater Management Plan; therefore, additional coordination with Chester County will be required to ensure that any proposed activities comply with the stormwater management requirements. In addition, the Township is part of PADEP's Municipal Storm Sewer System Permit (commonly referred to as the MS-4) and is subject to the requirements of a National Pollutant Discharge Elimination System (NPDES) permit issued through the PADEP and US EPA.

Landscaping

Where landscaping is incorporated into the site, the use of native plant materials should be promoted. Plant material native to the County is adapted to the geographic location and, as a result, will require less maintenance, withstand the extremes in climate change, be less susceptible to disease and pests, and propagate naturally. Well-designed landscaping can lower maintenance requirements. Elements such as signs, light posts, and rock boulders throughout the Park should be placed within landscaped areas. Entrances to the main activity areas should be attractively landscaped with a signature design that designates the area as the entrance to a park facility.

Landscaping should also be introduced to solve problems, and enhance the visual image and functions of the park. Plantings should provide visual interest, promote native wildlife, enhance the image of the park, separate uses, provide areas of shade, reduce maintenance needs, and buffer surrounding landowners. They should also be designed to:

- Facilitate connectivity of vegetative cover.
- Reduce the edge effect of scattered pockets of vegetation which dilute the ecological function and value.
- Buffer sensitive natural resources.

- Improve water quality.
- Enhance settings for environmental education exhibits and programs.
- Mitigate and restore eroded areas, areas of invasive species, or other degraded areas.
- Facilitate the circulation and visitor activities in public use areas.

Memorials

The location for a memorial space was not defined in the current Plan. Any memorial space considered must be treated with respect in both the design and placement and must fit in with the overall vision for the Park. If any memorial is to be considered at the Park, it should have ties to the historical and cultural context and be located outside of the Mansion Core and not interfere with the view from the Mansion.

The following policy statement provided by the American Society of Landscape Architects offers some insights and guidance on placing memorials in the public realm.

- **Policy Statement**

The American Society of Landscape Architects (ASLA) believes that well-sited and designed memorials enrich our cultural heritage by recognizing significant events, places, and people within the public realm. ASLA supports a rigorous review and approval process for proposed memorials with sensitivity to design, content, and placement. The design of sculptures, structures, fountains, and other forms of commemoration should respect the physical and cultural environment while providing opportunity for education, celebration, or healing. Siting memorials in public spaces should be done with careful and deliberate review to help ensure the preservation of the public realm, respect of the significance of the proposed memorial, and its relationship to any existing memorials. ASLA also supports informed debate among members of the public, as facilitated by government agencies, to review and potentially alter memorials under evolving common understandings of equity, inclusion, and safety.

- **Rationale**

Memorials, often held for the public trust in perpetuity, help form a community consciousness regarding significant events, places, and people. When the availability of public open space becomes limited, its value toward a community's overall health and well-being increases. Additionally, when places become over occupied with such structures and other forms of commemoration, public spaces can readily be diminished, as can memorials. Nevertheless, careful and deliberate review of memorial design and placement can ensure the preservation of public open space as a primary consideration and can evaluate the individual memorial's impact, as well as the cumulative consequences of including multiple memorials in a public space. Such a process ensures that well-sited and designed memorials enrich the public realm.

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Implementation and Costs Analysis



Introduction

Phasing scenarios were developed for the Park and can be implemented individually or collectively. Typically, park development is completed in modules based on community need, funding opportunities, logical sequences of construction, and considerations for how the park will function. Implementation strategies for the park development modules are independent on the park's management structure and ability to secure funding. The sequence of the development can change as funding becomes available, if needs change in the community, or if opportunities present themselves. During the plan's implementation period, it is important for the Township to remain flexible and adapt to these changes as they move forward with implementation of the Plan.

Implementation and Development Phasing

Each module should be viewed as a recommendation for development planning and capital programming. The module development sequence outlined was recommended to first address universal accessibility, user safety, needs, comfort, expand recreation opportunities, and address stormwater runoff and management.

The Athletic Core is recommended as the initial module for redevelopment. It is the most intensely utilized area of the Park, and contain the most deficiencies. Improvements in this area will have an immediate impact in addressing park deficiencies, while also providing new recreation opportunities. The existing and proposed facilities within the Athletic Core support a diverse park user base including tots, children, teens, adults, and seniors. The Cope Tract is recommended as the second module for development. The entry drive re-alignment, parking, and trail connections will provide a safe connection between the two park areas and promote pedestrian connectivity to the adjacent neighborhoods and other primary activity areas. The proposed improvements will serve to identify the Cope Tract as part of the Park and open an area of the Park that is underutilized. The Pond Core and Mansion Core have been identified respectively as Module 3 and Module 4. These modules are interchangeable and could most likely be developed simultaneously to address stormwater management within the historic core of the park.

Development Cost Projections Summary

The development cost projections are important decision-making tools. They are essential to future fund-raising and finance efforts as well as to making decisions on priorities and next steps. A development project of the scale/complexity of Oakbourne Park will likely need to be constructed in stages or modules that span a period of years as previously noted.

The following outlined budget estimate assumes that each identified module will be developed independently. Developing multiple modules simultaneously would result in cost savings. The Plan is a 10 to 20-year planning tool as reflected by the development phasing.

Module 1:	Module 2:	Module 3:	Module 4:
Athletic Core	Cope Tract	Pond Core	Mansion Core
Estimate: \$3.8-4.2MM	Estimate: \$1.8-2.0MM	Estimate: \$0.6 – 0.7MM	Estimate: \$4.75-5.25MM

The total cost for implementation is approximately \$11-12MM. This total does not include the additional costs associated with the overlay concept for the Cope Tract, which is estimated between 0.53-0.58MM. Please refer to Appendix N - Probable Construction Costs Estimates for a more detailed description of the proposed Park improvement costs associated with each Module.



Module 1-Athletic Core

- 2 new pickleball courts.
- Central plaza with relocated flagpole.
- Defined new accessible route, walkways, and steps to existing multi-purpose field.
- New restroom building with storage and integrated viewing platform.
- Improved and expanded parking areas with defined ADA spaces and accessible routes to existing and proposed facilities.
- New basketball court and overlook plaza.
- Tennis court improvements.
- Relocated batting cages.
- Stormwater management facilities.

Module 2-Cope Tract

- Existing trail Improvements.
- Defined loop trail and connectivity to adjacent neighborhoods.
- Streambank stabilization and stormwater management improvements.
- New community gardens.
- Establishment of perimeter meadows.
- Small group pavilion.
- Realigned entry drive and designated parking area with defined ADA spaces.
- Pedestrian crossing and linkage to existing trail network.
- Stabilized overflow parking areas.
- Vehicular turnaround and private drive demarcation.

Module 3 – Pond Core

- Expanded pond and stormwater management improvements.
- Wetland enhancements.
- Pedestrian boardwalk and bridge improvements and expansion.
- New assessable fishing dock.
- Paved trail connection to the Mansion Core.
- Designated ADA parking and accessible route to the pond.

