

Manheim Township Parks & Recreation Strategic Plan

August 2025



RESOLUTION 2025-51

RESOLUTION BY THE BOARD OF COMMISSIONERS OF THE TOWNSHIP OF MANHEIM, LANCASTER COUNTY, PENNSYLVANIA ADOPTING PARKS AND RECREATION STRATEGIC PLAN AND MASTER PLAN

WHEREAS: Article XXX - Park, Recreation Centers, Shade Trees and Forests of the PA First Class Township Code provides the statutory authority for the Board of Commissioners to designate and acquire land or buildings owned, leased or controlled by the Township for use as parks, playgrounds, playfields, gymnasiums, swimming pools and other similar recreational facilities, and

WHEREAS: the Manheim Township Comprehensive Plan establishes general priority community development goals that support the need to continue to provide high quality parks and recreation facilities and services to Township residents and visitors alike, and

WHEREAS: the Manheim Township Comprehensive Plan further acknowledges that it is desirable and practical to monitor community change, and as the Township continues to grow and develop into the future, it must consider (a) the need for open spaces, natural resources, and recreational facilities, (b) how to generate revenue to pay for and effectively maintain these facilities and services, and (c) how to coordinate and plan community open space, parks and recreational needs for all age groups of the population, in convenient locations, and

WHEREAS: the Manheim Township Recreation Department in support of the Comprehensive Plan's goals conducted a strategic planning process embodied in the attached 5-year Parks & Recreation Strategic Plan, which serves as a fundamental and necessary tool for the Board of Commissioners and Executive Staff to establish objective priorities and decisions related to the continued provision of and improvement to the Township's park facilities and recreation programs, and

WHEREAS: the Manheim Township Parks & Recreation Strategic Plan also serves as the foundation for the Recreation Department's new 10-year Parks & Recreation Master Plan, attached hereto, which was developed through an extensive planning process conducted in conjunction with the Comprehensive Plan development process and inclusive of input received from the general public through a parks and recreation survey questionnaire, and

WHEREAS: the Manheim Township Parks & Recreation Master Plan establishes a set of parks and recreation policies and strategic actions, which through successful implementation in concert with the Parks & Recreation Strategic Plan and the

Township's Comprehensive Plan will strengthen the Recreation Department's organizational effectiveness to continue to maintain and grow Manheim Township's high-quality parks and recreation resources, inclusive of outdoor and indoor park facilities, diverse recreation programs, open spaces, and natural areas, all of which greatly contribute to the Township's residents high quality of living, and

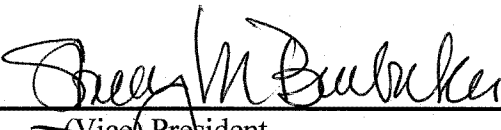
WHEREAS: the Manheim Township Parks & Recreation Strategic Plan and Master Plan have also been prepared with consideration and for the fulfillment of the requirements of the PA Municipalities Planning Code, Act 247 as amended, and shall serve as the Township's formally adopted recreation plan in accordance with the requirements of Section 503.(11) regarding the mandatory dedication of land for recreation, and required fees in lieu of land dedication, as a condition of plan approval, and

WHEREAS: the Manheim Township Parks & Recreation Strategic Plan and Master Plan have been formally reviewed and approved by the Manheim Township Executive Staff and Recreation Department as a recommendation for adoption by the Board of Commissioners.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Manheim Township hereby adopt the Manheim Township Parks & Recreation Strategic Plan and Master Plan 2025.

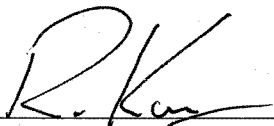
RESOLVED, this 8 day of September 2025.

COMMISSIONERS OF MANHEIM TOWNSHIP



(Vice) President

ATTEST:



(Assistant) Secretary

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ACKNOWLEDGMENTS

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Former Board President

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VISION AND MISSION

Vision

Nurture a connected, cohesive, and thriving parks system which will continue to enhance and develop versatile programs and activities that will enrich the lives of our residents and visitors for many years to come.

Mission Statement

Our mission is to provide an accessible network of diverse park facilities fostering healthy lifestyle choices which encourage our residents and visitors to participate in recreational opportunities that:

1. promote physical and mental well-being,
2. connect the parks and public spaces throughout the township, and
3. conserve and preserve natural resources for current and future generations.





STRATEGIC PLANNING

Overview

Strategic planning is an organization's process of defining its future (e.g., 3 to 5 years) strategy and making decisions on allocating organization and financial resources to pursue and achieve its strategy. Strategic planning addresses three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

The future course is formally documented in the organization's strategy that outlines the organization's mission, vision, and supporting goals and objectives for successful plan implementation. To determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "Strategic Plan," and as illustrated in Figure 1 it provides both the "Ends" and the "Means" for an organization's growth and development.



Figure 1 – Manheim Township PA Parks and Recreation Department

The Manheim Township Parks and Recreation Department with support from the Township Manager’s Office prepared this Strategic Plan to clearly define the organization’s priority goals and financial growth strategy over the next five years (2025 – 2030). This Strategic Plan serves as a critical information management and communications tool among and between the Board of Commissioners (Board), Manheim Township Managers and staff, and community stakeholders vested in the continued growth and success of the organization’s parks and recreation facilities and services. Above all, the Strategic Plan is a fundamental and necessary tool for the Board and Executive Staff to establish objective priorities and decisions for the appropriate and most efficient use of the parks and recreation facilities.

