

Township of Findlay



**2013 - Comprehensive Recreation,
Parks and Open Space Plan Update**

www.findlay.pa.us

Acknowledgements

We would like to thank the Township Staff and Officials for their assistance in developing and informing this plan.

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T able of Contents

CHAPTER 1 – COMMUNITY BACKGROUND

Introduction	100
Demographics.....	101
Population Projections.....	103
Inventory of Natural and Cultural Resources	103

CHAPTER 2 – RECREATION FACILITIES

Municipal Recreation Facilities.....	200
Spatial Park Analysis.....	202

CHAPTER 3 – RECREATION PROGRAMS

Community Recreation Resources	300
Findlay Township Programs & Participation Trends	301
Analysis, Deficiencies & Recommendations	305
Program Operational Manual	307
Americans with Disabilities	308

CHAPTER 4 – FACILITY AND EQUIPMENT MAINTENANCE

Background	400
Facilities and Equipment Maintenance	400
Record Keeping.....	400
Maintenance Program Analysis.....	402
Risk Management Analysis.....	405

CHAPTER 5 – CONSERVATION OF TREES

Introduction	500
Park Specific Recommendations	500

CHAPTER 6 – ADMINISTRATION

Multi-Municipal Relationships and Regional Initiatives.....	600
Municipal-School Initiatives	600
Cooperative Efforts	600
Public Relations and Marketing	604
Policies and Procedures.....	606
Administrative Manuals	606
Record-Keeping Procedures	608

CHAPTER 7 – AGENCY PERSONNEL

Organizational Chart	700
Parks and Recreation Personnel	700
Volunteers	701
Personnel Policies.....	705
Staffing Needs	705

CHAPTER 8 – FINANCE

Tax Support Comparison..... 800
Revenues and Expenditures..... 801
Budgeting Process 803
Funding Sources 803
Rental Revenue Resources 806
Other Potential Revenue Sources 806
Mandatory Dedication..... 808

CHAPTER 9 – RECOMMENDATIONS

Recommendations by Priority 900

APPENDIX

Existing Recreation Facilities Matrix A
 Clinton Community Park
 Municipal Park
 Recreation and Sports Complex
 Elm Street Park
 Aten Road Park
 Leopold Lake
 Township of Findlay Activity Center
 Old Ridge Ball Field
 Westbury Tot Lot

Forms/Information..... B
 Sample Recreation Board By-Laws
 Community Service Request Form
 Land Dedication or Fee-in-Lieu of Guide (PA DCNR)

Funding Sources C
 Potential Grant Sources
 List of Foundations

1 COMMUNITY BACKGROUND

Introduction

The Findlay Township 2013 Comprehensive Recreation Parks and Open Space Plan Update is a document that builds on the long heritage of park and recreation operations and planning within the Township and makes recommendations for future progress. Not only does this update satisfy the requirements of the Municipal Planning Code to update a Comprehensive Recreation, Parks and Open Space plan on a decennial basis, this plan is a critical step forward for the Township to continue to expand and improve, in a holistic fashion, upon their entire park and recreation offerings.

The 2013 plan update relies heavily on two very important documents. The first, and the basis for this plan update, is the 2001 Comprehensive Recreation, Parks and Open Space Plan. It is from this plan that this current planning effort takes its roots. The 2013 Plan Update is not intended to recreate every aspect of the 2001 Plan. Many very valuable components of the 2001 Plan are still current and relevant. Specifically, Chapter 4, which among other things, deals with existing natural and cultural resources, greenways and open spaces. These sections also include some very nicely prepared and presented inventory mapping. These are two areas which have not changed within the last decade and as such, the 2013 Plan will draw reference to these sections.

The second very important document that this Plan relies on is the 2012 Township of Findlay Comprehensive Plan. Prepared by Township staff and consultants, the 2012 Comprehensive Plan mirrors this recreation planning effort, but on a municipal wide scale. Looking at each important aspect of the Township, the Comprehensive Plan evaluates existing conditions of each of the service areas of the Township as well as all key aspects outlined by the MPC.

When reviewing this Comprehensive Recreation Plan, it is important to also review the two above referenced documents. By doing so, a clear picture will be presented of not only the Parks and Recreation aspects of the Township but also places these functions within the overall context of Findlay Township and the municipal operations.

The following sections evaluate several key aspects of the Township including a review of the 2010 US Census findings, population projections, natural and cultural resources and existing Township recreation resources.

Demographics

As this document is a sister document to the 2012 Comprehensive Plan the following demographic section provides only a brief review of demographics that are relevant to recreation planning. A detailed understanding of the community demographics can be obtained at the Southwest Pennsylvania Commission website at the following link: http://www.spcregion.org/pub_census.shtml.

Table 1.1 - Population Density

Population	Municipal Area in Square Miles	Density Per Square Mile
5,060	32.4	156.17

Source: SPC "Profile of General Demographic Characteristics"

Table 1.2 - Population by Age

Age Range	Number of People	% of Total
Under 5	260	5.14%
5 to 9	287	5.67%
10 to 14	367	7.25%
15 to 19	337	6.67%
20 to 34	796	15.73%
35 to 59	2058	40.67%
60 to 74	695	13.73%
75 to 84	183	3.62%
Over 84	77	1.52%
Total	5060	

Source: SPC "Profile of General Demographic Characteristics"

Table 1.3 - Population by Ethnic Make-up

Race	Number of People	% of Total
One race only total	5,006	98.9%
White	4,862	96.1%
Black or African American	98	1.9%
American Indian & Alaska Native	4	.1%
Native Hawaiian & Other Pacific Islander	0	0%
Some other race	5	.1%

Source: SPC "Profile of General Demographic Characteristics"

Tables 1.2 and 1.3 reflect the general age and ethnic character of the Township. From a recreation viewpoint, the age and ethnic makeup of a community are very important factors to consider when planning recreational programs and facilities. In order to meet the needs of your residents, you need to know who your residents are. By understanding the needs of specific age groups and/or ethnic groups, recreational opportunities can be better tailored to meet specific community needs. It is also very important to keep in mind that, as time goes on, the general character of the population will change and it will become important to respond to the evolving recreational needs of the community.

Table 1.4 - Households with Key Age Groups

Age Range	Number of People	% of Total
Total Households	2,092	
Households with people under 18 years old	643	30.7%
Households with people 65 years & over	494	23.6%

Source: SPC "Profile of General Demographic Characteristics"

As can be seen in the table above, over 50% of households in the Township contain people from two key age groups important to recreation programming, youths and seniors. With approximately 30% of households with

at least one youth and over 20% of households with at least one senior, the demographics of study area support the need for programs and facilities aimed at these two age groups.