Module 4- Mansion Core

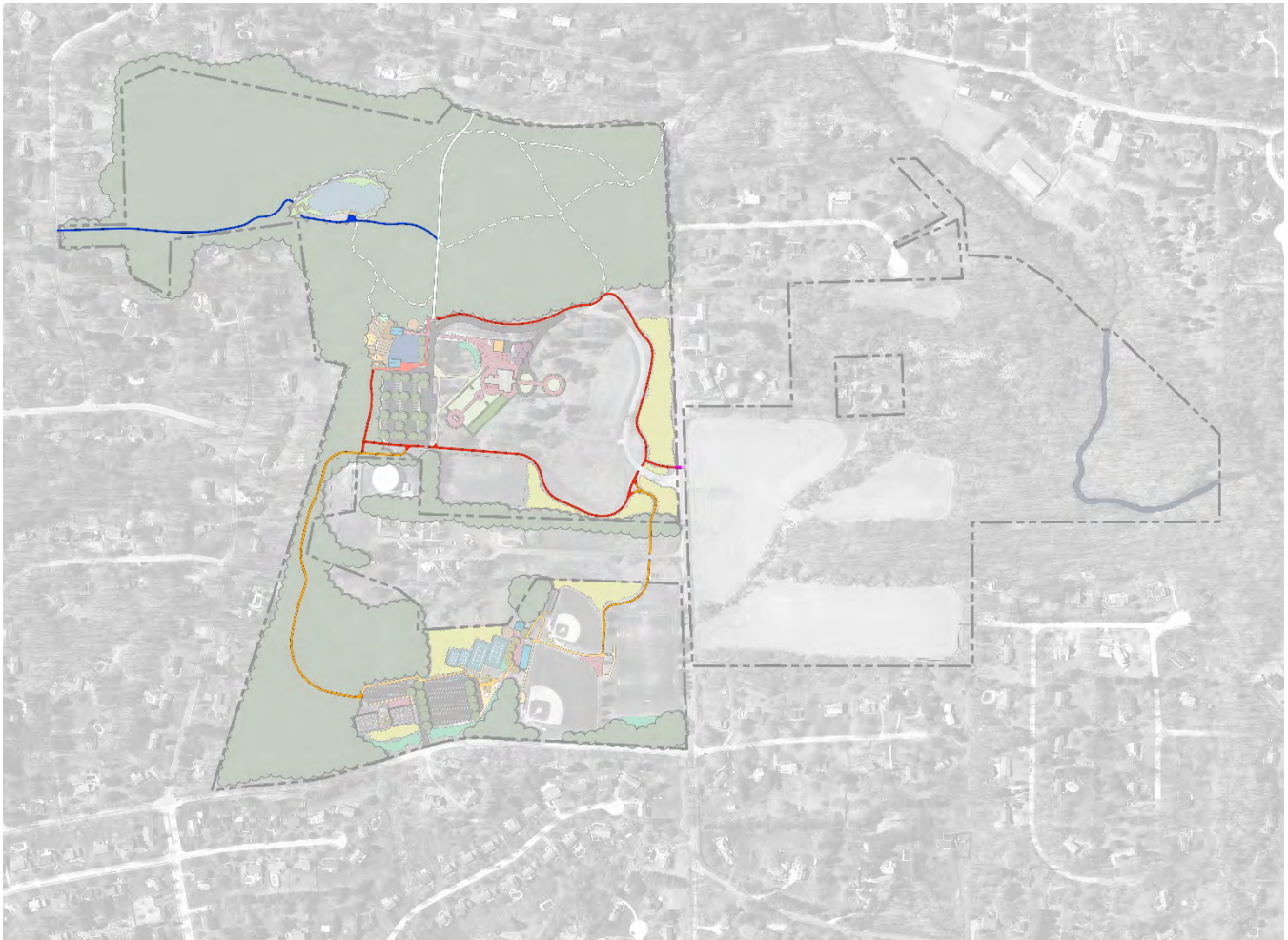
- Realigned access drive.
- Carriage house conversion to restroom.
- Garden improvements.
- Pave plaza and entry treatments.
- Designated overflow parking.
- 2 large multi-purpose shelters and overlook deck.
- New group gathering area and fire pit.
- Nature based play area.
- Iconic playground.
- Relocation of historic fountain and creation of event space.
- Expanded parking areas, defined ADA spaces, and accessible routes.
- Defined maintenance and delivery access.

Priority Improvements

The proposed modules and recommendations provided by the design team were taken into consideration in developing the final recommendations for implementation. After several workshop meetings with Township staff, it was determined that the Athletic Core and an interconnected trail system with interpretive signage would be given priority. This decision was based on several key factors including potential grant funding opportunities, community need, and the Township's financial capacity.

Phase 1A includes the design and construction of an interconnected trail system and interpretive signage. The focus of the trail system will primarily be on connectivity between the various activity areas within the park. These improvements will be designed and permitted in 2021-2022, in anticipation of construction occurring in 2022-2023.

Budget Estimate: \$950,000-1.16MM



Phase 1B includes all improvements depicted in the Athletic Core with the addition of interpretive signage and will be the focus of a DCNR grant application in 2021. Design and permitting is expected to occur in 2021-2023 with construction occurring in 2023-2024.

Budget Estimate: \$3.8-4.2MM



Phase 2 includes selected improvements within the Mansion Core to be considered after implementation of Phase 1A and 1B and will include the playground, parking areas, restrooms, and related infrastructure improvements.

Budget Estimate: \$2.62-3.2MM



Please refer to the Probable Construction Costs Estimates exhibits found at the end of this chapter for a more detailed description of the proposed priority improvements.

Oakbourne Park Phase 1A - Trail Improvements

Budget Estimate

DATE: March 26, 2021

ITEM	DESCRIPTION	EST. QTY.	UNITS	UNIT PRICE	TOTAL COST
A.	General				
A.1	General Requirements (Phase 1)				\$89,240
A.1.1	Bond, Mobilization	1	LS	\$58,240	\$58,240
A.1.2	Survey/Construction Layout	20	DAY	\$1,000	\$20,000
A.1.3	Testing	1	LS	\$3,000	\$3,000
A.1.4	Submittals/Shop Drawings	1	LS	\$8,000	\$8,000
A.2	Site Preparation and Demolition (Phase 1)				\$24,000
A.2.1	Clearing and Grubbing	1	AC	\$3,000	\$3,000
A.2.2	Remove Trees	1	LS	\$18,000	\$18,000
A.2.3	Strip and Stockpile Topsoil (6" deep)	1,000	CY	\$3	\$3,000
A.3	Erosion and Sedimentation (Phase 1)				\$65,000
A.3.1	Soil Stabilization and Controls	1	LS	\$65,000	\$65,000
A.4	Earthwork (Phase 1)				\$19,500
A.4.1	Bulk Excavation and Fill				
A.4.1.1	Bulk Cut (Common Earth)	3,000	CY	\$3	\$7,500
A.4.1.2	Bulk Fill (Common Earth)	3,000	CY	\$4	\$12,000
	<i>Balance:</i>	0	CY		
General (A):					\$197,740
B.	Interpretive Signage				
B.1	Interpretive Signage				\$30,000
B.1.1	Interpretive Sign				
B.2.1.1	Sign Panel and Post	10	EA	\$3,000	\$30,000
Interpretive Signage (B):					\$30,000
C.	Oakbourne Park Trails				
C.1	Mansion Core Loop Trail (3600 LF)				\$227,600
C.1.1	8' Wide Aggregate Walkway				
C.1.1.1	Excavation	900	CY	\$4	\$3,600
C.1.1.2	Trail Surface Aggregate	3,200	SY	\$5	\$16,000
C.1.1.3	Aggregate Base	3,200	SY	\$20	\$64,000
C.1.1.4	Linear Infiltration/Stormwater BMP	3,600	LF	\$40	\$144,000

C.2	Athletic Core Loop Trail (2500 LF)					\$161,100
C.2.1	8' Wide Aggregate Walkway					
C.2.1.1	Excavation	900	CY	\$4		\$3,600
C.2.1.2	Trail Surface Aggregate	2,300	SY	\$5		\$11,500
C.2.1.3	Aggregate Base	2,300	SY	\$20		\$46,000
C.2.1.4	Linear Infiltration/Stormwater BMP	2,500	LF	\$40		\$100,000
C.3	Pond Core Trail (1800 LF)					\$199,800
C.3.1	8' Wide Aggregate Walkway					
C.3.1.1	Excavation	450	CY	\$4		\$1,800
C.3.1.2	Aggregate Base	1,600	SY	\$5		\$8,000
C.3.1.3	Trail Surface Aggregate	1,600	SY	\$30		\$48,000
C.3.1.4	Bridge	1	LS	\$40,000		\$40,000
	D.1.1.1.1 Bridge Abutments	1	LS	\$15,000		\$15,000
	D.1.1.1.2 Bridge Install	1	LS	\$15,000		\$15,000
C.3.1.5	Linear Infiltration/Stormwater BMP	1,800	LF	\$40		\$72,000
Oakbourne Park Trails (C):						\$588,500
SUBTOTAL (A-C):						\$816,240
10% DESIGN CONTINGENCY:						\$81,624
TOTAL PROBABLE COST (BASE BID):						\$897,864
1	Professional Design Fees			10%		\$89,786
2	Construction Contingency Fund			5%		\$44,893
3	Miscellaneous Costs			2.5%		\$22,447
	Includes but is not limited to:					
	Site Surveying, Test Borings, Sink Hole Investigation,					
	Builders Risk Insurance, Building Permit,					
	Labor and Industry Fee, Document Printing,					
	Construction Testing, Storm Water Permit					
4	Total Soft Costs			17.5%		\$157,126
TOTAL PROJECT ESTIMATE						\$1,054,990

Note: Probable cost for site work does not include the following:

1. Rerouting gas, CATV, or phone lines. Additional improvements as may be required by municipal or other reviewing agencies having jurisdiction
2. Utility service and or connection fees.
3. Interpretive signage design.
4. Removal of unsuitable materials, sink hole remediation, or on lot disposal system designs.
5. Irrigation of athletic fields, and water reels
6. Project financing costs
7. Water Meter Pit and Tap cost are not included.

