POTTSTOWN AREA
REGIONAL RECREATION COMMITTEE

Strategic Plan Update

2026-2030

ACKNOWLEDGMENTS

COMMITTEE MEMBERS

Michael Lenhart, CPRP, PARRC Chair & Parks and Recreation Director, Borough of Pottstown
William Keohane, PARRC Vice-Chairman and Lower Pottsgrove Township Supervisor
Jay Erb, North Coventry Township Parks and Recreation Commission
Tim Vey, Commissioner, West Pottsgrove Township
Karen Nocella, East Coventry Township Parks, Recreation and Open Space Committee
McKenna Powanda, Parks and Recreation Director, Douglass Township
Mark McKinnie, Parks and Recreation Board, Upper Pottsgrove Township
Mark Bedle, Chair, Parks and Recreation Commission, Washington Township

PARTNERS

Marley Bice, AICP**,** Community Planning Assistant Manager
Douglas Maisey, Trails Planner, Montgomery County Planning Commission
Steve Buck, RLA, Trails Planner, Chester County Planning Commission
David Kraybill, Executive Director, Pottstown Regional Community Foundation
Craig Colistra, Ph.D., Senior Program Officer, Pottstown Regional Community Foundation
Danielle Guttman, Department of Conservation and Natural Resources

STAFF

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1. Introduction

The Pottstown Area Regional Recreation Committee's (PARRC) Strategic Plan provides direction for the next five years, from 2026-2030.

The intent of the Strategic Plan Update is to:

- Provide direction for the future of PARRC
- Confirm PARRC's mission
- Inform the plan through input from PARRC partner organizations
- Guide future decision making using updated demographics and trends, and new plans
- Review and update strengths, weaknesses, opportunities and threats facing PARRC

The Committee members were actively engaged through the process by reviewing progress and providing input.

PARRC documents that were reviewed as part of the project included:

- The 2021-2025 Strategic Plan
- Committee Meeting minutes
- Budget information
- Existing, goals and objectives
- Annual Reports
- Grant History

PARRC Region 2025

Since the last Strategic Plan, the PARRC region has grown and now consists of seven townships and one borough across three counties:

- *North Coventry Township, Chester County*
- *East Coventry Township, Chester County*
- *Borough of Pottstown, Montgomery County*
- *West Pottsgrove Township, Montgomery County*
- *Lower Pottsgrove Township, Montgomery County*
- *Upper Pottsgrove Township, Montgomery County*
- *Douglass Township, Montgomery County*
- *Washington Township, Berks County*

PARRC Mission Statement

PARRC is comprised of representatives from eight municipalities in three counties of the Pottstown Metropolitan Region, as well as the Pottstown Regional Community Foundation, the Schuylkill River Greenway National Heritage Area, and staff committed to improving parks, trails, open spaces and recreational opportunities of the region.

Through cooperative efforts and the leadership and technical assistance provided by the Regional Recreation Planner, PARRC seeks to promote the development and maintenance of recreational facilities, encourage the preservation of open space and its creative use and implement better planning for parks and recreation for all.

Strategic Planning Process

Partner Engagement

Demographics & Trends Update

Action Plan

Develop Strategic Themes, Objectives and Initiatives

2. Engagement Summary

As part of the Strategic Planning process, a survey was sent to each committee member to complete about the future direction of PARRC, and answers were discussed at a PARRC meeting. In addition to the members of PARRC, questionnaires were also completed by the following individuals:

David Kraybill, Executive Director
Pottstown Regional Community Foundation

Craig Colistra, Ph.D., Senior Program Officer
Pottstown Regional Community Foundation

Steve Buck, RLA-PARRC Representative
Chester County Planning Commission

Erica Batdorf, ICMA-CM, Township Manager
North Coventry Township

Greg Churach, Former Open Space Board Chair
Upper Pottsgrove Township

Charlie Valentine, Former West Pottsgrove Commissioner & PARRC Member
West PottsgroveT ownship

Cathy Paretti, Former Upper Pottsgrove Commissioner & PARRC Member
Upper Pottsgrove Township

Survey Questions & Responses

Question #1

How would you rate the success of the implementation of the current strategic plan?

Very Successful-4 responses
Successful-5 responses
Neutral-0 responses
Not Very Successful-0 responses
Not Successful At All-0 responses

Question #2

Building on PARRC's strengths of fundraising and communication, what would you like PARRC to achieve in the next five years?

- Increase awareness/visibility of PARRC and its mission; share Annual Reports with a wider audience (reported by several)
- Recruit volunteers to assist with PARRC projects (reported by several)
- Increase funding/expand sustainable funding streams (reported by several)
- Identify and prepare a comprehensive list of potential donors (reported by several)
- Hold annual event to bring in funding, maybe with music, food, could rotate between municipalities
- Report data driven results from PARRC's efforts, tell our story in unique ways given rapidly changing media environment
- Leverage PARRC's network of contacts and staff to continue to provide sample RFPs, cost estimates, best practices and operating procedures so we can learn from each other (reported by several)
- Doing a great job with both fundraising and communication. There's about 16 different funders.
- Great work on building a central hub of communication.
- Continue to highlight work of PARRC projects and bring more public awareness to project approvals, projects in process, projects development.
- Celebrate the success of each completed project. Ribbon cuttings. News articles.
- Continue to focus and build on these core strengths to improve the value and impact of PARRC. Develop targets for growth in these areas over the next 5 year (more grant money brought in, more events, more traditional and online/social media outreach) to increase awareness and support for PARRC.
- Consider opportunities to branch out and broaden PARRC's services in support of its mission, however be strategic/selective so it does not detract from what PARRC is currently doing really well.

Question #3

How can PARRC and the PARRC Foundation continue to improve as an organization?