Table 1.5 - Median Income

Household Income	Number of Households	% of Total
Total Households	2,041	
Less than \$10,000	86	4.2%
\$10,000 to \$14,999	125	6.1%
\$15,000 to \$24,999	93	4.6%
\$25,000 to \$34,999	205	10.1%
\$35,000 to \$49,999	238	11.6%
\$50,000 to \$74,999	379	18.6%
\$75,000 to \$99,999	363	17.8%
\$100,000 to \$149,999	422	20.7%
\$150,000 to \$199,999	64	3.1%
\$200,000 or more	66	3.2%

Source: SPC "Profile of General Demographic Characteristics"

Table 1.6 - Median Household Income

Municipality	Median household income in 2009
National	\$49,445
Pennsylvania	\$51,651
Allegheny County	\$49,805
Township of Findlay	\$67,823

Source: SPC "Profile of General Demographic Characteristics"

It is important to understand the income level of your community when beginning to develop and plan for fee based recreational programs. Based on the 2010 U.S. Census, the average median income level of households in the Township is significantly higher than that of the County, State and the National averages. Table 1.5 provides a more detailed breakdown of household income levels and the number of households per income bracket. The notable statistic that can be identified from these two tables is that approximately 36% of households in the Township earn less than the average national median household income as identified in Table 1.6. This statistic is an important one to understand as the Township continues to develop recreational opportunities, programs and associated fee structures.

Table 1.7 - Average Travel Times

Municipality	Average Travel time to work in minutes
National	25.1
Pennsylvania	25.7
Allegheny County	25.5
Township of Findlay	20.7

Table 1.7 lists the average commute time for community residents. This is an interesting statistic to better understand the daily routines of residents. This is especially important for recreation planning as we can obtain a glimpse into the amount of time residents spend in their cars traveling to and from their place of work. Based on the average commute time, residents of the Township spend five minutes less time commuting than that of the average Pennsylvanian.

An important note is that as more residents move into the community and commute times become longer, due to increased traffic and congested transportation routes, the need for recreational opportunities closer to home will become ever more important. With many families having two working heads of the household commuting to and from work, time spent close to home with the family will be an ever more important attribute. A diverse offering of recreational facilities and programs within the community will enhance the quality of life for existing residents while also providing an attractive opportunity to bring new residents into the community.

Population Projections

Chapters 7 and 8 of the 2012 Comprehensive Plan provide a detailed discussion of the potential for future development of residential and non-residential uses within the Township. Based on these findings, approximately 6,500 acres of non-Airport Authority property are available for development. Of this, 1,136 acres are suitable for residential development with the bulk being best suited for non-residential development.

At the time of publication the 2012 Comprehensive Plan identified 945 approved residential lots are awaiting development within Major Subdivisions or Planned Residential Developments (PRD's) throughout the Township. With the 2010 US Census identifying the average household size in Findlay Township as 2.24 persons/household, the future residential population has the potential to grow by an additional 2,116 residents based only on the approved residential lots.

Table 1.2 (Findlay Township Population Projections) can be found on page 103 of the 2012 Comprehensive Plan. This table provides the Township's best estimate of forecasted population growth within the Township to the year 2020 (5,876 residents) a full build-out, based on current available land and zoning of land, (7,797 residents).

No matter how you evaluate projections for future growth in the Township, the evidence demonstrated that the Township has the potential to add to its residential base and will continue to do so into the foreseeable future. This is very important when planning for future recreation areas and programming. Wise decisions must be made today by Township Officials and Staff to ensure the viability of municipal programming as well as the availability of recreational spaces for future residents of the Township.

Inventory of Natural and Cultural Resources

Chapter 4 of the 2001 Comprehensive Recreation, Parks and Open Space plan as well as Chapter 3 of the 2012 Comprehensive Plan provide abundant documentation of the natural and cultural features found within the Township. Due to the quality and continued applicability of this information, this plan will only make reference to these sections and draw attention to specific findings and/or maps.

Recap of Chapter 4 of the 2001 Comprehensive Recreation, Parks and Open Space Plan:

- Natural Resources Map found on page 4.3
- Historical/Cultural Inventory found on page(s) 4.4 to 4.8
- Cultural and Historical Resources Inventory Map found on page 4.10
- Greenways and Open Space Map found on page 4.11

Recap of Chapter 3 of the 2012 Comprehensive Plan:

- Hydrologic resources pages 301 to 304
- Natural Development Constraints Map, page 310.1

The findings and recommendations of these plans are very much relevant today. It is recommended that a comprehensive pedestrian/bicycle interconnectivity plan be prepared and that this plan rely on the network of open spaces created by sensitive natural areas to be the backbone for a larger community-wide infrastructure system. This system will not only connect the Township, but it will also preserve important natural features, cultural features and draw attention to the Township's living present and historic past.

2 RECREATION FACILITIES

Municipal Recreation Facilities

Findlay Township has a host of recreational facilities available to residents of the Township. These recreational facilities include a diverse array of active recreation amenities, passive use areas, trails and indoor/outdoor opportunities.

As part of this plan, a detailed inventory of each park and recreational amenity was completed. This inventory was completed not only to create a comprehensive list of amenities available in each park or recreational use area, but also recorded any liability or maintenance related issues, ADA compliance and general assessment of condition. A record of this process is available in Appendix A.

As a way to consolidate the information collected as part of the inventory process, Table 2.1 provides an overview of the facilities available within each of the Township's recreational facilities. Not only does this table list the major outdoor facilities, but it also identifies the indoor facilities available at the Township's Activity Center.

As can be seen in the table 2.1, the existing recreational facilities that the Township owns are varied and provide opportunities for a wide variety of users and user groups. A quick glance at the table also indicates that the Township has a variety of active recreational facilities, specifically fields and courts, which cater to the youth sports organizations in the Township.

**Table 2.1
Overview of Existing Township Recreational Facilities**

	Facilities	Recreation and Sports Complex/ Leopold Lake	Clinton Community Park	Municipal Center Park	Elm Street Park	Aten Road Park	Old Ridge Ballfield	Westbury Tot Lot	Township Activity Center	Notes and Comments
Indoor Facilities	Multi-Use Activity rooms								●	2 rooms, one upper level and one on lower level
	Banquet Hall								●	
	Kitchen								●	
Trails	Nature Trail	●	●							
	Paved Trail			●	●					
	Fitness Trail		●							
Sports Fields	Baseball Field (Lighted)		●	●						Community Park = 1; Municipal Center Park = 1
	Baseball Field (Non-lighted)	●			●	●	●			Rec. & Sports Complex = 1; Arden Park = 1; Elm Street Park = 1
	Soccer Field (Lighted)	●								Rec. & Sports Complex = 1
	Concessions Stand		●	●	●	●	●			
	Press Box	●	●	●	●	●	●			
	Batting Cage		●	●						
Courts	Tennis Court				●					Elm Street Park = 1
	Volleyball Court			●						Municipal Complex Park = 1 grass court
	Deck Hockey	●								
	Horseshoes		●	●	●					
	Basketball Court	●		●	●	●				Rec. & Sports Complex = 2; Elm Street Park = 1; Municipal Complex Park = 1
Pavilions	Pavilion 28'x40'		●							Community Park = 1
	Pavilion 16'x20'		●							Community Park = 1
	Pavilion 20'x24'	●	●		●					Rec. & Sports Complex = 1; Community Park = 1; Elm Street Park = 1
	Pavilion 30'x50'		●	●						Community Park = 1; Municipal Complex Park = 1
	Pavilion 30'x70'		●							Community Park = 1
Recreational Destinations	Playground (2-5yr)		●	●	●	●		●		
	Playground (5-12yr)		●	●	●	●		●		
	Amphitheater		●							
	Fishing Pond	●								
	Skate Park	●								
	Memorial	●								
Support Facilities	Agriculture Fair Building		●							
	Restroom Building	●	●	●	●					Community Park = 2; Elm Street Park = 1; Municipal Complex Park = 1
	Park Maintenance Building	●	●							Rec. & Sports Complex = 2(sheds); Community Park - Holiday Light storage building