JMT, Inc. is not a construction contractor and therefore probable construction cost opinions are based solely upon our experience with

Oakbourne Park Phase 1B - Athletic Core

Budget Estimate

DATE: March 26, 2021

ITEM	DESCRIPTION	EST. QTY.	UNITS	UNIT PRICE	TOTAL COST
A.	General				
A.1	General Requirements				\$260,603
A.1.1	Bond, Mobilization	1	LS	\$233,203	\$233,203
A.1.2	Survey/Construction Layout	20	DAY	\$1,000	\$20,000
A.1.3	Testing	1	LS	\$3,000	\$3,000
A.1.4	Submittals/Shop Drawings	12	MONTH	\$300	\$3,600
A.1.5	Project Sign	1	EA	\$800	\$800
A.2	Site Preparation and Demolition				\$72,500
A.2.1	Clearing and Grubbing	4	AC	\$3,000	\$12,000
A.2.2	Remove Trees	1	LS	\$50,000	\$50,000
A.2.3	Strip and Stockpile Topsoil (6" deep)	3,500	CY	\$3	\$10,500
A.3	Erosion and Sedimentation				\$75,000
A.3.1	Soil Stabilization and Controls	1	LS	\$75,000	\$75,000
A.4	Earthwork				\$52,000
A.4.1	Bulk Excavation and Fill				
A.4.1.1	Bulk Cut (Common Earth)	8,000	CY	\$3	\$20,000
A.4.1.2	Bulk Fill (Common Earth)	8,000	CY	\$4	\$32,000
	<i>Balance:</i>	0	CY		
General (A):					\$460,103
B.	Athletic Core Site Improvements				
B.1	Site Concrete Construction (Athletic Core)				\$529,720
B.1.1	Concrete Pavement				
B.2.1.1	Walks	5,500	SF	\$9	\$49,500
B.2.1.2	Shelter Pad	1,250	SF	\$12	\$15,000
B.2.1.3	Dumpster Pad	225	SF	\$12	\$2,700
B.1.2	Concrete Unit Pavers (Decorative Paving)				
B.1.2.1	Flag Pole Area	4,000	SF	\$16	\$64,000
B.1.2.2	Building Plaza Area	5,800	SF	\$16	\$92,800
B.1.2.3	Basketball Area	3,800	SF	\$16	\$60,800
B.1.3	Aggregate Paver Base				
B.1.3.1	Flag Pole Area	4,000	SF	\$4	\$16,000
B.1.3.2	Building Plaza Area	5,800	SF	\$4	\$23,200
B.1.3.3	Basketball Area	3,800	SF	\$4	\$15,200

B.1.4	Concrete Steps				
B.1.4.1	Steps with Cheek Wall (Stair A)	25	RISER	\$280	\$7,000
B.1.4.2	Steps with Cheek Wall (Stair B)	18	RISER	\$280	\$5,040
B.1.4.3	Steps with Cheek Wall (Stair C)	18	RISER	\$280	\$5,040
B.1.4.4	Steps with Cheek Wall (Stair D)	8	RISER	\$280	\$2,240
B.1.4.5	Steps with Cheek Wall (Stair E)	15	RISER	\$280	\$4,200
B.1.5	Concrete Curb	2,000	LF	\$35	\$70,000
B.1.6	Concrete ADA Ramp	3	EA	\$2,000	\$6,000
B.1.7	Concrete Retaining Wall (Basketball)	140	CY	\$650	\$91,000
B.2	Bituminous Pavement (Athletic Core)				\$502,680
B.2.1	Parking Area				
B.2.1.1	Bituminous Paving and Base	6,900	SY	\$40	\$276,000
B.2.1.2	Pavement Markings/Stalls	148	EA	\$10	\$1,480
B.2.1.3	Traffic Control Signage	3	EA	\$400	\$1,200
B.2.2	Basketball Courts				
B.2.2.1	Bituminous Paving and Base	1,500	SY	\$50	\$75,000
B.2.3	Pickleball Courts				
B.2.3.1	Bituminous Paving and Base	600	SY	\$40	\$24,000
B.2.4	Interior Walks				
B.2.4.1	Bituminous Paving and Base	2,500	SY	\$50	\$125,000
B.3	Storm Drainage (Athletic Core)				\$445,000
B.3.1	Stormwater Management	1	LS	\$225,000	\$225,000
B.3.2	Stormwater Basin	1	EA	\$60,000	\$60,000
B.3.3	Rain Garden	2	EA	\$30,000	\$60,000
B.3.4	Existing Basin Retrofit	1	LS	\$100,000	\$100,000
B.4	Landscaping (Athletic Core)				\$64,300
B.4.1	Spread Topsoil, Fine Grade, Fertilize	3,500	CY	\$3	\$10,500
B.4.2	Seeding				
B.4.2.1	Lawn / General	30,000	SF	\$0.11	\$3,300
B.4.2.2	Upland Meadow	75,000	SF	\$0.25	\$18,750
B.4.3	Street/Parking Area Trees	20	EA	\$500	\$10,000
B.4.4	Ornamental Trees	10	EA	\$250	\$2,500
B.4.5	Ornamental Shrubs	50	EA	\$85	\$4,250
B.4.6	Rain Gardens	1	LS	\$15,000	\$15,000
B.5	Site Amenities (Athletic Core)				\$56,300
B.5.1	Picnic Tables (4 ADA)	8	EA	\$2,000	\$16,000
B.5.2	Plaza Tables	8	EA	\$1,800	\$14,400
B.5.3	Benches	6	EA	\$1,200	\$7,200
B.5.4	Trash Receptacle	4	EA	\$800	\$3,200
B.5.5	Jug Filler / Water Fountain	1	EA	\$5,000	\$5,000
B.5.6	Bicycle Rack	3	EA	\$500	\$1,500
B.5.7	Interpretive Signage	1	LS	\$9,000	\$9,000
B.6	Tot Lot (Athletic Core)				\$68,437
B.6.1	Play Equipment (2-5 Year Old)	1	LS	\$40,000	\$40,000

	B.6.1.1	Play Equipment Installation	1	LS	\$20,000	\$20,000	
	B.6.2	Edging	150	LF	\$15	\$2,250	
	B.6.3	Underdrain	50	LF	\$31	\$1,525	
	B.6.4	Safety Surface (Mulch)	65	CY	\$43	\$2,795	
	B.6.5	Stone Base and Filter Fabric	180	SY	\$10	\$1,867	
B.7	Basketball Courts (Athletic Core)						\$33,900
	B.7.1	Posts, Goals and Nets	4	EA	\$3,700	\$14,800	
	B.7.2	6' High Chain Link Fence	300	LF	\$42	\$12,600	
	B.7.3	Court Painting	1	LS	\$1,500	\$1,500	
	B.7.4	Preserve Existing Ruins (Wall)	1	LS	\$5,000	\$5,000	
B.8	Pickleball Courts (Athletic Core)						\$31,400
	B.8.1	Posts and Nets	2	EA	\$1,000	\$2,000	
	B.8.2	8' High Chain Link Fence	380	LF	\$50	\$19,000	
	B.8.3	Court Surfacing	5,200	SF	\$2	\$10,400	
B.9	Miscellaneous Site Improvements (Athletic Core)						\$141,900
	B.9.1	Site Identification Sign	1	EA	\$5,000	\$5,000	
	B.9.2	Relocate Flag Pole	1	EA	\$5,000	\$5,000	
	B.9.3	Removable Bollards	4	EA	\$350	\$1,400	
	B.9.4	Parking Lot - Utility Access Gates	2	EA	\$2,500	\$5,000	
	B.9.5	Concrete Wheel Stops	6	EA	\$250	\$1,500	
	B.9.6	Ramp Handrail	310	LF	\$125	\$38,750	
	B.9.7	Step Handrail	160	LF	\$125	\$20,000	
	B.9.8	Guardrail	125	LF	\$150	\$18,750	
	B.9.9	Resurface Existing Tennis Courts	15,500	SF	\$3	\$46,500	
B.10	Structures (Athletic Core)						\$559,000
	B.10.1	Storage, Viewing and Restroom Building	2,500	SF	\$200	\$500,000	
	B.10.2	30'x30' Pavilion	1	EA	\$36,000	\$36,000	
		B.10.2.1 Pavilion Installation	1	EA	\$18,000	\$18,000	
	B.10.3	Relocate Batting Cage	1	LS	\$5,000	\$5,000	
B.11	Water Service (Athletic Core)						\$35,000
	B.11.1	On Site Water Service Improvements	1	LS	\$35,000	\$35,000	
B.12	Utility Connections (Athletic Core)						\$50,000
	B.12.1	Sanitary Line	1	LS	\$50,000	\$50,000	
B.13	Site Electric (Athletic Core)						\$170,500
	B.13.1	Utility Power Extension	1	LS	\$50,000	\$50,000	
	B.13.2	Service Panel and Meter	1	LS	\$10,000	\$10,000	
	B.13.3	Receptacle Pedestals	1	LS	\$3,500	\$3,500	
	B.13.4	Security Lighting	1	LS	\$10,000	\$10,000	
	B.13.5	Walkway Lighting	1	LS	\$40,000	\$40,000	
	B.13.6	Wiring and Conduit	1	LS	\$15,000	\$15,000	
	B.13.7	15' Pole Lighting	12	EA	\$3,500	\$42,000	
Athletic Core Site Improvements (B):						\$2,688,137	