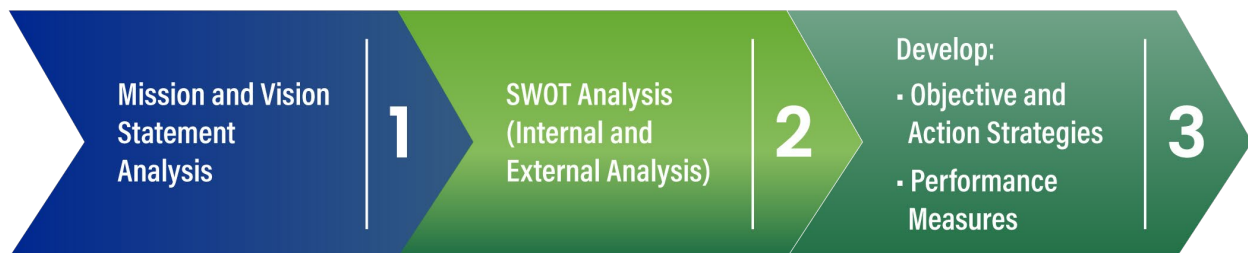
Strategic Planning Approach

Township administration and staff identified the need for a Parks and Recreation Master Plan to guide the future growth and development of the municipality's parks and recreation facilities, programs, and staffing. In 2023, the administration was successful in securing the necessary financial resources from the Manheim Township Board of Commissioners to begin the planning initiatives, and Michael Baker was engaged in the Spring of 2024 to commence the planning processes, starting with the Strategic Plan.

A Project Management Team (PMT) composed of representatives from the Manager's Office, Community Planning, and the management staff from Parks and Recreation was formed to help guide the process. They invited 22 community stakeholders including elected officials, staff, and parks and recreation supporters to participate in a series of Stakeholder Forums that guided the strategic planning process. A full list of the members of the Stakeholder Forum is provided in the Acknowledgements section of this plan.

The planning process was conducted over a six-month period from February 2024 to June 2024. It entailed multiple Stakeholder Forum meetings that included a review and update of the Mission Statement; creation of a Vision Statement; a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; identification of strategic goals; and formulation of supporting objectives and an implementation strategy. Figure 2 outlines the timeline of the Stakeholder Forum discussions and the topics/outcomes from each meeting.

Figure 2 – Stakeholder Forum Work Sessions



SWOT ANALYSIS

The first step in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis considers both the current internal and external aspects of the organization. The Strengths and Weaknesses are internal; they relate to the important controllable characteristics of the Manheim Township Parks and Recreation Department. Opportunities and Threats are external to the organization, and therefore beyond the Township's control.

The SWOT analysis was conducted at the onset of the strategic planning process, and it served as an invaluable tool to engage the stakeholders in critical thinking about the organization's current situation and future opportunities for its growth and positive economic impact to the Manheim Township community. **Figure 3** provides a description of the SWOT elements and their relationships. **Table 1**, which follows, provides a summary of the SWOT analysis findings as identified by stakeholders during their discussions.