Spatial Park Analysis - Comparison with National Recreation and Park Association (NRPA) Guidelines

The National Recreation and Park Association (NRPA) set standards for the number of facilities required in municipalities' decades ago. In 1983, their publication, "Recreation, Park and Open Space Standards and Guidelines," provided extensive tables using a population baseline to determine how many fields, parks, facilities, etc. are needed in a community. The tables indicated the population size needed to support specialized facilities, such as, various types of fields and courts.

In 1996, NRPA released another publication, "Park, Recreation, Open Space and Greenway Guidelines." In this publication, NRPA altered its standards by allowing municipalities to document a need and support for a facility rather than using population as a basis. The new standards make it easier for municipalities to construct recreation facilities that their residents need. However, in order to provide a baseline, the old standards are often used as a comparison.

The equation used by NRPA to determine the actual facility demand and whether or not there are enough fields or courts being provided for organized sport league play is:

$$\text{RFD} = \frac{\text{RP} \times \text{PF}}{\text{SS}}$$

Recreational Facility Demand (RFD) equals Recreation Participants (RP)
 (#Participants/Year/Unit) multiplied by the Participation Frequency (PF)
 (#Visits/Year/Unit) divided by the sample size (SS)
 (Total number of occupants living in sampled households).

The following table compares the NRPA standards to the current public facilities existing within the areas encompassed by Findlay Township. The total population of the Township based on the 2010 census is 5,060. This figure was used to calculate the surplus/deficiency of public facilities in the region.

Table 2.2 – Comparison of Township Owned Facilities to 1983 NRPA Standards

Facility	One Facility/Following Population	Existing Facilities	Facilities Needed	Facilities Surplus/Deficiency
Ball Fields	2,500	6	2	4
Basketball Courts	5,000	5	1	4
Football Fields	20,000	0	-	-
Picnic Shelters	2,000	8	3	5
Volleyball Courts	5,000	0	1	(1)
Soccer Fields	10,000	1	1	0
Tennis Courts	2,000	1	2	(1)

The above comparison of existing facilities to NRPA Standards only looked at public facilities in existing parks owned by the Township.

**Table 2.3
 Comparison of Township Owned Facilities to 1996 NRPA Standards**

Type of Park	Acres/1000 Population	Existing Acres	Acres Needed	Surplus/Deficiency
Mini-Park	.25 to .5 Acres	.12	1.25 to 2.5	(1.13 to 2.38)
Neighborhood Park	1 to 2 Acres	28	5 to 10	18 to 23
Community Park	5 to 8 Acres	100	25 to 40	60 to 75

Based on the current park acreage, it is evident that the Township is within the national standards, with the exception of mini parks. However, mini parks can be difficult to administer and maintain. Due to the fact that the Township has numerous large parks it is not a recommendation of this plan to develop a network of Township owned mini parks. However, if the opportunity to receive or purchase land presents itself, regardless of size, these lands should be considered and evaluated with the intent of securing available land to provide future park spaces to meet the demands of a growing population base, preserve sensitive natural or cultural areas and/or preserve open space.

The NRPA standards for recreational lands are offered only as a general guideline to provide a base point in which to determine how existing parks compare to the “average” community. However, the standards should not be viewed as a requirement given that recreational demands vary across the country and from region to region. As a result, the only true method of determining if the recreation facilities are adequate is to ask residents through the use of recreational survey’s, program feedback forms and general observations of the use of recreational facilities (i.e., are your parks being over used, are fields booked solid?).

Please note that the evaluation of facilities and park acreage only reflect Township owned sites. Private facilities, school district facilities, church facilities and facilities in surrounding communities were not included in this evaluation.

3 RECREATION PROGRAMS

Community Recreation Resources

Findlay Township has a variety of public, private and quasi-public entities that provide various forms of recreational activities for residents of the Township and beyond. Findlay Township has already partnered with many of these entities to further recreational opportunities in the community. These partnership opportunities create a win-win situation for the residents of the Township and for each of the entities. The following table lists the recreation providers in the area.

Table 3.1 – Community Recreation Resources

Name of Facility	Programs	Age & Sex Served	Program Fee
Marada Golf Course	Golfing, Tournaments, Practice Tee, Pavilion, Youthtowne Golf Program	Youth - Adult	Varies
West Hill Par 3	1,300 yard course, practice putting green, league play, group & event activities	Youth – Adult	\$5
West Allegheny Library	Summer Reading, Fitness, Storytimes, Books & Babies, Baby Playgroup, Bookworms, Toddler Tales, Toddler Playgroup, Wise Walk, A Cup of Love for Mom, Cookbook Club, Will & Estates, Summer Spa Feet, Anime/Manga Club	Infant - Adult	
White Viper Karate	Tang Soo Do, Platinum Tiger Moo Duk Kwan, Haidong Gumbo, Sport Karate, Competition Karate	Youth - Adult	Varies
Fawcette Karate & Self Defense	Karate	All ages	Varies
Just Dance Conservatory	Outdoor Fitness, Hip Curve Belly Dancing, Personal Fitness Training	Youth - Adult	Varies
Eventful	Music	Infant - Preschool	Free
Imperial Fire Department	Parade, Breakfast with the Easter Bunny, Night at the Races, Fish Fry	All	Varies
Findlay Township Police	D.A.R.E., Girl's Self Defense, Bullying & Harassment, Self-Awareness, Tobacco Education, Finger Printing	Youth	Free
Western Area YMCA	Summer Camps, Specialty Camps, Body Sculpting, Boot Camps, Cycling, Kettleball, Kick Boxing, Line Dancing, Water Aerobics, Pilates, Zumba, & more	All Ages	Varies

Findlay Township has a number of youth sport associations that serve the area very well and utilize some of the facilities located in the Township's parks. Following is a list of these associations:

- Findlay Township Athletic Association** – This association provides baseball, fast pitch softball, slow pitch softball and flag football. Baseball provides T-ball for boys and girls ages 5 & 6, Instructional ball for boys and girls ages 7 & 8, Minor ball for boys 9 & 10, Little League for boys 11 & 12, Pony for boys 13 & 14, and Colt for boys 15 & 16. Fast pitch softball is for girls 10 & under, 12 & under, and 15 & under, slow pitch is for girls 8 & under with coaches pitching and for 18 & under, flag football is for ages 7 – 14 playing with their specific group.
- West Allegheny Youth Soccer Association** – provides youth soccer for the West Allegheny School District for ages 5 & under to 10 & under for boys and girls. They hold a four day camp each year at the Recreation & Sports Complex.
- West Allegheny Youth Association** – provides football and cheerleading opportunities for ages 7 & under to 11 & under. They provide a high quality education and athletic experience through fun,

learning and a team atmosphere. The association uses the Township's fields for practice and for all JV games.