SUBTOTAL (A-B):			\$3,148,240
10% DESIGN CONTINGENCY:			\$314,824
TOTAL PROBABLE COST (BASE BID):			\$3,463,063
1	Professional Design Fees	10%	\$346,306
2	Construction Contingency Fund	5%	\$173,153
3	Miscellaneous Costs	2.5%	\$86,577
	Includes but is not limited to:		
	Site Surveying, Test Borings, Sink Hole Investigation,		
	Builders Risk Insurance, Building Permit,		
	Labor and Industry Fee, Document Printing,		
	Construction Testing, Storm Water Permit		
4	Total Soft Costs	17.5%	\$606,036
TOTAL PROJECT ESTIMATE			\$4,069,100

Note: Probable cost for site work does not include the following:

1. Rerouting gas, CATV, or phone lines. Additional improvements as may be required by municipal or other reviewing agencies having jurisdiction
2. Utility service and or connection fees.
3. Interpretive signage design.
4. Removal of unsuitable materials, sink hole remediation, or on lot disposal system designs.
5. Irrigation of athletic fields, and water reels
6. Project financing costs
7. Water Meter Pit and Tap cost are not included.

JMT, Inc. is not a construction contractor and therefore probable construction cost opinions are based solely upon our experience with

Oakbourne Park Phase 2

Budget Estimate

DATE: March 26, 2021

ITEM	DESCRIPTION	EST. QTY.	UNITS	UNIT PRICE	TOTAL COST
A.	General				
A.1	General Requirements				\$178,474
A.1.1	Bond, Mobilization	1	LS	\$149,174	\$149,174
A.1.2	Survey/Construction Layout	20	DAY	\$1,000	\$20,000
A.1.3	Testing	1	LS	\$3,000	\$3,000
A.1.4	Submittals/Shop Drawings	1	LS	\$5,500	\$5,500
A.1.5	Project Sign	1	EA	\$800	\$800
A.2	Site Preparation and Demolition				\$45,300
A.2.1	Clearing and Grubbing	9	AC	\$3,000	\$27,000
A.2.2	Remove Trees	1	LS	\$12,000	\$12,000
A.2.3	Strip and Stockpile Topsoil (6" deep)	2,100	CY	\$3	\$6,300
A.3	Erosion and Sedimentation				\$70,000
A.3.1	Soil Stabilization and Controls	1	LS	\$70,000	\$70,000
A.4	Earthwork				\$58,500
A.4.1	Bulk Excavation and Fill				
A.4.1.1	Bulk Cut (Common Earth)	9,000	CY	\$3	\$22,500
A.4.1.2	Bulk Fill (Common Earth)	9,000	CY	\$4	\$36,000
	<i>Balance:</i>	0	CY		
General (A):					\$352,274
B.	Mansion Core Site Improvements				
B.1	Site Concrete Construction (Mansion Core)				\$42,500
B.1.1	Concrete Curb				
B.1.1.1	Parking Area (Outside)	1,100	LF	\$35	\$38,500
B.1.2	Concrete ADA Ramp	2	EA	\$2,000	\$4,000
B.2	Bituminous Pavement (Mansion Core)				\$160,940
B.2.1	Parking Area and Access Drive				
B.2.1.1	Bituminous Paving and Base	4,000	SY	\$40	\$160,000
B.2.1.2	Pavement Markings/Stalls	94	EA	\$10	\$940
B.3	Storm Drainage (Mansion Core)				\$330,000
B.3.1	Stormwater Management	1	LS	\$300,000	\$300,000
B.3.2	Rain Gardens	1	EA	\$30,000	\$30,000

B.4	Landscaping (Mansion Core)					\$38,500
B.4.1	Spread Topsoil, Fine Grade, Fertilize	3,000	CY	\$3.0		\$9,000
B.4.2	Seeding					
	B.4.2.1 Lawn / General	50,000	SF	\$0.11		\$5,500
B.4.3	Street/Parking Area Trees	15	EA	\$600		\$9,000
B.4.4	Rain Gardens	1	LS	\$15,000		\$15,000
B.5	Playground Area (Mansion Core)					\$554,130
B.5.1	Play Equipment	1	LS	\$260,000		\$260,000
B.5.2	Play Equipment Installation	1	LS	\$100,000		\$100,000
B.5.3	Edging	600	LF	\$25		\$15,000
B.5.4	Underdrain	350	LF	\$31		\$10,675
B.5.5	Safety Surface (Poured In Place)	5,000	SF	\$28		\$140,000
B.5.6	Safety Surface (Mulch)	300	CY	\$43		\$12,900
B.5.7	Stone Base and Filter Fabric	1,500	SY	\$10		\$15,555
B.7	Miscellaneous Site Improvements (Mansion Core)					\$39,000
B.7.1	Parking Lot - Utility Access Gates	2	EA	\$2,500		\$5,000
B.7.2	Concrete Wheel Stops	68	EA	\$250		\$17,000
B.7.3	ADA Signage	4	EA	\$500		\$2,000
B.7.4	Interpretive Signage	1	LS	\$15,000		\$15,000
B.8	Structures (Mansion Core)					\$325,000
B.8.1	30'x50' Pavilion	2	EA	\$50,000		\$100,000
	B.8.1.1 Pavilion Installation	2	EA	\$25,000		\$50,000
B.8.2	Carriage House Conversion to Restrooms	1	LS	\$175,000		\$175,000
B.9	Water Service (Mansion Core)					\$20,000
B.9.1	On Site Water Service Improvements	1	LS	\$20,000		\$20,000
B.10	Utility Connections (Mansion Core)					\$25,000
B10.1	Sanitary Line	1	LS	\$25,000		\$25,000
B.11	Site Electric (Mansion Core)					\$126,500
B.11.1	Utility Power Extension	1	LS	\$30,000		\$30,000
B.11.2	Service Panel and Meter	1	LS	\$10,000		\$10,000
B.11.3	Receptacle Pedestals	1	LS	\$3,500		\$3,500
B.11.4	Security Lighting	1	LS	\$10,000		\$10,000
B.11.5	Walkway Lighting	1	LS	\$30,000		\$30,000
B.11.6	Wiring and Conduit	1	LS	\$15,000		\$15,000
B.11.7	15' Pole Lighting	8	EA	\$3,500		\$28,000
Mansion Core Site Improvements (B):						\$1,661,570
SUBTOTAL (A-B):						\$2,013,844

		10% DESIGN CONTINGENCY:	\$166,157
TOTAL PROBABLE COST (BASE BID):			\$2,180,001
1	Professional Design Fees	10%	\$218,000
2	Construction Contingency Fund	5%	\$109,000
3	Miscellaneous Costs	2.5%	\$54,500
	Includes but is not limited to:		
	Site Surveying, Test Borings, Sink Hole Investigation, Builders Risk Insurance, Building Permit, Labor and Industry Fee, Document Printing, Construction Testing, Storm Water Permit		
4	Total Soft Costs	17.5%	\$381,500
TOTAL PROJECT ESTIMATE			\$2,913,774

Note: Probable cost for site work does not include the following:

1. Rerouting gas, CATV, or phone lines. Additional improvements as may be required by municipal or other reviewing agencies having jurisdiction
2. Utility service and or connection fees.
3. Interpretive signage design.
4. Removal of unsuitable materials, sink hole remediation, or on lot disposal system designs.
5. Irrigation of athletic fields, and water reels
6. Project financing costs
7. Water Meter Pit and Tap cost are not included.

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Operations and Management Plan



Introduction

About 75 percent of the cost of a park over its lifetime is in operations and maintenance¹. By addressing operations and maintenance during the planning, the Township will be able to make informed decisions about implementing the recommendations of the Park Master Plan, the allocation of resources, budget, staffing, and partnerships.

Park Maintenance²

Park Maintenance is defined as keeping parks and recreation areas and facilities in their original state. Maintenance includes routine recurring work, repair work, and minor construction. Parks and recreation maintenance management is a complex job requiring a wide variety of skill sets: organizational development, budget, equipment, turf, natural resources, personnel, customer service, public image, communication, evaluation, scheduling, and keeping pace with changes in technology and social norms. The dual responsibilities of park maintenance management include protecting natural and man-made resources as well as providing the finest recreation experiences possible.