Figure 3: SWOT Analysis Framework

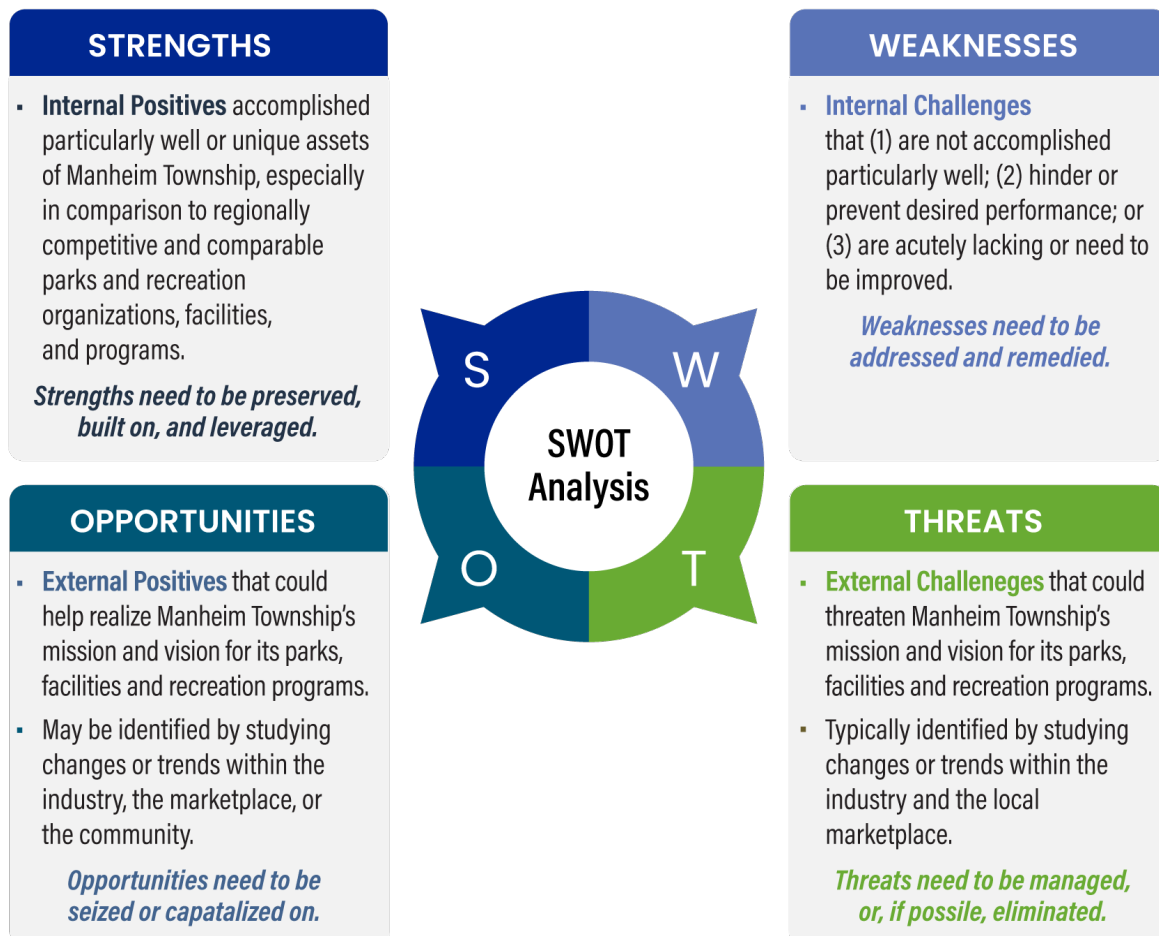


Table 1: SWOT Analysis

STRENGTHS		WEAKNESSES	
INTERNAL	<ul style="list-style-type: none"> • Interconnected • Collaboration opportunity with school district. • Large land areas available for rec. uses. • Overlook is a key activity hub. • Traditional recreational programs, services and multiple uses. • High usage/demand for programs and facilities. • Community support. • Sufficient operating budget. • Professional staff that is focused. • Township leadership support. • Well established. • Well maintained. 		<ul style="list-style-type: none"> • Funding • Lack of data/tracking of users who live in the township versus those from out of town. • Incomplete connectivity. • Limited and missing indoor facilities. • Limited shared MT and SD resources. • High usage of non-residents. • Aging infrastructure. • Signage and lacking wayfinding. • Redundant operations/outdated. • Parking is inadequate in a lot of parks. • Resident communication. • Passive/native landscape. • Bureaucracy/permitting
	OPPORTUNITIES		THREATS
EXTERNAL	<ul style="list-style-type: none"> • Wealthy residents/affluent community – ability to pay. • Special needs programs. • Expanded staff. • Central hub (core and satellite). • Technology • New partners. 		<ul style="list-style-type: none"> • Funding/Lack of Financing and increasing costs for upgrades, maintenance and capital investments. • New development/residential growth/urban sprawl. • Outside influence of outside users and potential for competition. • Facility complications/aging infrastructure. • Resistance to grow because of fear of tax increases. • Resistance to development/NIMBY. • Reliant on economy/downturn/inflation. • Busy/congested Pikes that impede park improvements and connectivity.

Key Themes and Strategic Areas of Focus

The second step in a SWOT analysis focuses on major areas of emphasis, that is, identified priorities and goals *based on how strengths and weaknesses address threats and opportunities*:

- Where an organizational strength meets an external opportunity, it can capitalize on the situation.
- Where an organizational strength meets an external threat, it can mitigate the threat and turn around the situation.
- Where an organizational weakness meets an external opportunity, it can improve its performance.
- Where an organizational weakness meets an external threat, it must expend resources to defend itself until a weakness can be turned into a strength.

As presented in **Table 2** below, the SWOT analysis results were then used by the Project Management Team to formulate key themes and strategic areas of focus upon which to chart the future. These key themes and strategic focus areas served as the basis for the PMT and the Stakeholders to formulate the strategic goals and objectives discussed and detailed in the next section.

Table 2: Key Themes and Strategic Areas of Focus

1	Cohesiveness.
2	Connected and safe trails and pathways.
3	Accommodates different uses/versatile.
4	Improved open/public spaces.
5	Cooperative effort between the township and the school district.

STRATEGIC GOALS AND OBJECTIVES

Manheim Township's execution of its Mission and achievement of its Vision is predicated on the priority strategic goals and objectives outlined in **Table 3**.

The intersection of the priority goals and their mutual implementation is vital for the execution of its Mission and achievement of its Vision. A focus on the goals' execution is critical to the organization's success. Also, successful implementation of the goals and objectives is dependent upon the Board of Commissioners' and Executive Staff's leadership to ensure proper follow-through and oversight. The pitfalls to the attainment of Strategic Plans revolve around lack of clear strategy follow-through. Ensuring Board and Executive Staff "own" a specified category of goals, with regular review, ensures attention and accountability.

The key is that these strategies are not seen in isolation to each other but as an integrated set of goals that support each other. They translate the agency's mission, vision, and overarching strategic themes into a coherent set of goals and objectives that are linked and mutually conjoined to each other.

Table 3: Manheim Township Parks and Recreation Strategic Plan Priority Goals and Objectives

PRIORITY GOAL: CUSTOMER (C)				
STRATEGIC GOAL	OBJECTIVES	OWNER(S)	TIMEFRAME	OUTPUT/DELIVERABLE
C1. Grow or expand recreation facilities.				
C1.1	Identify facility needs of the Recreation Department.	Rec Directors, Asst Twp Manager	1-3 Years	Facility Needs Plan as part of the Parks and Recreation Master Plan
C1.2	Develop a public opinion/engagement plan.	Rec Directors, Director of Comm Dev, Asst Twp Manager	1-3 Years	Public Engagement Plan
C1.3	Create a plan for financing facility development.	Rec Directors, Asst Twp Manager	1-3 Years	Budget Plan
C1.4	Develop Open Space/Environmental Programs.	Twp Managers, Rec Directors, and Parks Leadership	5 Years	5 new Open Space Programs and necessary capital improvements have been developed for Landis Woods, Overlook Campus, Stoner Park, Perelman Park, Jaycee Park Charter Home Expansion.
C1.5	Develop a long-range plan for the entire park system and a Master Facilities Plan for priority parks.	Leadership and elected officials	1-3 Years	Parks and Recreation Master Plan is completed. Funding is in place for facilities plans.
C1.6	Develop park acquisition strategy as part of the Master Plan.	Leadership and elected officials	1-3 Years	Park acquisition policy included in P&R Master Plan.