- Consider a yearly workshop to discuss what works, what doesn't work, and what park and recreation trends our members are seeing within their communities (reported by several)
- Many elements of the existing strategic plan remain sound and provide guidance to help an organization remain stable while adapting to change and planning for the future
- Increase the pool of potential donors and continue to increase the quantity and value of donations and grants received. This could include foundations, individuals and corporations
- Prepare a comprehensive listing of short and long-term projects throughout the region to better define funding needs and goals
- Utilize technology to increase outreach to reach a wider audience.
- Continue financial forecasting and build contingencies within the forecasts to manage the uncertainty of market trends, political climate, and unforeseen circumstances
- Adhere to the value systems originally put in place while identifying risk and building relief into a long-term plan
- Find ways to increase efficiencies in park and recreation operations within the townships-collaborative funding opportunities and a collaborative vision, for example to complete the regional trail
- Continue to strengthen collaboration and existing partnerships and seek strategic opportunities to develop new partnerships
- Increase public awareness of PARRC and its work

Question #4

What are the key challenges and issues that PARRC will face in the next five years?

- Potential decrease in public funding/grants (reported by several)
- Improve on getting the word out to residents and municipal leaders about the great things that happen in their communities due to the efforts of PARRC.
- Maintain the support and funding provided by the municipalities as they face cost increases and pressure to resist tax increases. Changes in the local political climates may impact this aspect of PARRC's operation.
- Assess what level of growth is both desirable and manageable among the member municipalities.
- Ensure the PARRC Planner is provided with support and autonomy to carry out duties.
- Explore establishing open space funds for PARRC communities without one
- Use the Annual Report to communicate with potential funders and donors
- Uncertainty in the political landscape, challenges with state budget.
- Greater growth in the region and the need for more quality spaces to recreate.
- Securing municipal funds to improve parks spaces and offer new opportunities.
- Climate change impacts for parks spaces in flood plains.
- Safety concerns in and around PARRC spaces.
- Potential funding challenges at the federal, state, and local levels.
- Continue to adapt to demographic, social, economic, and recreational changes.

Question #5

What opportunities should PARRC take on in the next five years?

- Be sure to set more defined guidelines for PARRC expansion
- Define a regional project for all communities
- Recruit volunteers to assist with organizing and conducting annual fundraising activities and events
- Use established, respected presence in the community to deepen existing relationships with policy makers, elected officials, businesses, and the public
- Strengthen Board and staff – institutional knowledge and talents of existing staff and Board collaboration should be recognized and cultivated
- Build financial resiliency through forecasting and diversifying revenue streams
- Expand on PARRC's fundraising opportunities
- Leveraging the investments being made in outdoor recreation at the state level
- Leverage the new SCORP plan to access funds for projects that align with the plan
- Consider development of a regional planning study that would lead to identification and implementation of potential projects

Question #6

What actions can PARRC take to maximize future opportunities?

- Increase awareness of PARRC and its mission within the communities served
- Successfully recruit volunteers to assist with PARRC's operation, projects, and goals
- Draft a five or ten year budget forecast
- Build presence within the community at events, programs, and online through media channels
- Assess mission vs. regional focus and service area through research and engagement with stakeholders
- Take care of PARRC's human resources
- Technology will play a key part in the future of PARRC. We need to take advantage of that, or we will miss out on reaching a large portion of our audience. Keep park and trail information up to date on apps and websites used by the community
- Participate in professional conferences and educational opportunities
- Positioning the work as a region that services nearly 75K residents rather than individual municipalities-that can perhaps help with accessing larger amounts of funding. Digging deep into the SCORP and see where there is alignment. Same with the outdoor recreation plan
- Continue to build relationships with local, regional, county, and state representatives and employees of DCNR
- Consider opportunities for multi-municipal projects. This can reduce the cost-burden by sharing resources and may lead to bigger impact projects that are more competitive for grant funding

Question #7

What are your thoughts on further expansion of the PARRC region?

- Consider additional PARRC expansion into Berks County. It would be nice to see more input from Berks County Parks and Recreation, Berks County Planning Commission and grant opportunities that are specific to Berks County
- While expansion could increase regional cooperation, further expansion should be carefully considered. PARRC has a vision in place and a brand reflecting the current service area. Review should be given to the financial implications, intergovernmental agreements, brand and possible dilution of focus, and alignment of additional member municipalities goals for participation. Deliberate discussion is required.
- Not opposed to expansion, provided we find partner(s) who are a good "fit" and will bring value to our operation. We also need to properly assess our current operational capacity to determine what additional resources are needed to properly support expansion. (e.g., additional staff with skillsets to support operational needs)
- We need to set formal parameters for entry to PARRC
- If PARRC expands, what will PRCF do with its funding?
- Important to balance capacity and growth. There is clear interest from some municipalities which can bring in additional revenue to the program.
- Strategic additions to PARRC could be valuable, however it is highly dependent on the capacity of the PARRC Planner and assistant(s). Getting spread too thin could impact the ability of the Planner to provide appropriate services.

Question #8

How can the new strategic plan be more useful for the committee?

- We should review the status of our strategic objectives and tactics on a quarterly or semi-annual basis to keep the goals fresh in our minds and assure our actions align with the Plan
- Maintain the plan on the PARRC website, integrate it with storytelling and public promotions.
- Implement regular check-ins during Board meetings. Goals should be as clear and achievable as possible to hold real accountability to carry out their function among responsible parties.
- Make sure goals aren't overly broad
- As the committee has grown over the years, the new strategic plan should help to refocus our efforts to best serve our communities.
- Perhaps include strategic plan objectives in the agenda with monthly updates.
- Develop/track objective data and metrics to measure progress and/or identify areas of weakness.

3. Site Assessment & Operations

PARRC staff visited selected community and neighborhood level parks to assess existing conditions, taking note of facilities that have been upgraded or redeveloped and facilities that would benefit from improvements.

Overall Conditions:

Most parks and trails that were visited had received facility improvements in the past five years. New improvements ranged from major to minor and included:

- court resurfacings
- playing field redevelopment
- trail development, relocation and/or resurfacings
- pickleball, basketball and tennis courts
- play equipment, some with ADA accessible components
- ADA access to and through parks
- park and trail entrance and directional signage
- interpretive signage
- site amenities and furnishings
- ADA accessible pavilions, benches and picnic tables
- an ADA accessible floating dock
- removal of dead/diseased trees
- stormwater management facilities
- installation of native trees and plantings, birdhouses.