Park Operations and Management Plan for Oakbourne

In developing this Operations and Management Plan for the Park, the consulting team worked closely with the Township's team of dedicated employees devoted to supporting the park's operations, programming, scheduling, and maintenance. Interviews and work sessions with the Public Works Director, Township administration, project study committee, and community key stakeholders provided the information needed to establish a maintenance and operations framework. Township reports, plans, and budget documents were important sources of information in our maintenance work sessions. They provided input on the proposed park design, maintenance practices, challenges, and ideas to include in the planning, development, operation, and programming of the Park.

Our Constitutional Right

THE ENVIRONMENTAL RIGHTS AMENDMENT

The people have a right to clean air, pure water, and to the preservation of the natural, scenic, historic, and esthetic values of the environment. Pennsylvania's public natural resources are the common property of all the people, including generations yet to come. As trustee of these resources, the Commonwealth shall conserve and **maintain them** for the benefit of all the people.

Pennsylvania Constitution Article 1, Section 27 Natural Resources and the Public Estate

Park Maintenance Framework

The following framework formalizes the Township's approach to park management and operations. Certain principles are basic to any effective park maintenance management system. They provide the basis upon which the entire maintenance operation for the Township's parks and recreation system overall should be based. They serve as standards that help measure the effectiveness of Westtown's park maintenance system. A break in any one of these will impact the quality of the parks and recreation system overall, as effective maintenance is a key factor in overall success.

¹ Lay, Francis. 1978. Management of Grounds or Site Operations Manual, **Manual of Site Management**, Environmental Design Press. p4.

² Warren, Roger, Rea, Phillip, and Payne, Scott. (2007) Park and Recreation Maintenance Management. Sagamore Publishing: Champaign, IL. pp 1-15.

What is sustainability?

Sustainability is a broad term most often defined as "meeting the needs of the present without compromising the ability of future generations to meet their needs."

Brundtland, Gro Harlem. (1987) Our Common Future: Report of the World Commission on Environment and Development. New York City, NY: United Nations

Elements of the Oakbourne Park Maintenance Framework

1. Maintenance objectives and standards must be established.
2. Maintenance should be performed with economy of time, personnel, equipment, and materials.
3. Maintenance operations should be based upon a sound written maintenance plan.
4. Scheduling of work must be based upon sound polices and priorities.
5. A high emphasis must be placed upon preventive maintenance.
6. The maintenance department must be well organized.
7. Sufficient fiscal resources to support the maintenance program must be allocated.
8. Adequate personnel to carry out maintenance functions must be provided.
9. The maintenance program must be designed to protect the park's history and natural environment.
10. The Public Works Department must take responsibility for the safety of the public, employees, and volunteers in all aspects oof park maintenance.
11. In the design and construction of park facilities, maintenance should be a primary consideration.
12. Maintenance employees are responsible for the public image of Westtown Township, overall as well as the parks and recreation system.
13. All work must be performed with a sense of pride.
14. This framework applies to all Township employees, contractors, and volunteers.

Sustainability

The maintenance program must be designed to protect the park's heritage and natural environment. This requires the development of a sustainability plan for the Park. The following activities would be incorporated in to such a plan:

- Green infrastructure practices
- Responsible land management
- Protect and manage wildlife and wildlife habitat
- Reduce landfill waste
- Adopt greener equipment and transportation methods
- Environmentally friendly building practices
- Cultural resource protection
- Renewable energy use
- Adaptation strategies and activities to address climate change
- Provide opportunities for healthy activities in nature
- Foster sustainability through public education and engagement

Green Infrastructure Practices³

Green infrastructure can be used to help reduce park maintenance. Green infrastructure practices:

- provide better drainage that reduces the maintenance burden by producing healthy vegetation.
- promote infiltration or overland flow, helping to reduce mosquito breeding habitat.
- reduce irrigation needs by dispersing water over a larger vegetated area.
- reduce the need for supplemental water, fertilizers, and pesticides.
- reduce mowing and weeding frequency.
- reduce high runoff or sedimentation of streams.
- filter out pollutants and retain stormwater.

Effective maintenance practices are essential to ensure the permeability and overall health of the soil and vegetation that is critical to performance. Green infrastructure features usually are not more maintenance intensive, especially if they are designed correctly.

In order to function properly porous pavement needs to be vacuumed. Over time, infiltration rates can diminish if the surface of an infiltration feature becomes clogged with fine sediment. Organic matter (leaf litter) or other materials prevent percolation. Soils can also become compacted if they are subject to excessive foot or vehicle traffic. Soils might need to be excavated, scraped, aerated, tilled, or replaced if standing water is present several days after a storm, indicating poor drainage. Permeable pavement might need to be vacuumed or, in the most challenging cases, removed and reinstalled to restore permeability.

The link below from the City of Seattle provides an example of an excellent manual for stormwater operations and maintenance. This example is can be helpful to Westtown Township as quality standards are developed on best management practices for green infrastructure maintenance in Oakbourne Park.
[Green Stormwater Operations and Maintenance Manual](#)

Parks and Recreation Organization and Staffing in Westtown Township

Organization

The Board of Supervisors sets policy on parks and recreation. The Township Manager is responsible for ensuring that the policies are carried out through the Township departments. The Westtown Township Parks and Recreation Commission is an advisory group.

Westtown Township Parks and Recreation Commission

The purpose of the Parks and Recreation Commission is to advise the Board of Supervisors regarding all matters affecting the parks, parks facilities and recreation budget. The Board of Supervisors appoints seven members to serve on the Commission. Parks and Recreation Commissions, are empowered by Commonwealth of Pennsylvania Second Class Township Code to consult with and advise the Township Manager and the Board of Supervisors in matters affecting recreation services policy, programs, finances, lands, and properties related to the total community recreational services program, facility development, facility

³ United States Environmental Protection Agency. (2017) Green Infrastructure in Parks: A Guide to Collaboration, Funding and Community Engagement. [Green Infrastructure in Parks: A Guide to Collaboration, Funding, and Community Engagement \(PDF\)](#)

maintenance and to the long range, projected programs for recreation services. The Westtown Township Parks and Recreation Commission primarily focuses on planning and managing community events.

Parks and Recreation Staffing

Parks and recreation functions are divided among Township staff in Administration and Public Works. Another two to three maintenance workers serve seasonally. The Public Works Director oversees the maintenance of all Township property and roads, including park maintenance. The Parks Coordinator is in charge of scheduling park programs and events, including in both the Park and the Mansion. The Township Manager assigns an administrative staff person the responsibility for managing special projects such as this Plan. The Parks and Recreation Commission plans and manages special events.

All park maintenance is done in house with no contracting of maintenance tasks. The major exception is ballfield maintenance. The Township leases the baseball and soccer fields to sports leagues who maintain the fields. At one time, grass mowing was contracted out. When the per acre cost of the contract escalated, the Public Works Department took back that function. The Board of Supervisors supported this decision and provided funding for three mowers. No formal written maintenance management plan is in place with tasks being carried out principally based on how and when maintenance tasks were carried out in the past and addressing emerging needs in the Park. As common in many park departments, the predominant work of park maintenance has been grass mowing and trash removal/litter pick-up.

The transition toward the management of natural resources and advancing sustainability as described previously is important. Environmentally sound practices and sustainability in the care of all lands in the Township is crucial in an era of climate change. Oakbourne Park could serve as the pilot project and model for all township public property maintenance.

Perspective on Staffing

The Public Works Department has seven full-time workers including the Director and six staff workers. Four employees serve on the roads and parks crew while two work in the wastewater department. Since the four Public Works crew members work primarily on road projects and attend to other public properties, the FTE (Full Time Equivalent) for parks is estimated at about 2.5 based upon budget figures. Another two to three seasonal workers are hired annually in the roads' crew for park and public property maintenance. This equates to about 3.5 FTE park maintenance workers. The Public Works Director is committed to training his crew and makes opportunities available. The Public Works Director is a Certified Playground Safety Inspector (CPSI). This is a valued and important certification for Westtown Township to have.

Maintenance of Westtown Township's Parks

Westtown Township maintains two parks and four open spaces. They include:

- Oakbourne Park, the Township's largest park.
- Tyson Park, a neighborhood park with interpretive bioswale, pavilion, paved walking trail, playground equipment, portable ADA restroom, and open grass areas.
- Larchbourne Park Open Space, Plumly Farm Open Space, Edgewood Chase Open Space, and South Penn Open Space.
- Not including the Township's open spaces, park acreage that requires traditional park maintenance totals about 150 acres including Oakbourne Park (144.7 acres minus 15 acres leased for agriculture) and the five-acre Tyson Park.