C2. Increase resident/visitor usage of all parks by 25%.				
C2.1	Create mechanism(s) for collection of park and facility usage data.	Rec Directors	1-3 Years	Mechanism and report for tracking of parks usage (Develop a report analysis of visitor usage).
C2.2	Plan and improve underutilized and poorly programmed parks. Remove those programs that are underperforming.	Recreation and Parks Leadership	1-3 Years	Report on increased and proportionate usage of more programmed Township Parks.
C2.3	Develop marketing plan to advertise and promote individual parks and their offerings.	Recreation and Parks Leadership, Comm Specialist	1-3 Years	Parks and Recreation Marketing Plan
C3. Connect all parks with accessible pathways between residents to community parks.				
C3.1	Support the Connections Committee in developing a plan to connect the community.	Director of Community Development	5 Years	Site plan and priority list to connect through trails/sidewalks neighborhoods to critical areas of interest.
C3.2	Develop and install wayfinding signage.	Director of Comm Dev, Asst Twp Manager, Public Works	5 Years	Standardized signage is installed.
C4. Improve community partnerships.				
C4.1	Revisit and renew partnership, contracts, and field needs.	Rec Directors, Youth Sport Directors	1-3 Years	Needs assessment from each sport's organization. What does each club need from the Township.
C4.2	Continue to grow our relationship with the MT school district through the Manheim Township Recreational Advisory Committee (MTRAC). Facility usage schedule, event planning, youth sport group relationships, and better facility usage.	Asst Twp Manager, Rec Directors, MTSD Staff, MTRAC	1-3 Years	Formal long term agreement for shared facilities with MTSD

C4.3	Develop partnerships that help support our programs and services (whether this be financial assistance or community outreach). A plan for what services are needed and how groups can be a part of our needs.	Rec Directors, Communication Specialist, Twp Manager, Asst Twp Manager	5 Years	Local Businesses and Interest Groups
C5. Diversify and evaluate programs and services.				
C5.1	Develop a robust survey process for programs and events.	Rec Directors	1-3 Years	Develop an improved software survey program
C5.2	Develop plan for surveying services.	Rec Directors	1-3 Years	Services we offer may not include pre-registration, or may be on-going (i.e. Dog Park, Pool, Pickleball). Catalog services/programs we provide and create a plan for how we survey and how results are reviewed.
C5.3	Collect park user inputs, through a more aggressive strategy.	Rec Directors, Communication Specialist	1-3 Years	User Survey Report
C5.4	Utilize surveying data to create a plan for future programming.	Rec Directors, Asst Twp Manager	5 Years	Use the data we collected to enhance what we offer and plan for new programs/services that are needed. Continue this process as trends are ever changing.

PRIORITY GOAL: FINANCIAL (F)				
STRATEGIC GOAL	OBJECTIVES	OWNER(S)	TIMEFRAME	OUTPUT/OBJECTIVE
F1. Improve programs and facility solvency.				
F.1.1	Develop a detailed income and expense report on each program and service.	Recreation Directors, Asst Twp Manager	1-3 Years	More consistent approach to identifying true expenses, including supplies, staffing, utilities, benefits, and managers time as an example.
F.1.2	Better plan for and manage "per park" budgets. Revenue and expense for each park needs to be understood.	Rec Directors, Asst Twp Manager	1-3 Years	Create a specific and formal budget for each park.
F2. Expand public/private funding sources.				
F2.1	Develop a sponsorship plan for each program, event, and service. Ensure staff are aware of which businesses/organizations are being pursued and when.	Township Manager, Communication Specialist	1-3 Years	Sponsorship Program
F2.2	Grant funding, private partnerships, sponsorship programs.	Elected officials, Twp Managers, Recreation Directors, Director of Comm Dev	5 Years	Pursue 5 new state and federal grant opportunities.
F2.3	Establish a dedicated funding source for parks and recreation through a dedicated parks and recreation funding source.	Elected Officials	1-3 Years	A dedicated park and recreation fund is created.
F3. Develop and implement 5 Year Capital Improvement Plan.				
F3.1	Comprehensive review of park assets.	Asst Twp Manager, Public Works, Rec Directors	5 Years	List of priorities in the Master Plan that includes assets, amenities, and facilities need replacement over a 5 year horizon.

PRIORITY GOAL: OPERATION (O)				
STRATEGIC GOAL	OBJECTIVES	OWNER(S)	TIMEFRAME	OUTPUT/DELIVERABLE
O1. Preserve and maintain park facilities and natural resources.				
01.1	Develop park maintenance plan.	Public Works, Asst Twp Manager, Rec Directors	1-3 Years	Standard Operational Procedures plan for park maintenance including, routine maintenance (i.e. landscaping), non-routine maintenance, monthly park inspections. This is to prevent reactive maintenance and move towards proactive.
O2. Improve trails, pathways, parks, and wayfinding.				
02.1	Enhance the pathways and trails map.	Director of Comm Dev	1-3 Years	Continue to add features and layers to the existing Pathways Map. Update the map every year.
O3. Implement new technology/equipment.				
03.1	Develop an inventory system for recreation supplies and services (Apps)	Rec Directors	5 Years	Complete inventory system
03.2	Replacement plan for hardware	Rec Directors, Twp Managers, Sidium	1-3 Years	Plan to replace all recreation devices, i.e. I-PAD, POS, projectors, scanners. When items are purchased and what their lifespan is. This will help us budget for replacements.
03.3	Develop a progressive process to budget for technology changes as they benefit the needs of the Department	Rec Directors, Twp Managers, Sidium	5 Years	3 Year Technology Plan