A significant improvement for the region was the completion of a section of the Schuylkill River Trail in East and North Coventry Townships.

Since 2021, the beginning of the last strategic plan, PARRC communities have been awarded over $6 million in planning, engineering, and construction grants from state, county, and local funders, as well as private foundations and donors.

Improvement Areas:

Several community and neighborhood parks throughout the region will benefit from facility improvements, ADA access, trail connections and pedestrian safety improvements.

To achieve this, some parks have undergone the master planning process or have received grant funding to do so in the next several years. Those park plans include:

- Bickel Run Park, North Coventry (complete)
- Veterans' Memorial Park, West Pottsgrove Township (complete)
- Pleasantview Park, Lower Pottsgrove (planned)
- Barto Community Park, Washington Township (planned)
- Washington Township Park, Washington Township (planned)

Preparation of park master plans facilitate receipt of certain grant funds, including DCNR Community Conservation and Partnership Program grants for construction.

Old Timer's Field Improvements, West Pottsgrove

Parks and trails that have undergone capital improvements in the last five years include:

- Sunset Park Trail, Upper Pottsgrove
- Fox Hill Trail, Upper Pottsgrove
- Gerald Richards Park, Lower Pottsgrove
- Spruce Street Park, Pottstown
- Potts Drive Park, Pottstown
- Chestnut Street Park, Pottstown
- Memorial Park, Pottstown
- Riverfront Park, Pottstown
- Riverbend Park, North Coventry
- Riverside Park, North Coventry
- Douglass Park, Douglass Township
- Towpath Park, East Coventry
- Old Timer's Field, West Pottsgrove

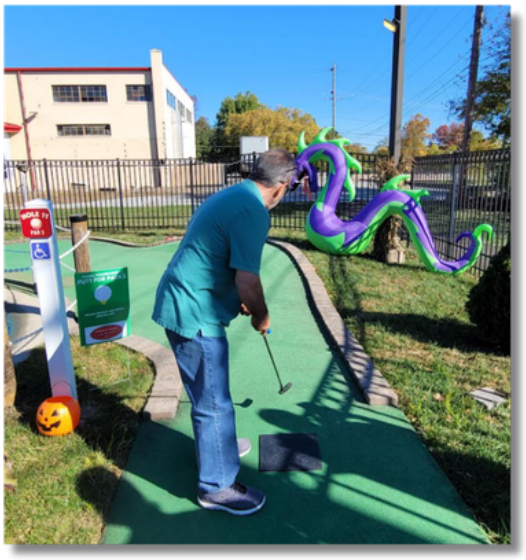
Riverfront Park Bridge Ribbon Cutting, Pottstown

Operations, Expansion and Non-profit Formation

In 2022, PARRC expanded to include an eighth member, Washington Township. This addition expanded PARRC's boundaries into Berks County, which was an objective of the previous Strategic Plan. The addition of the eighth community permitted the hiring of a part-time employee to assist the Regional Recreation Planner.

In 2023, the PARRC Foundation, a 501(c)(3) organization was set up as a supporting organization to PARRC. PARRC Committee members serve as the Foundation's Board members. The PARRC Foundation facilitates the award of grant funding from private donors and participates in fundraising through its annual Putt for Parks event, held at Manatawny Green in Pottstown. Funds raised through this event can be used for the Foundation's operational expenditures.

Projects undertaken through the PARRC Foundation include preparation of the on-line interactive map of parks and trails and the Recreation Guide Storymap.



PARRC Foundation's Putt for Parks Fundraiser, Manatawny Green

4. Demographics Review

Data from the 2020 U.S. Census will inform the future planning of park and recreation facilities in the region.

The strategic planning process provides information and analysis of current and future demographics of the PARRC region, including age, race, and household income. Additional demographics data is included as Appendix A.

Age

The median age of the 77,855 residents of the PARRC region, as recorded by the 2020 U.S. Census is 38.7 years, an increase of 0.1 years over the 2010 Census's median age of 38.6 for the region. This increase may be partially attributable to the addition of Washington Township to the region, whose median age is 55.5 years, nearly ten years older than the next highest municipal median age.

Figure 1 below provides data regarding age cohorts from the 2020 U.S. Census. At that time, PARRC's largest age cohort was the 55-74 group, the 35-54 group was second largest, and the 0-19 category was third. The smallest cohort was the over 75 group.