- **West Allegheny Youth Wrestling** – provides wrestling instruction and tournaments for ages 5 to 11 years.
- **West Allegheny Inline Hockey** – provides inline hockey opportunities for elementary through high school. They use the Findlay deck hockey court for their program in the spring and summer.
- **West Allegheny Basketball Association** – provides youth basketball for boys and girls 1st through 12th grades. They utilize the schools for this program.

These associations provide an invaluable service to the community through their provision of a variety of youth activities through volunteer efforts.

Findlay Township Programs & Participation Trends

Findlay Township has a long history of providing a diverse offering of programs throughout the year. These programs are offered for all age groups with both active and passive recreation offerings. The following table provides a list of programs the Township currently offers:

Table 3.2 – Analysis of Current Township Programs

Program	Active/ Passive	Competitive/ Non-Competitive	Individual/ Group	Sex	Ages	Experiences	Fee
Time for Toddlers	Active	Non-Competitive	Group	Both	4 & under	Social	\$3/Class
Kid's Cooking	Active	Non-Competitive	Group	Both	K - 5	Cultural	\$5 - 8/ Class
Lunch Brunch	Active	Non-Competitive	Group	Both	4 - 6 years	Social	\$3/ Class
Babysitting 101	Passive	Non-Competitive	Group	Both	11 - 13 years	Educational	\$30
Science on the Road	Active	Non-Competitive	Group	Both	3 - 10 years	Educational	\$5/session
Junior Tennis Clinic	Active	Non-Competitive	Individual	Both	8 - 12 years	Physical	\$32
Craft Classes	Passive	Non-Competitive	Individual	Both	12 & up	Cultural	\$5 - \$10 / Class
Fishing Derby	Active	Competitive	Individual	Both	15 & younger	Physical	Free
Senior Group	Passive	Non-Competitive	Group	Both	55 +	Social	\$2 Residents
Senior Craft Classes	Passive	Non-Competitive	Individual	Both	55 +	Social	Varies
Senior Trips	Passive	Non-Competitive	Group	Both	55+	Social	Varies
AARP Safe Driving	Passive	Non-Competitive	Group	Both	55+	Educational	\$12 AARP Members \$14 Others
Self Defense for Women	Active	Non-Competitive	Group	Female	16 & up	Physical	Free
Life Line Screenings	Passive	Non-Competitive	Individual	Both	Any	Health	\$139
Craft Classes	Passive	Non-Competitive	Individual	Both	Adult	Social	Varies
Beginner Guitar Lessons	Passive	Non-Competitive	Individual	Both	Adult	Educational	\$90
Cooking Classes	Active	Non-Competitive	Individual	Both	Adult	Cultural	Varies
Line Dancing	Active	Non-Competitive	Group	Both	Adult	Physical	\$65
Scrapbooking	Passive	Non-Competitive	Individual	Both	Adult	Educational	\$50
Fitness & Wellness	Active	Non-Competitive	Individual	Both	Youth - Adult	Physical	\$40
Water Aerobics	Active	Non-Competitive	Individual	Both	Adult	Physical	\$45
Lap Swimming	Active	Non-Competitive	Individual	Both	Adult	Physical	\$2/Evening
Golf at Maranda	Active	Non-Competitive	Individual	Both	18 & under with adult	Physical	Free greens fee/ \$8 cart
Rolling & Strolling in the Park	Active	Non-Competitive	Group	Both	5 & under with adult	Physical	Free
Family Swim	Active	Non-Competitive	Group	Both	Family	Physical	\$3 Adults \$1 students
Tire Collection			Individual	Both	Adult		
Shred It Day			Individual	Both	Adult		Free

Computer & Appliance Recycling			Individual	Both	Adult		Free
Touch Truck			Individual	Both	All		Donation
Halloween Pizza Party & Parade	Active		Group	Both	Family		\$1
Indoor Flea Market			Individual	Both	Adult		\$10
Outdoor Flea Market			Individual	Both	Adult		\$5
Summer Concerts	Passive	Non-Competitive	Group	Both	Family	Cultural	Free
Independence Fireworks	Passive	Non-Competitive	Group	Both	Family	Social	Free
Karate	Active	Non-Competitive	Individual	Both	Youth Teen & Adult	Physical	?
Family Fun Night	Active	Non-Competitive	Group	Both	Family	Social	\$5/person
Easter Egg Hunt	Active	Competitive	Individual	Both	Youth	Physical	\$3
Flashlight Egg Hunt	Active	Competitive	Individual	Both	Middle School	Physical	\$3
Christmas Light Up	Active	Non-Competitive	Group	Both	All	Physical	Free

Program participation trends in Findlay Township have, for the most part, been increasing over the past five years. Programs for toddlers, ages three years and under, have been increasing at a steady rate. The increase in attendance at programs for this age group is a good indication that quality programs are available for them at a reasonable cost. This is especially true based on the 2010 census where the Township saw a 29% decrease in those under the age of five.

The one area that has seen a decrease in some program participation is in youth programming. Several things can be attributed to this decrease: (1) The five to nine year old age group saw a drop of 27% from 2000 to 2010 based on the 2010 census; (2) The number of sport programs and the number of entities offering various sports has increased. Some sports like soccer and hockey have been increasing in numbers, while baseball numbers have seen a decrease in numbers; (3) Parents have to pick and choose the activity or activities that their child will participate in without overextending them; (4) The economy may play a role in determining how much a parent can afford to spend on activities for their children.

At the other end of the spectrum, senior programs, like water aerobics, have seen a significant increase in attendance. This is due to a few reasons: (1) The baby boomers are all entering this age group; (2) Many of today's seniors are more active than seniors from the past; (3) The Township has seen a 38% increase in those 55 to 64, and a 17% increase in those 65 and older based on the 2010 census; (4) Many in this age group may have more expendable resources than in the past; and (5) The construction of garden style homes in the Township are attractive to people in these age groups.

Specialty programs are another area that is seeing an increase in numbers. With the things going on in today's society, it is no wonder that women's self-defenses classes fill quickly. Other specialty classes, such as, babysitting, scrapbooking and cooking also fill quickly.

In general, all recreation departments find that some programs are successful while others are not. This is not uncommon, as it does take time to develop a successful program schedule. Findlay Township has done a good job in developing a successful program schedule. However, it is important to continue offering a variety of programs building on those that are successful and continually offering new programs. Following is a list of reasons why some programs are successful, while others are unsuccessful.