PRIORITY GOAL: HUMAN RESOURCES (H)				
STRATEGIC GOAL	OBJECTIVES	OWNER(S)	TIMEFRAME	OUTPUT/DELIVERABLE
HR1. Ensure staffing capacity and expectations (annual performance reviews).				
HR1.1	Develop robust Seasonal/Part-time review process	Rec Directors, Rec Mgrs, Human Res	1-3 Years	Consistent review process for our seasonal and part time staff including but not limited to: Stay Interviews, Upward Evals, Mid/End of Season, Skills Evaluation and Exit Interviews.
HR1.2	Develop and Assess Recruitment Process and Timelines	Rec Directors, Rec Mgrs, Human Res	1-3 Years	Staffing and labor market changes. We need to ensure we are hiring and recruiting in the most effective way with consideration of legal standards as well as department needs.
HR1.3	Maintain adequate number of trained staff.	Rec Directors, Rec Mgrs., Human Res	1-3 Years	Maintain a database of certifications to ensure we know what certifications each staff member has and when they will expire.
HR2. Identify staff training and development needs.				
HR2.1	Develop a separate Parks Department that will be responsible for park planning and park maintenance	Public Works, Asst Twp Manager, Rec Directors, Human Res	1-3 Years	To plan and maintain for future park and trail development. The Parks Department will ensure that planning and supporting future parks and recreation development will receive the attention and resources needed to achieve this mission.
HR2.2	Park maintenance personnel planning	Public Works, Asst Twp Manager	1-3 Years	Plan for staffing needs to maintain parks based off the SOP.
HR2.3	Develop staff training that can be used for Part-Time/Seasonal Staff.	Rec Directors, Mgr., Human Res	1-3 Years	Ensure Part-Time/Seasonal staff all receive the same information before we get to the job specific requirements.

PRIORITY GOAL: HUMAN RESOURCES (H)				
STRATEGIC GOAL	OBJECTIVES	OWNER(S)	TIMEFRAME	OUTPUT/DELIVERABLE
HR2.4	All entry level positions are on-boarded with CPR and AED training.	Rec Directors, Asst Twp Manager	1-3 Years	Provide basic level CPR/AED training or certification is possible. We interact with more of the public then most departments. The MTRD Facilities have a AED available to use. We want to ensure staff has knowledge on how it is used.

SITUATIONAL ANALYSIS

A situational analysis of Manheim Township's population helped inform the strategic planning process by identifying its customers, markets, and trends -- both internal and external. In general terms, the Township is showing the following trends that will impact demand for parks and recreation programming over the next 10 years:

1. The population is growing but growth may be slowing down from previous decades.
2. Households are predominately single family but the share of rental households is on the rise and likely to increase as new units are constructed, mostly in the area south of Route 30, near the City of Lancaster.
3. The population has minimal diversity but Hispanic households are increasing.
4. Median Household Income outpaces the County and the State as a whole.

Population Growth

- From 2000-2022, Manheim Township's population grew by 29.6%, from 33,770 residents to 43,757. The highest period of growth was between 2010 and 2020, when the Township grew by 15.3%.
- The rate of growth in Manheim Township has been substantially higher than the average for Lancaster County, the state of Pennsylvania, and for the United States overall. From 2000 to 2022, Lancaster County grew by 18.3%, Pennsylvania grew by 5.6%, and the U.S. population grew by 18.4%.
- While population growth in the Township is still occurring, there are signs that it may be slowing. The 2022 American Community Survey (ACS) showed the Township population as 43,757 residents, which is -0.5% decline from the 2020 Census count. However, it should be noted that the ACS data represents estimates generated from smaller data samples.