Figure 1-PARRC Area Population-Age Cohorts, 2020 Census

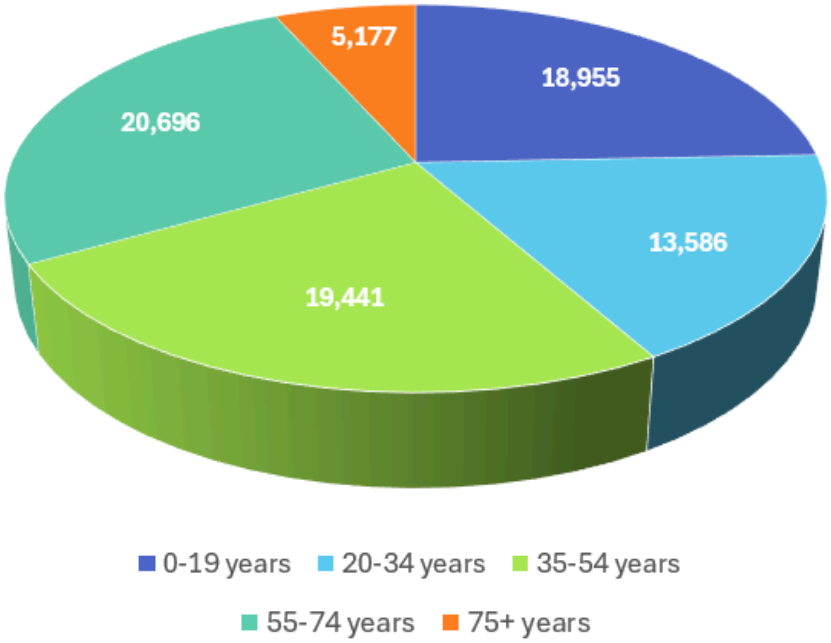
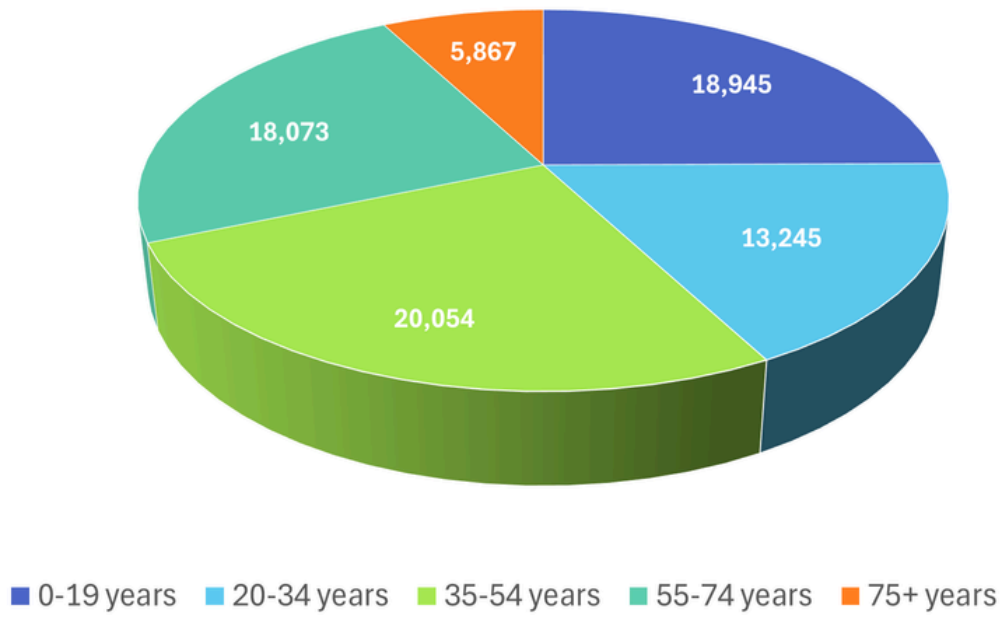


Figure 2 provides five-year estimates for age cohorts based on 2023 data. The 35-54 age cohort is estimated to be PARRC's largest age group at 20,054 people, followed by the 0-19 group at 18,945 and in third, the 55-74 age group. The smallest age bracket is those aged 75 and over, with an increase of 690 residents over the 2020 figure.

Figure 2- PARRC Area Population-Age Cohorts, 2023 5-Year Estimate



Race & Ethnicity

Table 1 reveals data regarding race and ethnicity in the region. The U.S Census data indicated the category "White Alone" constituted the majority of the region's population, an increase of 1% since the 2010 Census. This increase may be accounted for by the addition of Washington Township to the region. In 2020, "Black-Alone" accounted for 7,689 people, or 10% of the population. "Asian Alone" accounted for 1,111 residents or 1.5% of the region. The remaining population reported as "American Indian Alone" (0.1%), Pacific Islander Alone (0.04%), "Some Other Race" (0.4%) and "Two or More Races" (4.9%). In terms of ethnicity, "Hispanic Origin (Any Race)" accounted for 6.5% of the population in 2020.

Table 1 also provides 2023 5-year estimates for future racial and ethnic composition in the region. "White Alone" category is estimated to decrease by 1.5%, "Black-Alone" is estimated to decrease by 1.1% and "Asian Alone" will increase by 0.5%. Decreases are estimated in "American Indian Alone" to 0.01%, and Pacific Islander Alone to 0.02%. "Some Other Race" is estimated to 2% and "Two or More Races" is estimated to increase 1.9% to 6% total. "Hispanic Origin (Any Race)" is estimated to decrease by 0.5% from 6.5% to 6%.

PARRC should continue to provide a wide range of recreational opportunities and special events that are relevant to both the age groups and cultural groups residing in the region.

Table 1: Race & Ethnicity in the PARRC Region

Race & Ethnicity	U.S. Census 2020		2023 5-yr Estimate	
	#	%	#	%
White Alone	58,017	76.5%	60,705	75%
Black Alone	7,689	10.1%	7,396	9%
American Indian Alone	75	0.1%	8	0.01%
Asian Alone	1,111	1.5%	1,409	2%
Pacific Islander Alone	28	0.04%	15	0.02%
Some Other Race	303	0.4%	1,623	2%
Two or More Races	3,720	4.9%	5,073	6%
Hispanic Origin (Any race)	4,912	6.5%	4,940	6%
Totals:	**75,855**	**100%**	**81,169**	**100%**