- **Timing** is perhaps the most important aspect in making your programs successful. A program that is not successful in one season may be very successful in another season or even at another time of the day or week. You must continue to offer programs until you find the right combination.
- **Trends vs. Fads** also affect the success of a program. Trends are things that are popular, but may not have caught on in the community yet. This reverts back to timing. It may be popular in the community in the near future. Fads are things that may have already passed by or again may not have reached the community yet.

- **Instructors** are very important to the success of your program. Your instructor's enthusiasm, attitude and style may make or break your program. So seek out quality instructors for your programs and promote them and their qualifications.
- **Publicity and promotion** are extremely important. Many excellent programs have poor attendance because no one knew about them because they were not properly publicized. Use every method available to get the word out.
- **Program fees** can affect the attendance at a program. Know your community and what they can afford to pay for the programs. You must determine if you want to cover just the direct costs, both the direct and the indirect costs, or make a profit. Charging too much can deter people, while not charging enough can make them feel that it isn't a quality program.
- **Location** of the program may affect the success. Is there easy access to the program site? Is the facility or area well maintained? Is it a safe location? Is it well lighted if the program is an evening program?
- **Weather** is a major factor in all recreation programming. Outdoor programs are always affected by weather conditions which determine if the program can be conducted. These are generally affected the day of the program. However, indoor programs can be affected also with people thinking it might be too hot or too cold or it may be snowing and they don't want to go out.

These are some of the main points that must be taken into consideration when planning programs. Participation trends in the programs can be affected by any one of these or a combination of them. A successful program and continued success of that program will depend on each of these areas, and potentially other aspects, being considered and followed through from the inception of the program to the final evaluation of the program.

Following is a chart of potential indoor programs that could be offered or are currently being offered in the Township.

Table 3.3
Potential Indoor Programs Table

Program	Active/ Passive	Competative/ Non-Competative	Sex	Ages	Ability	Experience	Individual/ Group
Aikido	Active	Non-Competative	Both	Six - Adult	None	Physical	Individual
Yoga	Active	Non-Competative	Both	Six - Adult	None	Physical	Individual
Pilates	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Belly Dancing	Active	Non-Competative	Female	Teen - Adult	Minimal	Physical	Individual
Boot Camp	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Tia Chi	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Zumba	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Line Dancing	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Body Sculpting	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Core Strength	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Self Defense	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Formal Dance	Active	Non-Competative	Both	Adult	Basic	Physical	Pair
Karate	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Babysitter Class	Passive	Non-Competative	Both	Teen	None	Educational	Individual

Dog Obedience	Active	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Computer Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Cooking Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Gardening Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Wine Tasting Class	Passive	Non-Competative	Both	Adult	Minimal	Social	Group
Art Classes	Passive	Non-Competative	Both	Youth - Adult	Minimal	Educational	Individual
SS Basketball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
CPR/AED Classes	Passive	Non-Competative	Both	Teen - Adult	None	Educational	Individual
First Aid Classes	Active	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Photography Classes	Passive	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Hip Hop Dance	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Preschool Dance	Active	Non-Competative	Both	Preschool	None	Physical	Individual
Cheerleading	Active	Non-Competative	Both	Youth	None	Physical	Group
Scrapbooking	Passive	Non-Competative	Both	Adult	None	Educational	Individual
Breakfast w/Easter Bunny	Passive	Non-Competative	Family	All Ages	None	Social	Group
Breakfast w/Santa	Passive	Non-Competative	Family	All Ages	None	Social	Group

Following is a chart of potential outdoor programs that could be offered or are currently being offered in the Township.

**Table 3.4
Potential Outdoor Program Chart**

Program	Active/ Passive	Competative/Non- Competative	Sex	Age	Ability	Experience	Individual/G roup
Start Smart Baseball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Sport Development	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Basketball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Soccer	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Football	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Tennis	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Summer Playground Program	Active	Non-Competative	Both	Preschool	None	Physical	Group
Tennis	Active	Competative	Both	Youth - Adult	Minimal	Physical	Individual
Dek Hockey	Active	Competative	Both	Youth	Basic	Physical	Group
Flag Football	Active	Competative	Both	Youth	Minimal	Physical	Group
Baton Twirling	Active	Non-Competative	Both	Youth - Teen	None	Physical	Individual
Fitness Camp	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Junior Golf Clinic	Active	Competative	Both	Youth - Teen	None	Physical	Individual
Football Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Baseball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Basketball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Eco-Adventure Camp	Active	Non-Competative	Both	Youth	None	Physical	Individual

Soccer Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Lacrosse Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Volleyball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Ultimate Sports & Recreation Summer Camp	Active	Non-Competative	Both	Youth	None	Physical	Individual
Pickleball	Active	Competative	Both	Youth - Adult	Minimal	Physical	Group
Survival Hike	Active	Non-Competative	Both	Youth - Adult	Minimal	Physical	Group
Canoeing & Kayaking	Active	Non-Competative	Both	Youth - Adult	Minimal	Physical	Individual

Analysis, Deficiencies & Recommendations

Findlay Township currently offers a variety of different programs for the community at a very reasonable cost. There are a considerable number of programs for toddler through grade school age and for the seniors. This is common in most communities to have the heaviest programming for these age groups. Consideration should be given to offering more programs to those ages 12 to 15. At this age they will still participate in programs, but it becomes more difficult to provide activities that they are interested in. Programs that the 12 to 15 age group may be interested in are: running programs, such as the National Alliance for Youth Sports “Ready, Set, Run Program”; adventure programs, such as programs at the skate park; or specialized programs designed for their age group.

Programs for those 16 through 19 are needed, but they are the most difficult to age group to reach. The most successful programs for this age group are generally programs that they help to develop and promote. Another area that teens will often participate is with volunteer opportunities. They are willing to help with programs for younger children, for special events, or for special needs programs.

The 20 to 55 age group is going through many changes in their lives with college classes, finding jobs and starting/raising families. Programming for these ages is possible as can be seen through some of the existing programs. It is recommended to continue to expand programming in this area, perhaps through additional fitness programs, or learning programs (such as composting classes, gardening, and various landscaping classes, and dog obedience programs.) The seniors in Findlay Township have an excellent variety of programming to choose from for their entertainment.

The North Fayette P.A.L.S. program for special needs provides events and programs to serve these individuals in the West Allegheny School District. Partnering with them to continue to reach these individuals and provide more recreational opportunities for them through new programs, or inclusion in existing programs, will enhance their ability to be an active part of the community.

Nature programs, such as, bird watching, ecology, hiking, interpretative identification programs, etc. should be included in a comprehensive program schedule. It is often possible to find community residents that have a specific interest in one or more of these areas and are willing to lead a program.

Outdoor winter programs are another area to consider. Programs, such as, a daytime winter fest with a variety of winter activities, or an evening bonfire, could be offered. It is difficult to predict our winter weather, so schedule changing for these programs may be necessary or alternative activities planned, based on weather conditions.