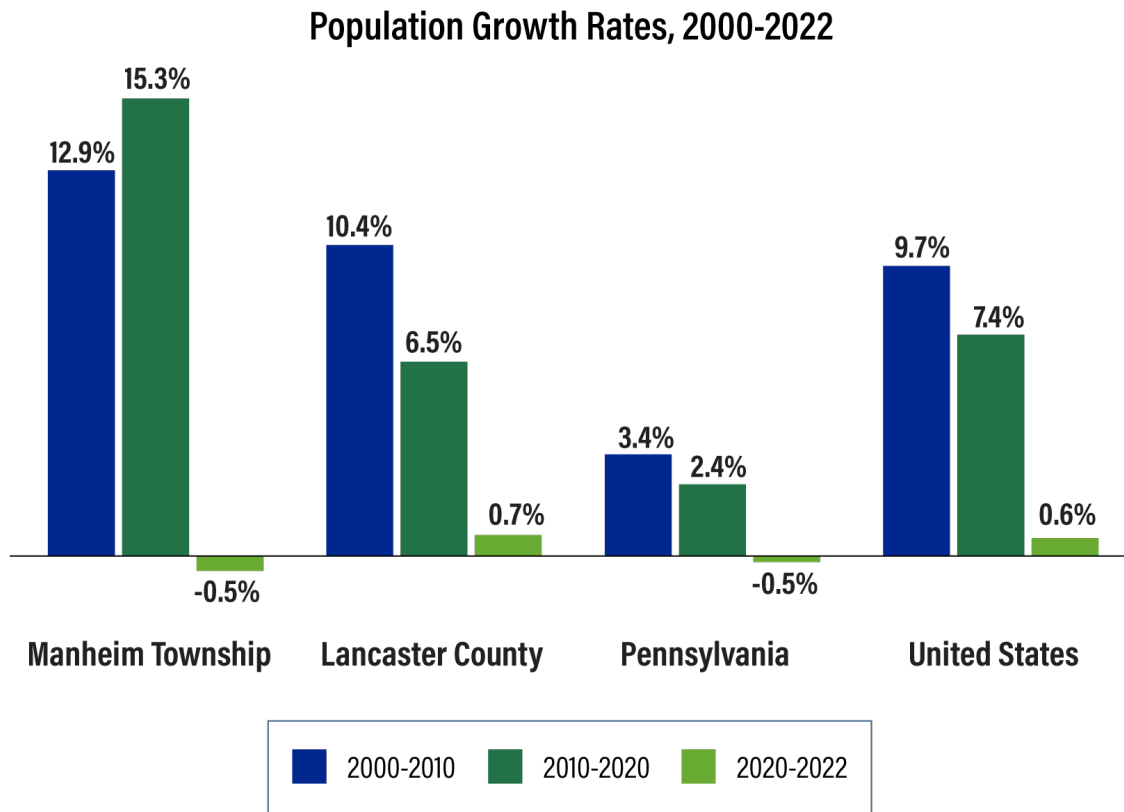


Figure 4 – Growth Population Rates 2000-2022 (Source: U.S. Census)

Population Diversity

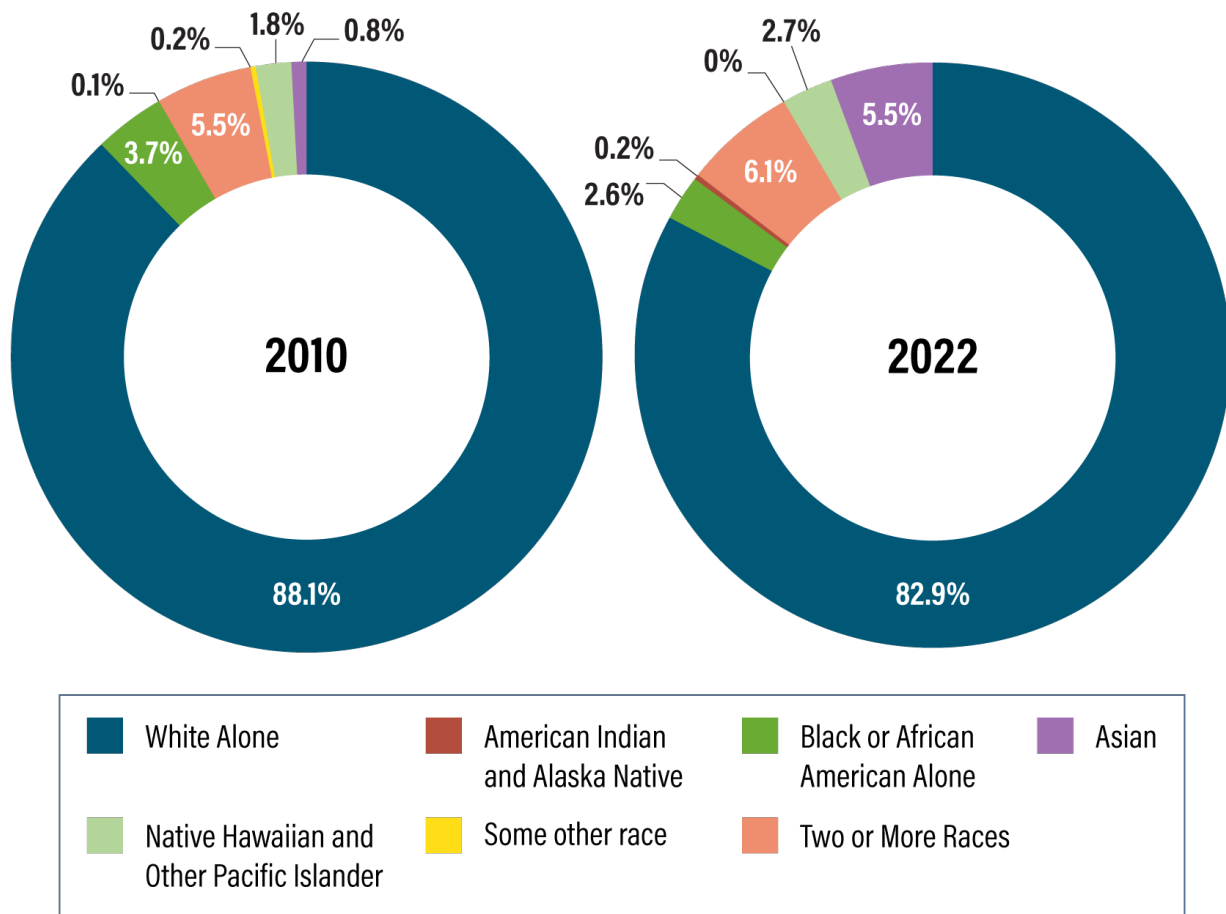
According to the U.S. Census Bureau, Manheim Township does not have a high level of racial diversity, though it is becoming more diverse over time.