Household Income

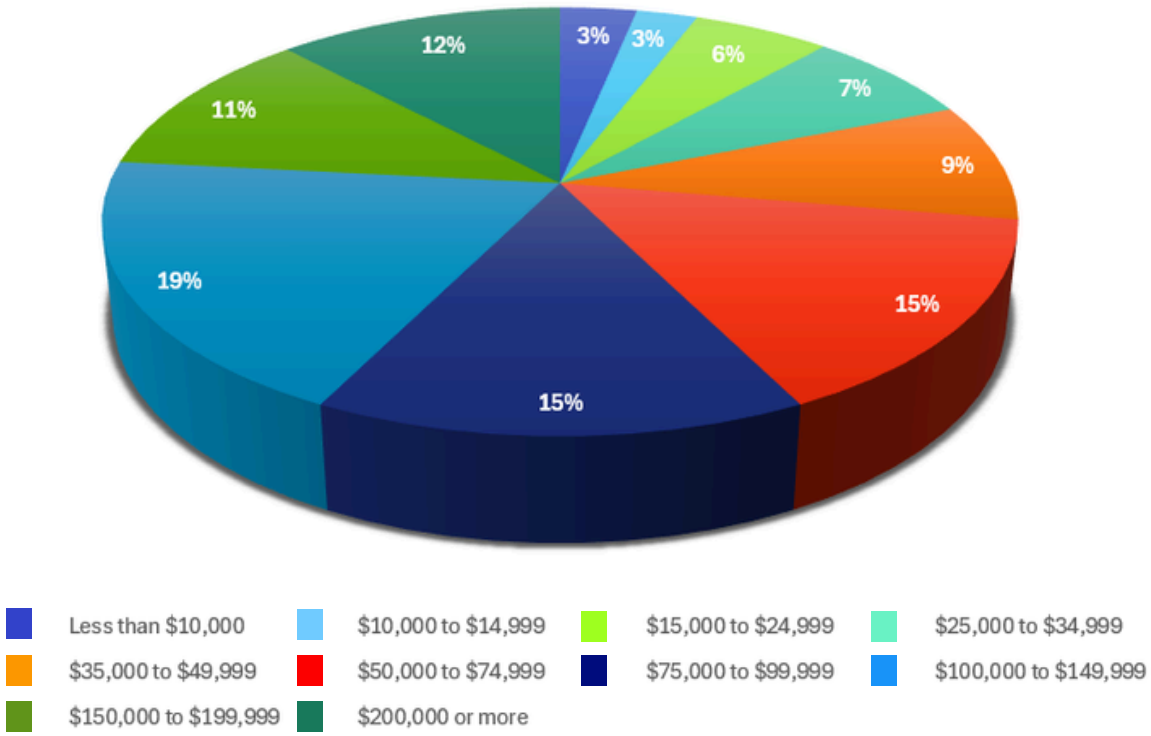
Table 2 provides median household income information for the region. In 2020, the region's median income was $98,146, a 64% increase over 2019's median income of $68,780. Some of this increase can be attributed to the addition of Washington Township.

Figure 3 below provides household income levels for the region. The largest income category in the region is households with an income between $100,000 to $149,999, which comprises 19% of the PARRC region. The figure reveals that 6% of PARRC's households have an income of $15,000 or less. This is a 0.5% decrease since the 2010 Census. Thirty percent of households have an income ranging between $50,000 and $99,000.

Table 2: Median Household Income

Municipality	Median Income
Pottstown Borough	$ 56,174
West Pottsgrove	$ 77,305
Lower Pottsgrove	$ 95,448
North Coventry	$ 95,686
Washington	$ 100,606
East Coventry	$ 117,688
Upper Pottsgrove	$ 119,969
Douglass	$ 125,688
Region Median	**$ 98,146**

Figure 3-PARRC Service Area Household Income 2020



5. Park and Recreation Trends Review

Trends in park and recreation activities, facilities and levels of use provide insight for future park and recreation planning in the region and are discussed in this section.

The Department of Conservation and Natural Resources' (DCNR) "Outdoor Places, Shared Spaces, Pennsylvania's 2025-2029 Statewide Comprehensive Outdoor Recreation Plan," (SCORP) includes recreation trends information.

The Recreation Enthusiasts Survey (Figure 4 below) ranks preferred recreational activities among Pennsylvanians.