Currently the Township offers a line dancing program. Consider other types of **dancing programs**, such as, square dancing and ballroom dancing. Zumba classes are very popular as a dance/fitness class.

Another type of program that could be considered is a **week long summer camp**. The YMCA and Science on the Road do provide some of these camps, but the Township could sponsor their own camp with a different twist to the style. A summer playground program is another consideration for programming. This program could be designed for 3 to 5 year olds, and include, singing, storytelling, crafts, games, and playground play time. It could be offered two or three times a week for a few weeks in the summer.

As the Township continues to grow and see a more diversified population, **programs that address various cultural needs** may have to be considered as part of the overall programming efforts.

Passive recreation programs, such as arts & crafts, reading, etc. must be incorporated into the overall inclusive program. Findlay Township, through their own programs and through programs offered with partners, is doing an excellent job in offering passive recreation opportunities.

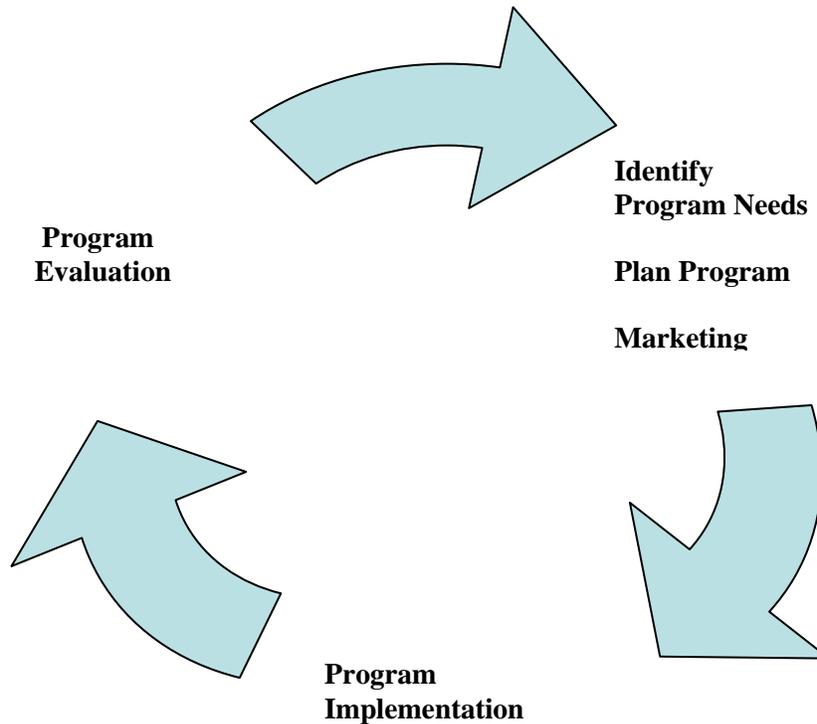
Recreational programs are important to the community and must be considered as a valuable asset that cannot be dismissed, reduced or eliminated. It is recommended to continue to develop more programming, but “go slow” and don’t offer too many programs at one time. This is a frequent mistake which can extend staff and volunteers too far, diminish the quality of the programs offered, and create problems for future programs.

A good method to follow in programming is the **Program Cycle**. The use of a programming cycle will provide a complete programming process through the assessment of public relations efforts, evaluation of administration, evaluation of program staff, assessment of program affordability, assist with program staff recruitment, and provide a continual survey of additional program desires.

Perhaps the most important part of the cycle is the program evaluation that should be completed by the program participants at the end of each activity. The information obtained from the evaluation will help the staff determine what parts of the program were most and least effective or enjoyed, what should be eliminated, what publicity methods were effective, is the time allotted for the program adequate and what are potential future recommendations for programs. The use of the program evaluation form should be included as part of participation in each program.

A similar form should be developed for the instructor and volunteers to complete so that they can provide advice from their perspective and have input into the future programming process, therefore, they will feel “ownership” in the program’s growth. This information should be properly filed and referenced before offering the program again. This will allow continued improvement in the programs and help keep up with the changing needs of the community.

Sample Programming Cycle



Throughout the process of planning, implementing and evaluating each program accurate records should be maintained. The records should include the following information:

- **Day, date and time** – This will help to determine the best time to offer this program, as some programs are effective at only certain times.
- **Program Fee/Costs** – Was it reasonable? Did you cover costs? What was your profit margin? Were the participants satisfied? Should you increase or decrease the fee?
- **Location** – Was it suitable for the program?
- **Number of Participants**- Documentation of this can be helpful in numerous ways in the future by providing information needed for grants, nomination of programs for awards, etc.)
- **Program Publicity** – What types were used? What was most effective?
- **Program Evaluation** – This was explained earlier, but it should be maintained with the records for each program.
- **Accidents or Injuries** – this provides valuable knowledge that can eliminate potential problems at future programs.

Program Operational Manual

A more detailed operational manual should also be developed for each program. The manual will provide the necessary information for anyone to step in and effectively run each program when it is offered. It is recommended that the manual include the following information:

- Date, time and location of the program
- Contacts for the program
- Detailed description of the program

- Detailed list of supplies needed to operate the program
- Timeline for developing each phase of the program
- Set up and clean up procedures
- Cost elements related to the program
- Potential revenues generated from the program
- Program records as addressed above
- Sponsorship, donations, etc. for the program
- Volunteers/staff needed to successfully operate the program
- Photos, news releases, newspaper/magazine articles of the program
- Follow up – Thank you letters, volunteer recognition, etc.
- Program review details – after reviewing the program with others, all ideas suggestions, changes should be properly noted.

Accurate record keeping will ensure that future programs are more effective and efficient, save time, and eliminate the possibility of forgetting to address certain aspects of the program, especially if it is a special event. Maintaining and updating an annual program plan and incorporating the above information will enhance the success of the programs.

Americans with Disabilities (ADA)

The Americans with Disabilities Act of 1990 prohibits the discrimination against any individual because of a disability. In most cases this has primarily been taken into consideration in providing access to buildings and other facilities. However, ADA Regulation for Title II, as printed in the Federal Register (7/26/91) states: The Department of Justice's regulation implementing title II, subtitle A, of the ADA which prohibits discrimination on the basis of disability in all services, programs, and activities provided to the public by State and local governments, except public transportation services. Public entities must comply with Title II regulations by the US Department of Justice. These regulations cover access to all programs and services offered by the entity. Access includes physical access described in the ADA Standards for Accessible Design and programmatic access that might be obstructed by discriminatory policy or procedures of the entity.

Therefore, under Title II no person with a disability can be unjustly excluded from participation in or denied the benefits of services, programs or activities of any public entity. Thus, any type of program or activity that is offered must be available to anyone with a disability. The law states that if asked, you must make "reasonable accommodations" which may include: interpreters, aids or other needs. The expense for the accommodations must be incurred by the agency offering the program. ADA only requires a "reasonable accommodation" but what is unreasonable to you might be deemed to be reasonable to them. Losing money on the program is not considered unreasonable. Also, you cannot cancel the program to avoid covering the costs incurred to make reasonable accommodations.