- In 2022, the population of the Township was 82.9% White, which is a decline from 88.1% in 2010.
- Residents of the Township that identified as Black or African American also declined from 3.7% of the population in 2010 to 2.6% in 2022.
- Other populations, such as residents who identified as Asian or those identified as two or more races, have increased, from 5.4% to 6.1% and 0.8% to 5.5% respectively.
- One trend that is especially noteworthy is in regards to ethnicity within the Township. There has been a notable increase in Township residents who identify as Hispanic or Latino. This population more than doubled between 2010 and 2022, increasing from 2,051 to 4,893, a 138.6% increase. This far outpaces the growth of Hispanic or Latino

residents in Lancaster County, which grew by 42.6%, Pennsylvania, which grew by 54.5%, and the United States, which grew by 25.3%, between 2010 and 2022.

Figure 5 – Manheim Township Racial Composition 2010-2022 (Source: U.S. Census Bureau)

Manheim Township Racial Composition, 2010 and 2022



Household Income

Manheim Township has a high average level of income, and relatively low levels of poverty, especially when compared to Lancaster County, Pennsylvania, and the U.S. average.

- In 2022, the median income in Manheim Township was \$93,413. This is significantly higher than the median income in Lancaster County, which stood at \$82,691, Pennsylvania at \$71,798, and the national median income of \$74,555.
- The income categories that saw the highest population growth in Manheim Township were households making more than \$75,000 a year. Households making \$200,000 a year or more rose by 494.1% between 2000 and 2022. In contrast, Township households with an annual income of less than \$50,000 have declined in number. Households making between \$49,999 and \$35,000 declined by 37.5% between 2000 and 2022.
- In 2022, 896 households in Manheim Township lived below the Federal Poverty Line or 5.1% of all households in the Township. This is lower than the share of households below the Poverty Line in Lancaster County, 9.1%, in Pennsylvania, 12.5%, or the national average of 12.8%.
- It should be noted that the share of households in Manheim Township below the Poverty Line has increased, rising 8.7% between 2010 and 2022. This rate is in stark contrast to both Lancaster County, Pennsylvania, and the United States as whole, which saw declines of -10.4%, 2.0%, and -8.6%, respectively.

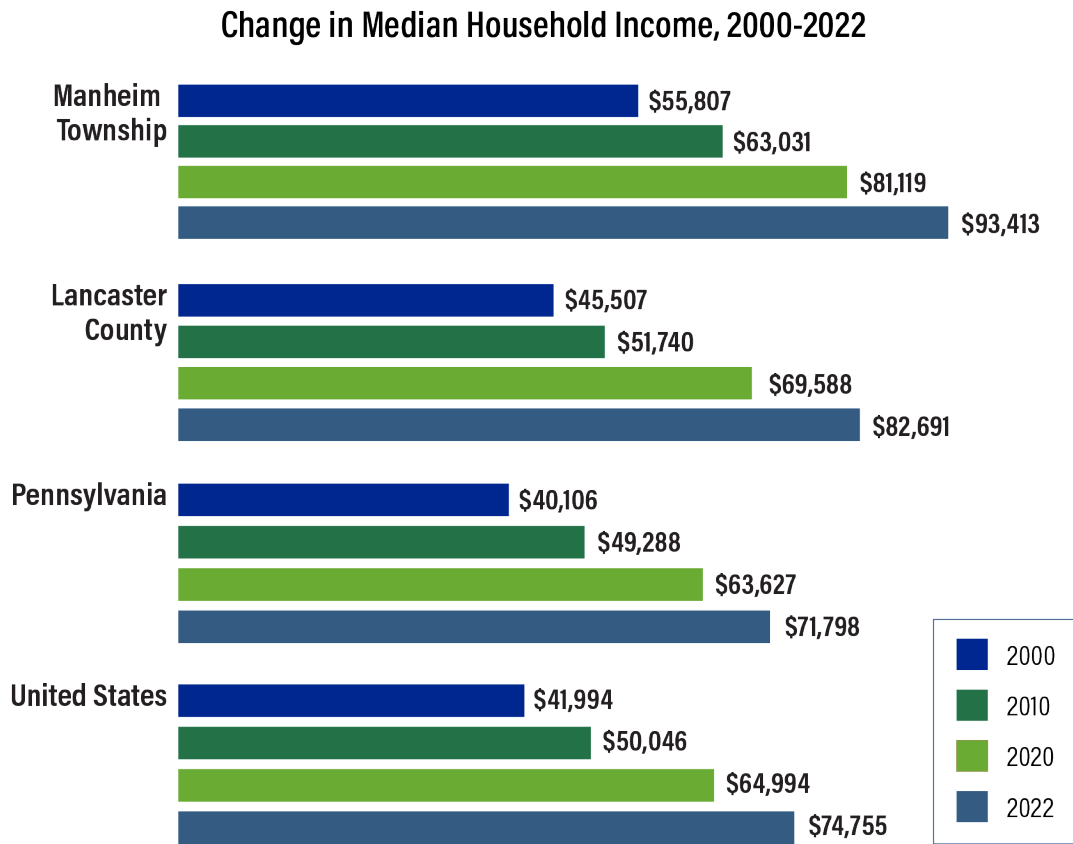


Figure 6 – Change in Median Household Income, 2000-2022 (Source: U.S. Census Bureau)

Housing Types

Data from the U.S. Census shows that the mix of different housing types in Manheim Township is changing. While detached single-family homes remain the dominant housing type, their share of total housing units in the Township has declined, shrinking from 64.9% of all housing units in 2000 to 60.0% in 2020. In contrast, the share of denser housing types is increasing. One-unit attached housing increased from 15.6% of the total to 18.1%, and the share of buildings with 20 or more units more than doubled between 2000 and 2020, rising from 4.1% to 8.3%.