Figure 4: Recreation Enthusiasts Survey

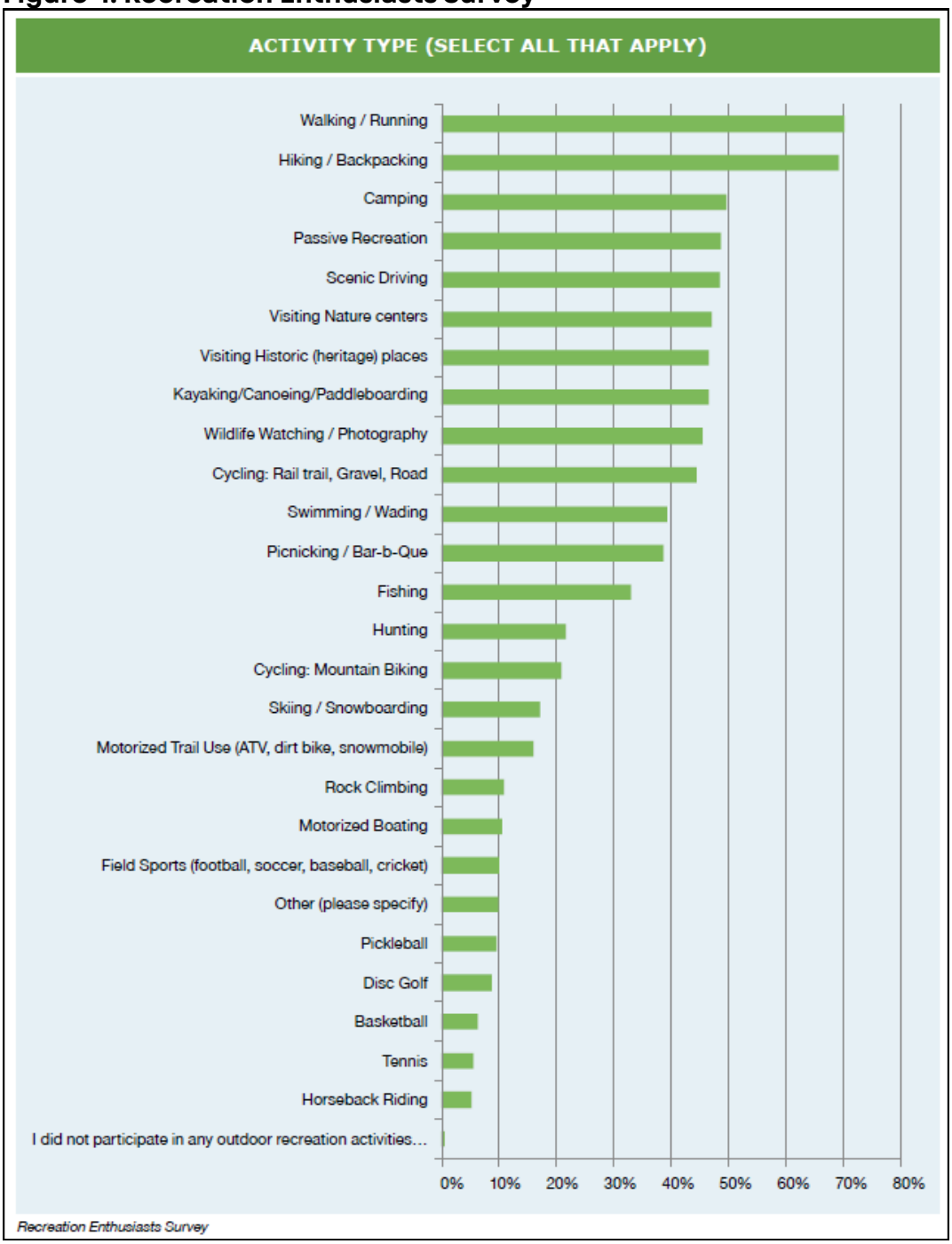


Figure 4 reveals that the top ten recreational opportunities most-participated in that are relevant to the PARRC region are:

- Walking/Running
- Hiking/ Backpacking
- Passive Recreation
- Visiting Historic (heritage) Places
- Kayaking/Canoeing/ Paddleboarding
- Wildlife watching/Photography
- Cycling: Rail-trail, Gravel, Road
- Swimming/wading
- Picnicking/Barbeque
- Fishing

When fully completed, the Schuylkill River Trail will run through five of the eight PARRC communities and provide an ADA accessible off-road regional trail network. Additionally, the community park and township trail systems offered in Upper Pottsgrove, East Coventry, North Coventry and Douglass Townships provide other off-road areas to hike, bike, walk or roll. The PARRC region offers several high-quality historic resources within its borders, including Fricks Lock Village, Pottsgrove Manor and The Carousel at Pottstown. The Schuylkill River provides a place to paddle and fish and Take it Outdoors, located in Riverfront Park offers lessons, tours and bike and kayak rentals.

Regarding recreation trends, the SCORP states: “Pennsylvania is experiencing many of these same trends compared to the last SCORP with both the random sample survey and the enthusiast survey showing that Pennsylvanians value outdoor recreation in their community, but that participation is still largely white with marginal growth among historically underrepresented communities. Taking time to understand what people are doing, where they are going, the barriers they experience, and the values placed on recreation is essential for public land managers to provide quality and equitable opportunities for all Pennsylvanians.”

PARRC communities should continue to reach out to residents for input on desired recreational facilities and opportunities through mechanisms such as public surveys that can be included in park, open space and recreation plans, and input on park master plans. Public support for park and trail projects improves the chances of successful grant applications and ensure that facilities that are built will be loved and used by residents.

6. Balanced Scorecard Framework

Using the same strategy framework from the previous Strategic Plan, the Balanced Scorecard Framework emphasizes the cause-and-effect relationships among separate but interrelated perspectives, including customer, financial performance, internal processes, organizational learning, and growth needs. The Scorecard focuses on the key drivers of success that lead to mission achievement. The Balance Scorecard framework includes **five themes**:

Community

To continue to achieve PARRC's mission, how should we meet our resident's needs?

- *Community needs*
- *Access to services*
- *Parks/facilities/programs/ services attributes*
- *Interactions and relationships*
- *Service quality*
- *Brand image*

Financial

To succeed financially, how do we provide evidence of our financial stewardship to residents and agencies?

- *Revenue growth*
- *Productivity*
- *Financial results*
- *Cost controls*
- *Efficiency*

Learning & Growth

To provide our services, which business practices must we do extremely well?

- *Human capital (workforce competencies)*
- *Informational capital (organizational knowledge)*
- *Organizational capital (culture, work environment, leadership)*

Internal Business

To achieve PARRC's mission and vision, how do we continue to change, improve and develop leaders among agencies and Committee members?

- *Operations management (maintenance practices, program development, park design)*
- *Innovation processes & systems*
- *Regulatory process (safety & environmental)*

Partnerships

Includes strategic partnerships, existing partnerships and existing and future collaborative efforts

7. Strategic Objectives

Based on the five themes identified on the following page, strategic objectives were identified.

1. **Offering the Right Array of Services**
   a. Identify community needs
   b. Ensure access to services
   c. Respond to changes

2. **Effective Collaboration**
   a. Develop regional partnerships
   b. Strengthen & leverage local partnerships

3. **Revenue Sustainability**
   a. Grow earned revenue
   b. Determine ideal number of members

4. **Operational Excellence**
   a. Build the brand
   b. Develop organizational capacity
   c. Develop operating standards

5. **Growing Together**
   a. Build institutional knowledge
   b. Manage succession

The following section provides a table of initiatives based on the strategic objectives listed above.

Pottstown Area Regional Recreation Committee		Short Term 2026-2027	Mid Term 2028-2029	Long Term 2029+	Assigned Accountability
Strategic Themes	**Strategic Objectives and Initiatives**				
Offering the Right Array of Services	**Identify Community Need**				
	Identify community needs through plans or project outreach	X	X	X	Individual Committee Members, Planner, PRCF
	Identify opportunities for new services/programming	X	X	X	Individual Committee Members, PRCF
	Share resources among communities when appropriate and desired		X	X	Individual Committee Members
	Increase visibility of underutilized facilities	X	X	X	Individual Committee Members; Planner
	Ensure Access to Services				
	Provide for accessiblity and inclusivity through development projects	X	X		Committee/PRCF
	Determine if program/event coordination among member agencies is desired	X			Committee
	Respond to Changes				
	Perform 5-year review of services to ensure alignment with demographic changes			X	Planner, PRCF
Effective Collaboration	**Develop Regional Partnerships**				
	Develop and regularly update list of new strategic partners	X	X	X	Planner; Individual Committee Members
	Develop regional programs and events	X	X	X	Committee
	Ensure effective communication among Committee members, elected officials and municipalities	X	X	X	Individual Committee Members
	Strengthen and Leverage Local Partnerships				
	Continue to expand volunteer events and programs	X	X	X	Committee, Planner
	Ensure each municipality has adequate facilities to serve residents	X	X	X	Committee, Planner
	Ensure that each member has a Parks and Recreation organization	X	X	X	Individual Committee Members/Planner