A public entity must also ensure that its communications with individuals with disabilities are as effective as communications with others. This obligation, however, does not require a public entity to take any action that it can demonstrate would result in a fundamental alteration in the nature of its services, programs, or activities or in undue financial and administrative burdens.

It is recommended that a separate designated line item be included as part of the budget. An initial amount may be placed into an account. However, a designated figure, such as one dollar from every participant's registration in other programs, should be set aside in this special account. This should be a restricted interest bearing account to cover any costs incurred by requests from disabled individuals wanting to participate in the programs offered. The account should remain as a separate account and not be absorbed into the general fund.

(The Americans with Disabilities Act of 1990 – ADA Regulation for Title II)

As the Township constructs new buildings or develop new parks, they will be required to meet all ADA specification. Existing structures or facilities should be adapted to meet these standards allowing those with handicaps to easily be included in meetings, events, and other functions and programs in the community. New standards for recreation were adopted in 2010 and became mandatory in 2012, so be sure to follow the most recent standards when planning all recreational facilities and in providing amenities at existing facilities.

Findlay Township has done a good job in complying with ADA regulations in their parks. However, there are a number of facilities that are not ADA compliant. Most of these issues are associated with the older recreation facilities. According to the new regulations, any place there are benches, grills, water fountains, picnic tables, trash receptacles, etc. at least one must be ADA accessible. See the facility inventory matrix for details on areas that are not ADA accessible within the Township's parks.

In order to be in compliance with the Americans with Disabilities Act, it is required that all public entities operate each service, program or activity in a manner that is accessible to persons with disabilities. If a program or an activity is in a building that is not accessible to a person with disabilities, the department must (Mertes and Hall, 1996):

- Remove the barrier to access into the facility
- Shift the location to an accessible site
- Provide the service in some alternative method in an accessible facility
- Construct a new facility for park programs

All programs and facilities should be planned and developed to be inclusive. Printed literature advertising the programs should indicate that the facilities and programs are accessible. It is understood that certain facilities and programs may not be fully compliant, but efforts should be made to meet these needs whenever and wherever possible.

4 FACILITY AND EQUIPMENT MAINTENANCE

Background

Parks, facilities and equipment maintenance is completed in Findlay Township by municipal Park Department employees. This affords the department the ability to maintain park areas and facilities as their top priority and coordinate with the program director to avoid potential conflicts between maintenance projects and recreation programs.

Maintenance of the parks is essential to providing safe, usable and aesthetically pleasing areas and facilities for the residents of the municipality, and visitors from other communities. By providing an efficient and effective park and recreational facilities maintenance program the community is able to enhance recreation amenities, save money, reduce liability, improve life expectancy of facilities, create an attractive park atmosphere, and foster environmental stewardship.

As in all communities, there are many maintenance projects that must be addressed in Findlay Township's parks. Many of these items are noted on the park inventory matrix. The parks department staff has done a good job maintaining the parks in Findlay Township to a safe and acceptable condition. However, it is imperative to continue to improve the overall park maintenance to achieve the high quality standards that Findlay Township desires to display at all of their facilities.

Facilities and Equipment Maintenance

Findlay Township's Manager oversees the park maintenance department, while the Park Coordinator's job is to oversee the park employees, order supplies, establish the work projects, and schedule daily routine maintenance. The department consists of one full time park coordinator, two full time assistant parks coordinators, and several seasonal park laborers. Depending on the park project, the public works department will occasionally assist with projects in the parks, especially for hauling materials and on larger construction projects.

Outside contractors are used for certain tasks, such as, coating the tennis courts, sealing walkways, building pavilions, roofing projects, major plumbing work, and electrical work. The Township has two maintenance contracts with outside contractors: (1) for HVAC scheduled maintenance, and (2) for turf maintenance.

Most of the equipment needed for park maintenance is owned by the parks department; however, certain pieces of equipment, such as, a backhoe and other large equipment are provided by the public works department. The parks department personnel will do minor maintenance work on the equipment, but most of the equipment maintenance is completed by the public works mechanic. When the need for new equipment presents itself, the parks coordinator will either include it in the budget request, or if it is under \$500 proceed to purchase the item needed.

Record Keeping

Facility and equipment maintenance records are essential to maintain in order to ensure the safety and longevity of all equipment. Currently, the Township only keeps vehicle maintenance records. Maintenance records should be kept for each piece of equipment within the department in order to record both minor and major repairs along with standard maintenance, such as, sharpening blades, checking oil and other fluids, and checking air pressure in tires. Hours/miles should also be recorded for every piece of equipment that has a meter.

Major repairs, repairs that require equipment to be sent, should also be recorded in a maintenance record for the equipment receiving the repairs. This information will allow for a clear history of the required repairs along with demonstrating any patterns of failure with the equipment which may determine in the timeliness of equipment replacement.

The equipment maintenance records will be a valuable tool to aid in the development of and informing an equipment replacement schedule. The equipment replacement schedule is critical in that it allows municipal staff and officials to make wise decisions at budget time as well as ensuring that staff members have quality equipment to work with at all times. This will provide greater efficiency and effectiveness, enhance safety and make budgeting easier. The schedule will provide a basic guideline for replacement. Some equipment may need to be replaced sooner while other equipment, that is properly maintained, may last longer than the scheduled replacement date. Financial conditions will play an important part in the replacement schedule making routine maintenance of equipment a vital part in keeping equipment in good condition.

Following is a list of the major maintenance equipment owned by the Findlay Township Parks Department.

Table 4.1
FINDLAY TOWNSHIP INVENTORY OF MAINTENANCE EQUIPMENT

EQUIPMENT	AGE	PURPOSE	CONDITION
F-350 Utility Truck	1996	Hauling	Good
F-350 Pickup with dump bed	2001	Hauling/Transportation	Poor
F -350 Pickup with dump bed	2009	Hauling/Transportation	Good
JD1145 Front Mower	2009	Mowing	Good
JD 1145 Front Mower	1998	Mowing	Fair
JD 4310 Mid Mower	2005	Mowing	Good
Bobcat with attachments	1990	Digging, auger, landscaping	Fair
EZ Go Cart	1998	Transportation, utility work	Good
Plows		Plowing	Good
Smithco Infield Machine	2003	Infield Grooming	Good
Trailer	1993	Hauling	Good
Trailer	1999	Hauling	Good
Trailer with Sprayer		Spraying	Good
Tow Behind Sprinkler		Watering	
Pull Behind Aerator		Aerating	Good
Tow Behind Hydro Seeder		Seeding	Good
Pull Behind Infield rake		Groom Infields	
Billy Goat Vacuum			
4 weed wackers		Trimming	Good
4 Toro Push Mowers		Cutting	Good
2 Hand Blowers		Blowing	
2 Back Pack Blowers		Blowing	
Tiller		Tilling	
2 Chain Saws		Cutting Trees	Good
Hedge Trimmer		Trimming	Good
Power Washer		Washing	
Ryan Sod Cutter	1997	Cutting Sod	Good
2 Generators		Power	
Air Tank		Providing Air	
2 Snow Blowers		Snow Removal	Good
Wood Chipper	1990	Chipping limbs	Fair
Seed spreader		Seeding	
Turbo Heater		Heating	
6 Ladders		Climbing	
3 Wheel Barrows		Hauling	
Various Power Tools		Park Projects	
Battery Jump Pack		Start Vehicles	