Manheim Township Housing Unit Types

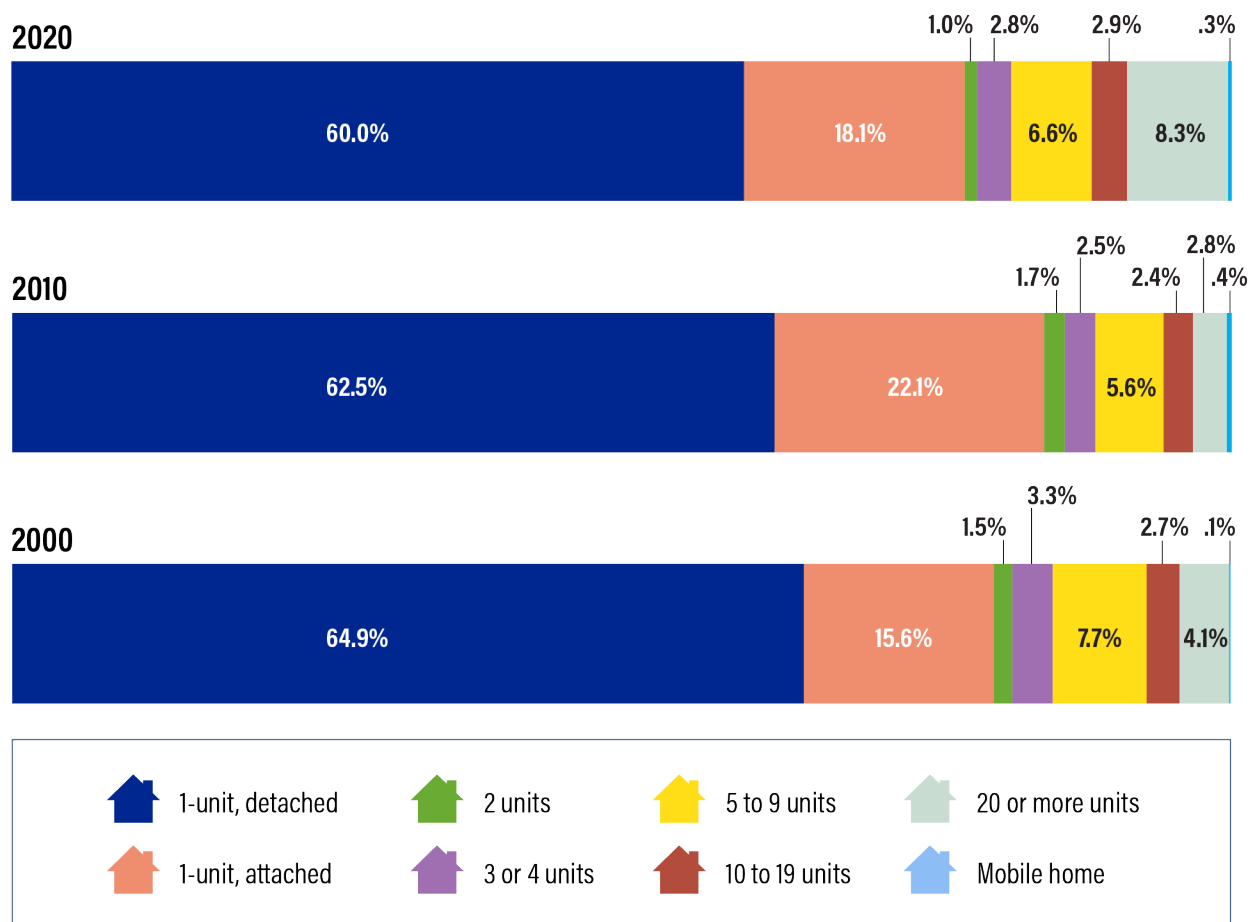


Figure 7 – Manheim Township Housing Unit Types (Source: U.S. Census Bureau)

PARKS & RECREATION MASTER PLAN

Corresponding to the strategic planning process is the Township's Parks & Recreation Master Plan development, which was prepared after the Strategic Plan. The Strategic Plan provides the foundation for the Master Plan development and establishes a framework for the Township's existing and future facilities and program needs. Above all, the Strategic Plan establishes a fundamental understanding of the challenges that the Board faces relative to its financial and staffing resources coupled with the need to ensure its existing parks and recreation programs are well executed and its facilities-well maintained is paramount to its continued mission success.

The purpose of Manheim Township's Parks & Recreation Master Plan is to focus on specific parks and recreation program and facility needs and their implementation over near- and long-term periods (next 5 to 10 years) based on available resources. The Master Plan provides a clear understanding of the Township's needs based on public inputs and provides a foundation for developing the organization's priorities for the future; both near- and long-term. The Master Plan outlines specific recommendations, costs, and timeframes for the Township's programmatic, facility, management and operational improvement needs. Implementing the Master Plan will be highly dependent upon the successful execution of the Strategic Plan. The Master Plan is scheduled for completion by summer of 2025.

Together, the Strategic Plan and Parks & Recreation Master Plan identify near-term priorities which include strategies that strengthen the organization's financial position to increase its staffing capacity and ensure its existing programs and facilities are delivered and maintained in a high-quality manner. Long-term priorities seek to increase the organization's financial means to expand its program offerings and build new and improved facilities to service Manheim Township's growing and diverse population.

Figure 8 illustrates the relationship between the Strategic Plan and Master Plan.

Figure 8: Plan Relationships





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