Park Maintenance Staffing Standards

The International City County Managers Association recommends a standard of one worker per 18 – 20 acres of parkland with a Best Management Practice of 12 acres per worker⁴. Currently, Westtown Township would need a total of seven (7) FTE maintenance workers to be fully functioning with standard park maintenance management practices which would allow for more natural resource management and higher levels of maintenance of facilities with an emphasis on preventive maintenance. When the improvements to Oakbourne Park are phased in over time, additional responsibilities will emerge due to the higher quality of facilities, increased park use, and greater focus on sustainability. These responsibilities include restoration of park acreage to natural conditions, the maintenance of active areas and facilities such as the park hub, pavilions, trails, parking areas, state-of-the-art playground and furnishings, and restrooms.

While other additional facilities were discussed for consideration on the Cope Tract, they were not recommended in the final Plan. These facilities included disc golf, a dog park, community gardens, and additional parking. All of these facilities would have required significant additional park maintenance staff and budget. Since these facilities are not recommended, maintenance planning was irrelevant and not carried out.

Additional Support Mechanisms: Collaboration and Partnerships

Westtown Township works collaboratively with organizations with similar missions, goals, and interests. These organizations provide important services in support of Oakbourne Park.

Friends of Oakbourne

The mission of the Friends of Oakbourne is to work to develop and promote optimal recreational and educational utilization of Oakbourne Park and Mansion with diligent regard to the enhancement of its pastoral, historic, and arboreal aspects. The Friends seek the broadest possible private, public organizational and governmental involvement in these endeavors. Friends of Oakbourne was instrumental in having Oakbourne Park accredited as a Level 1 arboretum by ArbNet, and manages a commemorative tree and bench donation program. They meet quarterly, and contribute significant volunteer labor such as tree planting and care of the arboretum.

Westtown Community Garden

This organization runs and maintains the community gardens within the park and offers educational opportunities for the community. New members learn how to grow food organically, and garden members provide tours and answer questions on Westtown Day. Garden members are also a resource for Park users on days when they are actively working in the garden and often talk with park users and even give tours on demand if people walking by have interest. The organization provides space to grow food dedicated to the West Chester Food Cupboard, donating hundreds of pounds of organic fresh produce and herbs yearly.

Historical Commission

The Westtown Township Historical Commission (HC) was created in March 2013. The purpose of the Historical Commission is to foster a community appreciation of the rich and varied history of the Township. This includes educating residents about lands, buildings, and sites of historic, architectural, archaeological, or cultural significance and the people who worked, farmed, and lived in Westtown Township. The Commission participated in the master planning process in a work session adding their ideas and concerns for improving Oakbourne Park with respect to its history, landscape, and architecture.

⁴ https://wrga.gov/DocumentCenter/View/1914/14233_08_Section_5_Maintenance_and_Operational_Cost_Assessment. Accessed November 20, 2020.

Scout Groups

Scouts are major users of Oakbourne Park. They conduct annual clean up days in the park, and perform service projects such as the trail sign, book box, basketball court improvements, and trail improvements,

Policies to Support Operations

Policies and procedures are an important part of a well-functioning parks and recreation organization. It is important for people at all levels of government and the public and private sectors involved with Oakbourne Park to understand the correct processes in place to ensure that the municipality maintains high quality in all facilities and services.

Policies and procedures provide a guide for meeting organizational objectives and describe the steps that employees are to take in the operation and management of parks, open space, recreation facilities and trails. The following recommendations for policies are based upon work sessions with the Township officials, management and staff and sound management practices of parks and recreation systems elsewhere. These suggested policies are meant to help establish smooth operating procedures that will save time and effort while creating good will. Adapting examples from other parks and recreation systems will help to streamline the policy-making process for Westtown Township. Other policy needs will emerge over time. The point is to spend time on policies that are needed to ensure sustainable operating practices but not to be consumed with policy development. Examples of policies that should be considered in the immediate time frame based upon the current park operations scenario include the following:

Revenue Policy – A Revenue policy sets forth Westtown Township’s philosophy on the generation of revenue from public and private resources. Mecklenburg County, North Carolina, offers a useful sample revenue policy.
<https://www.mecknc.gov/ParkandRec/Documents/RevenuePricingPolicy++2009-2010.pdf>

Gifts and Donations Policy – The Friends of Oakbourne Park has a memorial bench and tree planting program. The Township wishes to encourage and facilitate public and private gifts, bequests, and such contributions that enhance, beautify, improve, supplement, support, or otherwise benefit its community parks. Consideration of the installation, maintenance, and cyclic replacement costs for park donations should be considered as part of the donation price. This is especially important given the interest in establishing a veteran’s memorial in Oakbourne Park. Provisions regarding the repair and replacement of such equipment should be defined. Portland, Oregon offers a sample gifts and donations policy:
<https://www.portlandoregon.gov/citycode/article/68087>

Sponsorships – Westtown Township actively seeks sponsorships for Westtown Days. The purpose of such sponsorships is to increase the Township’s ability to deliver services to the community beyond the core levels funded from the Municipal general fund. In appreciation of such support, the Township should set forth a formal policy to provide sponsors with suitable acknowledgement of their contributions. However, such recognition for park and recreation facility improvements should adhere to the aesthetic values and purpose of Township parks. In addition, such recognition must be in harmony with the historic nature and heritage of Oakbourne Park and not detract from the visitor’s experience or expectation, nor impair the visual qualities of the parks or be perceived as creating a proprietary interest. This is particularly important in the leasing of ballfields that could be perceived as private recreation facilities not available to the public. The following link connects to Portland, Oregon’s policy on sponsorships that can be a model for Westtown Township:
<http://www.portlandonline.com/shared/cfm/image.cfm?id=155566>

Naming Rights – Naming Rights are a financial transaction and form of advertising in which a corporation, business, individual or other entity purchases the right to name a facility or event, typically for a defined period of time. For large properties like a community building, the term ranges from three to 20 years. The distinctive characteristic for this type of naming rights is that the buyer gets a marketing property to promote products and services, promote customer retention, or increase market share. The City of Vancouver offers a good example of a naming rights policy:
https://www.cityofvancouver.us/sites/default/files/fileattachments/parks_and_recreation/page/1083/policy_park_naming.pdf

What is Risk Management?

Risk management is the practice of controlling the possibility and severity of foreseeable accidents and administering due care.

Advertising – The intent of an advertising policy is to generate revenues from paid advertising and sponsorships to offset some of the costs associated with producing program brochures and other informative literature, maintaining, and improving athletic and other recreation facilities, and procuring capital equipment related to recreational facilities which would not otherwise be funded in the department budget. The policy must be rooted in the aesthetics and mission of the parks, as well as the visitor experience. The following link provides a model of an advertising policy from the Washington State Parks for adaption in Westtown Township:
<https://parks.state.wa.us/970/Advertising>

Risk Management

Park safety and security is important from three perspectives: protecting the historic, natural, and recreational resources of Oakbourne Park; protecting park visitors and program participants; and managing Township finances by minimizing exposure to lawsuits. The Township's goal is to enable park visitors to have a high-quality experience using the Park in safe, responsible, and appropriate ways. Establishing a safety policy, instituting procedures for implementing the safety policy, and documenting the practices would help to enable Westtown Township to "pass the liability test" should a lawsuit arise.

It is important to note that the involvement of the Township Solicitor and Insurance Carrier is essential in developing and implementing the municipal Risk Management Program. The information is presented here is only a framework for consideration in developing the Risk Management Program that must be ultimately reviewed and approved in writing by the Solicitor and Insurance Carrier.

Generally, a landowner owes no legal duty to warn invitees on the premises of dangers which are open and obvious natural hazards. Invitees are those individuals who are invited or encouraged by the landowner to access the premises for a particular purpose. A landowner, however, may owe a legal duty to warn where the general scope of the danger is hidden or unusual, an effective "mantrap," which would not be apparent to the invitee through the reasonable use of his/her senses.