Pottstown Area Regional Recreation Committee		Short Term 2026-2027	Mid Term 2028-2029	Long Term 2029+	Assigned Accountability
Revenue Sustainability	**Grow Earned Revenue**				
	Create a plan to develop and expand earned revenue opportunities	X	X	X	Finance Committee, Planner
	Continue to pursue grant funding at the federal, state, regional and local level	X	X	X	Individual Committee Members, Planner
	Seek collaborative grant opportunities among municipalities	X	X	X	Individual Committee Members, Planner
	Inform elected officials, boards, and committees about PARRC's projects and support needed on a regular basis	X	X	X	Individual Committee Members, Planner
	Review current level of funding with PRCF and establish year to year goals for level of support		X	X	Individual Committee Members, Planner & PRCF*
	Work with each municipality to create an open space tax levy as appropriate	X	X	X	Individual Committee Members
	PARRC Membership				
	Determine the ideal number of PARRC communities and consider expansion when appropriate	X	X	X	Committee; Planner
Operational Excellence	**Build the Brand**				
	Continue to develop marketing standards	X	X	X	Planning Department
	Continue to improve website	X	X	X	Planning Department
	Continue to provide seasonal calendar and newsletter to partners and public	X	X	X	Planning Department
	Develop Organizational Capacity & Standards				
	Revise Planner job description, essential job functions and title	X			Committee/Planner
	Continue to identify ways to increase part-time staff hours	X	X		Committee/Planner
	Continue to support the PARRC Foundation	X	X	X	Committee/Planner
	Continue to share best practices among members	X	X	X	Committee/Planner
	Develop methods to ensure continuous cost control measures			X	Committee
	Develop a long term capital projects plan for PARRC municipalities	X	X		Finance Committee/Planner

Pottstown Area Regional Recreation Committee			Short Term 2026-2027	Mid Term 2028-2029	Long Term 2029+	Assigned Accountability
Growing Together	**Build Institutional Knowledge**					
		Continue methods to strengthen institutional knowledge & identify new ones	X	X	X	Planning Department
		Provide training opportunities for PARRC Members	X	X	X	Committee
		Create a standard operating procedures document for members.	X			Planning Department
	Manage Succession					
		Identify key competencies and job description for the Planner position	X			Individual Committee Members

Short term tactics are discussed in the next section on the following page.

8. Short Term Tactics

Short term tactics developed for the short-term Strategic Objectives are included in the table below and on the two following pages, and should be completed within the first two years of plan implementation, 2026-2028.

Offering the Right Array of Services	
Strategic Initiative	**Identify Community Need**
Tactic	Identify recreation needs through surveys, interviews and public presentations.
Tactic	Identify opportunities for new services through park master planning and public outreach.
Tactic	To increase public awareness of PARRC, provide identification at new park improvements
Strategic Initiative	**Ensure Access to Services**
Tactic	Continue to provide ADA access improvements and expand inclusive play opportunities at parks
Tactic	Discuss program and event coordination possiblities at PARRC meetings
Effective Collaboration	
Strategic Initiative	**Develop Regional Partnerships**
Tactic	Planner and Committee collaborate to develop list of new strategic partners
Tactic	Continue to use planner reports, annual report and newsletter as communication methods, and define new ways to increase communication
Strategic Initiative	**Strenghten and Leverage Local Partnerships**
Tactic	Hold volunteer events in all municipalities
Tactic	Conduct needs assessments for each municipality
Tactic	Work with West Pottsgrove and Douglass to determine interest in starting a Park and Recreation Committee

Short Term Tactics

Revenue Sustainability	
Strategic Initiative	**Grow Earned Revenue**
Tactic	Identify types of earned revenue to pursue and develop priorities.
Tactic	Research existing sponsorship policies from other municipalities, develop a policy and identify sponsors
Tactic	Establish targets for annual dollar amounts of earned revenue.
Tactic	Idenitfy potential joint municipal or regional projects and pursue grant funding
Strategic Initiative	**PARRC Membership**
Tactic	Continue discussion of PARRC expansion and determine ideal size based on finances and human resources
Operational Excellence	
Strategic Initiative	**Build the Brand**
Tactic	Develop a sign/marker identifying PARRC that can be placed at new park and trail development projects
Tactic	Update website regularly with new project information, events, funding, map update, etc.
Strategic Initiative	**Develop Organizational Capacity & Standards**
Tactic	Determine new responsibilities and title for planner.
Tactic	Increase operational funding to supprt additional hours for the Recreation Assistant.
Tactic	Continue to ensure compliance with state and federal requirements for the PARRC Foundation, and seek additional funding through grants and donors.
Tactic	Work with each municipality to develop a capital projects plans for park and trail projects.

Short Term Tactics

Growing Together	
Strategic Initiative	**Building institutional knowledge**
Tactic	Continue to attend on-line and inperson trainings and identify new learning opportunties.
Tactic	Revisit SOP document and finalize.
Strategic Initiative	**Manage Succession**
Tactic	Revise Planner job description to include PARRC Foundation responsibilities.

9. Implementation Guidelines

These elements represent the commitment and discipline required to integrate the process into daily operations.

- The Plan Update becomes the guidepost for PARRC. When decisions or responses to individual municipalities or the community are needed, the Plan becomes the reference point for decision-making and whether or not new issues or responses to the community are of higher importance than what has been established as existing direction.

- Strategic Plan Update information should be included as part of the new PARRC member orientation.

- Post a summary or shortened version of the Plan on the PARRC website and track results on the site as well. This will assist in providing the community with information about PARRC's strategic direction and its commitment to results. It may also be helpful to print a short summary of the Plan's progress to distribute to interested partners and community members.

- A leader will be assigned to each strategic initiative. Each initiative generally requires a team of Committee members to work on completing the initiative.

- Regular reporting of the Plan's progress should occur. Break the Plan into separate calendar years and report one year at a time as an ongoing annual work plan. Each initiative for the year should include a list of tactics that support its completion, which are developed prior to each year by the members involved in completing the initiative. A separate excel worksheet exists as a way to report on progress.

- At the end of the year, perform an annual review of the Strategic Plan and document any changes to initiatives to reflect any changes in priorities. This process can be included at an annual review meeting in which successive years' initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.

- After each year of the Plan, the PARRC members and staff should review the Plan's process and re-tool any parts of the process that need improvement.

- Update major stakeholders on the Plan's implementation and results on an annual basis.

- The staff evaluation process should reflect the completion of the Strategic Plan Initiatives as an evaluation criterion.

- If there are ideas for new strategies that arise throughout the year, include them on a written "parking lot" and review them as part of the annual review to determine if they supplant any existing initiatives.

Appendix A
Demographic Data

Population

Table 3 below provides population forecast data for the region to the year 2035. Population increases are anticipated for all of PARRC's municipalities, with an increase of over 5,400 residents, or 7.1%, forecasted for the region by 2035. The greatest increases will be seen in Douglass, East Coventry, and North Coventry at roughly 1,000 new residents each. Moderate gains in population will be seen in Pottstown, Lower Pottsgrove, and Upper Pottsgrove, while small gains will be seen in Washington and West Pottsgrove.

Table 3: PARRC Region Population Forecasts

Municipality	2020	2025	2030	2035	Change, 2025	% Change, 2025-2035
Pottstown Borough	23,433	23,377	23,830	24,241	864	3.69%
East Coventry	7,068	7,251	7,744	8,222	971	13.74%
North Coventry	8,441	8,515	9,031	9,505	990	11.73%
Lower Pottsgrove	12,217	12,773	13,062	13,425	652	5.34%
West Pottsgrove	3,798	3,793	3,824	3,843	50	1.32%
Upper Pottsgrove	5,870	6,247	6,591	6,933	686	11.69%
Douglass	10,585	10,871	11,327	11,884	1,013	9.57%
Washington*	4,443	4,565	4,652	4,750	185	4.16%
Totals	**75,855**	**77,392**	**80,061**	**82,803**	**5,411**	**7.13%**

*DVRPC Forecasts, 2025. *Washington data from Greater Reading Sites.*

Age

Age cohort data was updated to reflect changes since the 2020 Census and includes a five-year estimate from 2023. Table 4 reveals the following statistics about the PARRC region's population:

Youth

- The number of children aged nine and under is anticipated to decrease by roughly 257 children.
- The number of children aged 10 to 14 will increase by roughly 117 children.
- Teenagers aged 15 to 19 is estimated to increase by 130 people.

Adults

- Adults aged 20 to 24 will increase by 368 people.
- Residents aged 25 to 34 will decrease by 709 people.
- 35 to 44 year-olds will increase by 754 people
- Decreases are anticipated in the number of people in the 45 to 54 and 55 to 54 cohort age cohorts, at 141 people and 666 people respectively
- Adults 85+ will increase
- The cohort of those aged 65 to 74 will see a significant decrease (1,957 people)
- A minor increase in adults aged 65 to 74 is estimated (19 people)
- Those aged 85+ will increase by an estimated 671 people

Table 4: Population by Age Cohort

Age Cohort	Reg Total 2010	Reg Total 2020	Reg Est 2028
Under 5 years	4,690	4,325	4,099
5 to 9 years	4,708	4,855	4,824
10 to 14 years	4,629	5,046	5,163
15 to 19 years	4,455	4,729	4,859
20 to 24 years	3,752	4,099	4,467
25 to 34 years	8,705	9,487	8,778
35 to 44 years	9,662	9,510	10,264
45 to 54 years	10,976	9,931	9,790
55 to 64 years	8,010	11,110	10,444
65 to 74 years	4,525	9,586	7,629
75 to 84 years	2,992	3,743	3,762
85 years+	1,387	1,434	2,105
Totals:	68,491	77,855	76,184

Population Shifts

Figure 5 below reveals that the number of children in the region is trending upward to the year 2028 for three of the four age cohorts. The greatest gain will be seen in the 10- to 14-year-old age cohort. The largest decrease is expected for children under 5 years by 226 or 9.4%.

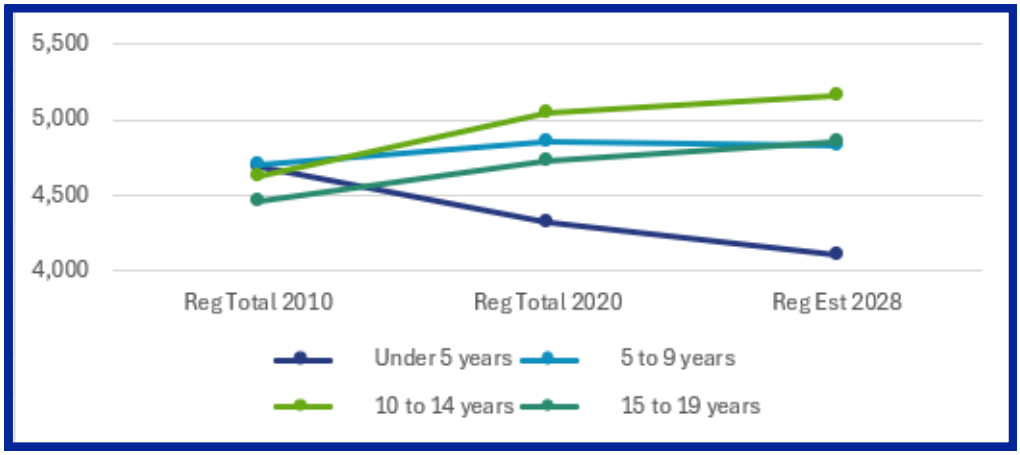



Figure 5: Youth Population Shifts