Pennsylvania's Political Subdivision Tort Claims Act

Under Pennsylvania's Political Subdivision Tort Claims Act, subject to the exceptions, "no local agency shall be liable for any damages on account of an injury to person or property caused by any act of the local agency or an employee thereof or any other person." 42 Pa. C.S. § 8541. Typically, these state statutes provide governmental immunity for ordinary negligence, requiring proof of gross negligence or willful/wanton misconduct to impose liability for injuries sustained on public recreational facilities. The full Act can be found at:

<https://www.legis.state.pa.us/WU01/LI/LI/CT/HTM/42/00.085..HTM>

Pennsylvania's Recreational Use of Land and Water Act

Pennsylvania's **Recreational Use of Land and Water Act** (referred to as "RULWA") provides substantial protection from liability to landowners who permit the public to come onto their land for outdoor recreation. This Act mainly benefits private landowners who allow the recreational use of their property without charge. This is important especially in creating trail systems in which links on private property are needed. **The best defense for landowners, however, is preparedness: an organized formal maintenance plan with records of actions, securing the proper insurance coverage, and taking steps to warn users of potentially dangerous conditions.**

Developing the Safety and Risk Management Plan

With a safety and risk management plan in place for parks and recreation, Westtown Township will be taking a proactive approach to managing safety and risk that protects the Oakbourne property, visitors, and financial resources. Medford, OR offers an example of a parks and recreation safety and risk management policy at:

<https://www.ci.medford.or.us/files/Risk%20Mgmt%20Plan%20and%20Procedures%20Manual.pdf>

The steps for establishing a risk management plan should be an inclusive process of Public Works Department management and staff, Township management, solicitor, insurance carrier representative, potential parks and recreation staff, and other stakeholders in the public and private sectors to be identified. The steps for establishing this plan include the following⁵:

1. Establish a Policy Statement for the Township's commitment to safety and the philosophy on risk management.
2. Conduct a Needs Assessment with a critical look at current safety and risk management practices.
3. Establish goals and objectives for Westtown Township's parks, recreation, and trail system.
4. Conduct a field reconnaissance to assess safety and risk conditions.
5. Assess and revise accordingly safety rules, regulations, and procedures. Include how these are going to be monitored and enforced.
6. Formalize in writing a routine, systematic method for safety inspections. Include the development of a reporting and record keeping system. Strive to do this as an online program with adequate provisions to ensure the security and long-term preservation of the records.
7. Create or modify the accident and incident reporting system. This should include how accidents are to be reported in an objective and thorough manner with the level of detail approved by the solicitor. The record keeping system, again, needs to be secure and protected for the long-term.
8. Establish emergency procedures. Emergencies vary in nature and are unpredictable. By having a plan in place with the steps to be taken under different situations, staff will be more likely to react in a favorable manner. Emergencies can range from a playground accident to an active shooter or lightning storm during a park event.
9. Review and update Westtown Township's waivers, releases, and agreements. Assess the current forms in light of current or anticipated rules, regulations, and social conditions.

⁵ Peterson, James A., Hronek, Bruce B., and Garges, James R. (2008). *Risk Management for Parks Recreation and Leisure Services* (5th Edition). Champaign, IL: Sagamore Publishing. pp 46-58.

10. Institute an in-service training program for management and staff on safety and risk management. Recruit the Insurance Carrier to help or support this training.
11. Brand safety as essential to Township's parks, recreation, and trail system. Include this in municipal public relations and customer service protocol. Showing interest and concern for people especially when there is an accident will go a long way in preserving good will, a key factor in decisions about litigation.
12. Review the plan annually or when the need arises and consult with the Township's legal and insurance specialists throughout the development of this plan, its use and updating over time.

Financing

Westtown Township's officials and staff are dedicated to closely monitoring the fiscal health of the Municipality, and to make the necessary improvements for providing effective services in the most efficient, transparent manner possible.

Budget Overview

Westtown is a Township of the Second Class with a population of 10,827 within 8.64 square miles covering approximately 54 miles of road surface. The assessed valuation of real estate is \$821,678,369 for the year ending October 31, 2020. Moody's Investors Service has assigned a rating of Aa2 to the Township's outstanding General Obligation debt noting that the Township's financial position is very strong. This rating reflects the Township's mature tax base, with above average wealth levels and moderate debt burden. The median family income of Township residents is a very strong 181.5% of the US median levels.

In 2013, the Board of Supervisors deemed it necessary to increase taxes to enable the Township to regain structural balance and improve its financial position, given three years of operating deficits and a deteriorating infrastructure. The 2013 budget approved an increase in millage from 2.5 to 3.5 mills on the assessed value of property. (One mill is worth 1/1000 of a dollar or .001.) As a result, the General Fund Unrestricted Reserves have increased to a level that is recommended by the Government Finance Officers Association of the United States and Canada as well as the National Advisory Council on State and Local Budgeting.

Annual Budget: Expenditures, Revenues, and Benchmarks

The 2021 budget for Westtown Township was \$7,171,173. The budget for Parks and Recreation is \$58,200 in 2021. Labor costs for park maintenance are included in the Public Works budget and not separated out for park maintenance.

Since the Public Works Department provides park maintenance labor, it is important to estimate that cost for budget purposes. Based upon the \$36,700 budgeted for park maintenance materials, equipment, and supplies as shown in Table 1, the estimated cost for park maintenance labor would be about \$244,700. Including this cost estimate for park maintenance labor in the parks and recreation budget brings the total budget to \$302,900. This estimate for park maintenance labor presents a more accurate picture of what the Township actually invests annually in parks and recreation. The \$302,700 Parks and Recreation budget is about 4.2% of the Township budget, or \$27.98 per Township resident. The Pennsylvania Department of Conservation and Natural Resources recommends that five percent of a governmental budget be allocated for parks and recreation. The average per capita municipal investment in parks and recreation in Pennsylvania is about \$38. Nationally, it is \$81.19.

Table 1. Westtown Township Parks and Recreation Budget 2018 - 2021

EXPENDITURES				
Park Maintenance	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted
General park expense	\$635	\$5,000	\$5,000	9,000
Park Supplies	1,632	1,500	2,000	3,000
Special park projects	4,073	25,000	25,000	13,000
Veteran's Memorial	1,561			0
Park tools and equipment purchase	377	1,000	1,500	1,500
Park equipment repair and operation	682	2,000	2,000	2,000
Equipment rental	3,252	3,000	3,000	3,000
Parks – lawn maintenance	5,354	5,000	5,000	2,500
Community garden – shared cost	525	605	700	1,000
	\$18,092	\$43,105	\$44,200	\$35,000
Estimated Park Maintenance Labor Cost	\$245,000			\$280,000
TOTAL Budget + Estimated Labor Cost Culture & Recreation Administration				
Park & Recreation Commission	\$4,366	\$7,000	\$7,000	5,000
TOTAL with Estimated Labor Cost				\$285,000

Revenue Generation

Not including revenues generated through Oakbourne Mansion, table and chair rentals, the Township generates about \$33,000 annually in fees and charges via recreation programs, rentals and leases as shown in Table 2. This projection was reduced in the 2021 budget as expected due to public health guidelines complying with the pandemic of COVID-19 that limit recreation programming due to social distancing and group size limitations.

Table 2. Westtown Township Parks and Recreation Revenues 2018 - 2021

Revenue Sources	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted
Township Park/Land Fees	\$6,285	\$6,500	\$6,000	\$5,000
Oakbourne Fields Lease	3,800	2,500	5,000	8,000
Township Building – Gatehouse	17,400	17,400	17,400	17,400
Township Building – Caretaker	1,571	1,596	1,596	0
Recreation Program Fees	997	180	0	0
Community Garden Fees	805	450	600	150
Community Garden Annual Dues	575	650	650	650
TOTAL	\$33,451	\$31,295	\$33,266	\$26,205

Oakbourne Mansion, Water Tower, Gatehouse, and Carriage House

Oakbourne Mansion is more than an iconic structure: it is an important revenue generator. While the Mansion is not part of the scope of work for this Plan, the master plan's focus on high quality facilities, beauty, gardens, landscaping, and support facilities is key to increasing revenues. The higher quality the facilities and beauty of the site are, the higher the revenue potential is. As a public facility, the Township can also make accommodations for those with financial needs where possible. However, the emphasis should be on revenue generation balanced with appropriate public access. Table 3 presents the Oakbourne Mansion Budget. The expenditures for the Mansion, Water Tower and Gatehouse are contained within other line items. The revenues for these facilities and equipment are shown as distinct line-item revenues.

Table 3. Oakbourne Mansion, Gatehouse and Caretaker Apartment Budget 2018 - 2021

EXPENDITURES			
	2019 Actual	2020	2021
Within other line items	TBD	TBD	TBD
REVENUES			
Oakbourne Mansion Events	53,311	5,000	35,000
Tables/Chairs Rentals	9,925	7,000	5,000
Gatehouse	17,400	17,400	17,400
Caretaker	1,596	1,596	0

Consideration should be given to establishing these facilities an Enterprise Fund. An enterprise fund is a fund that may be used for an activity or facility for which a fee is charged to external users for goods or services. Because the purpose of financial reporting is to provide information needed to make financial decisions and assess financial stewardship, it is vital to make sure that the reporting covers all direct and indirect costs of the facility, administration, utilities, improvements and so on. Applying fees and services together through an enterprise fund has advantages. Users and the general public can see how much it costs to provide particular services, and why the fees are set at a certain level. It's not always possible to balance fees and the cost of services perfectly but that is the goal at a minimum. Optimally, it is to raise revenues to offset overall parks and recreation operating costs. A fund may run in the red one year, which would be a sign for the Township to raise fees. If the fund turns a profit, the money carries over to operations in the next fiscal year for parks and recreation purposes. It would be advisable to have a specialist in economic development to do a market study of fees and charges as well as to make recommendations for facility and service improvements that would boost revenues; this is especially important in the current post-pandemic situation, ideally as soon as possible. Trends in facility rentals, preferences of Millennials, the post-pandemic economy and other factors will be affecting facility rentals and it is important for the Township to get ahead on this.

Projecting the Park's Maintenance Costs and Support

The maintenance budget must reflect the desired condition of the Parks' architectural, natural, and recreational facilities in accordance with the financial resources available through Township funds and alternative support. The maintenance budget to a large extent determines the quality of the Park in terms of its safety, scenic beauty, usability, and desirability. Estimating what the Park will cost to maintain helps in decision-making, staffing, the setting of fees, policy formulation, the allocation of resources, and securing non-traditional methods of support such as sponsorships and partnerships.

Cost Basis

Personnel costs comprise most of any park maintenance budget. The hourly rate for Westtown Township's park maintenance labor is about \$40 with wages, benefits, and payroll taxes. The major assumptions related to Oakbourne Park maintenance include the following:

- The Cope Tract agricultural area (approximately 15 acres of total 54-acre tract) will continue to be in active agricultural use via a lease with a farmer for the foreseeable future.
- The current estimated cost of park maintenance labor is \$245,000, roughly the equivalent of three full-time employees.
- The sports leagues will continue to lease and maintain the sports facilities under their agreements.
- Park improvements will be phased in as grants, township funds, and other sources of financial support are available.
- Park maintenance will be increased in accordance with investment and park improvements. The goal is that the park will always be safe, clean, functional, aesthetically pleasing, and environmentally and financially sustainable.

- Consideration should be given to contracting custodial services for restrooms, perhaps in conjunction with future restrooms for all Township parks. This could help to lower costs, improve staff working conditions, and most importantly, respond to the public's requests for "real restrooms."
- Outside revenues make up about 11.6 percent (11.6%) of the parks and recreation budget. In 2020, the NRPA reported the median cost recovery among departments surveyed nationally to be 29% with a range of 12% to 48%⁶ among municipalities with a population under 20,000.
- This information merely presents some benchmarks to frame parks and recreation planning in Westtown Township. The figures are not inherently good or bad, but instead offer perspective for considering how to move forward. Nor do they include the value of volunteers who contribute important knowledge, time, and support for parks and recreation such as the Friends of Oakbourne Park, the Westtown Community Garden, Scout Groups, league sports, Parks & Recreation Commission, and Historical Commission. The 2020 value of a volunteer hour was \$27.20 according to the Independent Sector.⁷

Current Maintenance Costs

Westtown Township has about 150 acres of parkland without open spaces and the agricultural area of the Cope Tract. While this acreage varies from natural to highly developed, for the purposes of this plan, the cost of park maintenance is \$285,000 including materials, supplies, and utilities along with estimated labor cost as described in the following financing section. This is a per acre cost of \$1,900 for the parks as a whole. No operations and maintenance costs are available specifically for Oakbourne Park. The National Recreation and Park Association's research into park maintenance shows a cost of about \$7,160 per acre for similar size communities, with a population density of Westtown's at 1,230 residents per square mile⁸. Natural areas would cost less than active facilities such as park hubs near the Mansion and be in the range of \$1,000 - 2,000 per acre and less after restoration. The budget costs would be targeted at only Oakbourne Park and be based upon 99 acres of high visitation areas on the Mansion side of the Park and 46 acres of passive, low use natural areas on the Cope Tract until the Township develops a formal maintenance plan that could generate maintenance costs by park, by facility, by function or other features. For Oakbourne Park, the annual estimated park maintenance budget would be about \$754,840. That would include \$560,000 in staffing; natural resource management and forestry; contracted-out restroom maintenance; utilities; materials; supplies; and small projects. This takes into consideration:

- Phasing in over years in conjunction with improvements.
- Higher level of care with respect to special events in the Mansion and the Water Tower area and the need to generate more revenues.
- Having an on-site uniformed presence at least during peak operating hours. The uniform would convey professionalism on the order of park ranger and good-will ambassador of the Township and provide a watchful eye, customer service, minor maintenance and clean up, and some interpretive or programming services.
- Cap on staffing at 62% of the park maintenance budget, a preferred goal.
- Cyclic Maintenance - In addition to daily, monthly, seasonal, and annual repairs, Oakbourne Park will require cyclic maintenance. Cyclic maintenance deals with the normal replacement of a capital item such as a roof. Cyclic repairs are a function of weather, use, and other circumstances such as natural events. Because the time frame for cyclic repairs is years away, projecting actual costs is not possible. The American Public Works Association recommends budgeting two to four percent of the development costs annually to establish as a capital reserve account for cyclic repairs. Advances in technology will also impact the future costs based upon changes in design and materials. Cyclic repair and replacement considerations include the following:
 - Infrastructure: Roads, parking lots, trails, utility lines for water, sewer, and electric. 10 – 30 years.
 - Play Equipment: 10-15 years.
 - Buildings and Structures: Roofs, furnishings, picnic tables and benches, shelters, bridges, fencing. 10-30 years.

⁶ <https://www.nrpa.org/siteassets/nrpa-agency-performance-review.pdf>. Accessed November 22, 2020.

⁷ <https://independentsector.org/> July 2020.

⁸ 2020 Performance Review. (2020) National Recreation and Park Association: Ashburn, VA. p19.

- Equipment: trucks, cars, tractors, trailers, and other large units based upon number of hours of operation, miles used and repair costs.

Management Model for Consideration

The major need for the Westtown Township community is recreation programs. Through the public outreach process, citizens expressed the need and interest in community recreation programs. Research into neighboring communities found that Westtown residents are registering for programs in nearby communities and would prefer to enjoy such programs in their own hometown.

Since Westtown Township has a population of under 11,000, establishing a full-service parks and recreation department is possible, but would be a stretch. The Pennsylvania Department of Conservation & Natural Resources (DCNR) offers a compelling alternative: a multi-municipal parks and recreation consortium. Pennsylvania municipal codes allow municipalities and school districts to join forces in providing parks and recreation jointly. Several dozen multi-municipal parks and recreation systems successfully operate throughout the state. Because this is a big decision for a municipality, PA DCNR offers a \$10,000 grant requiring only a \$1,000 match to explore the idea of establishing a multi-municipal parks and recreation system with a willing partner. Willing partners could be municipalities within the West Chester Area School District. At the end of this project, if the municipalities decide to move forward as partners, PA DCNR offers a Circuit Rider grant to hire a shared director for four years. The grant is 100% in year one, 75% in year two, 50% in year three, and 25% in year four. By year five, the director’s goal is to have established a sustainable parks and recreation system supported with a mix of public and private resources. The benefits to the partners include paying less for parks and recreation staffing through cost sharing, increased programs and public services, increased revenues through program fees and charges, grants, gifts, donations, sponsorships, partnerships, and other sources. Other multi-municipal parks and recreation systems show that for every dollar that a municipality invests in the systems annually for parks and recreation, the multi-municipal operation leverages that dollar many times over from non-tax funding. Without a recreation professional, the Township has limited both its services and revenues.

Table 4. Oakbourne Park Projected Operating Budget

This parks and recreation budget presents the projected operating costs for Oakbourne Park. It will be phased in as the park is improved over time.

EXPENSES	
Labor – 14,000 hours estimated	\$560,000
Equipment, materials, and supplies	98,000
Utilities	15,000
Forestry	15,000
Training	8,000
Potential Multi-Municipal Parks Director for Programming plus materials, supplies, equipment	58,840
TOTAL	\$754,840
CIP Reserve Budget – 2% of development costs annually in fund dedicated to cyclic repairs and park improvements with phasing. This estimate is based upon the estimate of probable cost for the full park master plan. This estimate will be reduced to correspond with the cost of the phase.	\$TBD
REVENUES	
Under Current Operating System	
Pavilion Rentals (two at \$100 for 180 visits)	\$18,000
Sports Field Leases	\$10,000
Community Garden Fees	1,000
Community Garden Membership	1,200
Under Multi-Municipal	
Programs, sponsorships: park system as a whole. Grants would add to capital funding.	Growth over time from \$20,000 -60,000-100,000+ Grants would be additional sources