Battery Charger		Start Vehicles	
Various Mechanics Tools		Maintenance	
Various Shovels, Rakes, etc.		Yard Work	

Currently, playground inspection records are kept. These are vital documents to maintain in the event a lawsuit is brought by someone injured on a playground. It is equally important to maintain routine inspection records for all facilities and equipment in the parks. A visual inspection should be completed each week, possibly when trash is picked up. A more thorough walk-thru inspection should be conducted at least once a month during the busy seasons. These inspections should be properly recorded and any deficiencies noted so that they can be addressed in a timely manner. The parks coordinator should maintain a daily log of work completed and note any inspections. Other records should include: fire inspections, health department inspections of any areas serving food, and use of any chemicals sprayed in the parks.

Maintenance Program Analysis

The parks department currently does not have a formal written park maintenance plan. The purpose of a formal park maintenance plan is to provide maintenance staff with information needed to prioritize tasks and complete them efficiently and effectively. A formal plan also helps reduce liability risks and assists in the coordination of project planning. A formal maintenance plan provides the guidelines and procedures to correct problems, and perform the necessary work promptly.

A maintenance plan for all park areas should begin early in the development stage of a park or recreational facility in order to effectively and efficiently maintain each area after it has been developed. However, Findlay Township, like in most communities, has not completed such a plan when the facilities were initially developed. Therefore, they should be developed as soon as time permits.

The management plan should cover maintenance procedures and inventories for all recreation areas and facilities, along with other areas maintained by the Parks Department. Each area and facility maintained should be thoroughly inspected and compared to the standards of acceptable conditions. The information obtained should then be incorporated into the manual. The manual must be given to the employees to use as a guide providing them the general information needed for the proper maintenance of each area and the frequency of maintenance for the parks, facilities, and equipment. The employee's responsibility is to contact the Park coordinator for instruction on circumstances not covered in the manual. It is also the employee's responsibility to take notice of safety conditions at each park or facility, and take immediate action to secure against accident or injury until the hazard can be eliminated.

There are two components to developing the park maintenance plan; a **preventative** (proactive) **plan** and a **responsive plan**. The design and development of a formal proactive maintenance plan, along with a responsive maintenance plan, will keep the park areas and facilities in top condition.

The proactive plan is designed to eliminate major issues before they arise by taking into consideration both the short and long range maintenance details. This will not eliminate all responsive issues, but will allow the issues to be handled more efficiently when they arise. Another value to the proactive approach is the cost savings. There is a significantly lower cost to providing general maintenance than there is to doing major repairs. The proactive approach will eliminate poor maintenance practices that can result in substandard facility appearance and safety.

The Findlay Township Parks Department does not have a preventative (proactive) maintenance plan in place at this time, although some preventative maintenance procedures are followed on a weekly basis through a list of

items that the director has established and by reviewing the goals that have been developed. It is recommended that that a preventative maintenance schedule be devised in a timely manner.

Developing the proactive maintenance plan can seem like a monumental task, but by conquering it one step at a time, a strong feasible plan can be developed. The following steps are recommended:

Step one requires the development and implementation of an inspection program. The Township's parks department is currently working on developing this as they list tasks that need to be addressed. All facilities that the parks department is, or may eventually be responsible for, need to be inspected thoroughly. The information gathered from these inspections, public comments, and staff input establishes the first phase in developing the proactive maintenance plan. Through gathering this initial information an effective inspection form can be created and used as a regular part of the maintenance calendar. The form must be flexible in that it will change as the park facilities and its users change.

The **second step** involves determining the actual financial needs to complete a maintenance task to an acceptable standard. This step will take time in tracking the costs of maintenance in man hours, equipment use and expendable supplies. This will provide valuable information to begin the development of a site specific proactive maintenance plan.

The **third step** requires setting goals to guide existing and future maintenance of the facilities. Findlay Township has established certain goals that are reviewed by the Parks department regularly. These goals help prioritize the needs of the facilities and phase them in as funds are available. However, safety is the number one goal and safety issues must be addressed immediately. Other goals will follow closely behind and should be addressed as soon as possible in order to maintain quality standards.

This leads into the **fourth step** of developing standards. These standards are established for department personnel to follow, as much as they are for the facilities. Once the plan is in place, the standard set for each facility should reflect the final maintenance outcome at the completion of each task. This will reflect the level of detail that park department staff must achieve in their day-to-day routine. A checklist, broken down by area, with clear standards and a list of safety items, supplies, equipment and tools, number of personnel and estimated man hours to complete the task should be readily available to the maintenance staff. For the plan to be effective, maintenance personnel need to take pride in their work and have a sense of ownership creating the desire to produce a quality product. Developing a good rapport with staff, through proper communication and team building efforts, will result in a more efficient maintenance plan. It is important to stress to staff that quality work is more important than the quantity of work completed.

The proactive approach, once established, will provide a quality ongoing maintenance plan that will ensure safe usable facilities and encourage patrons to continue coming back, potentially generating additional revenue for the Township in the future.

A **responsive maintenance plan** is needed to accommodate the unforeseen issues that will arise. This aspect of the plan will provide direction for the immediate repair or closing of a facility until repairs can be made. This is a reactionary plan that will require specific and timely attention to the pending issue and will vary with each situation.

To prepare a successful maintenance plan, the Township should complete the following tasks as recommended by the Department of Conservation and Natural Resources (DCNR):

- Involve all employees to get their complete understanding and support.
- Inventory the resources.
- Develop a standard for each resource. The standard is a short description of what the resource should look like when the maintenance has been completed. The standards can include specifics such as grass cutting heights and frequency.
- List tasks to perform so that the resources are maintained up to standards. The tasks should be described in enough detail so that anyone would know how to perform them.
- Determine the amount of time it takes to do each task.
- Decide how often each task needs to be done. The frequency will determine the quality and cost of maintenance.
- Schedule tasks into an operational plan and divide up the tasks to develop a schedule for each staff person or crew. This could be established with the existing staff, or added in the future, if staffing is increased.
- Implement and monitor the work schedules so adjustments can be made as needed. Have staff track how long it takes to complete each task and then monitor the quality of maintenance.

Two other important aspects of the maintenance plan that were previously discussed involve a replacement schedule for equipment and proper record keeping. A proactive maintenance plan and regular inspections of equipment will maximize the efficiency of the department and help prevent accidents and unwarranted breakdowns. Therefore, it is recommended that a regular replacement program for all maintenance equipment be instituted. Record keeping of all maintenance performed on each piece of equipment will assist in developing a cost benefit analysis. Good record keeping practices and documentation of costs and use will help to justify any budget requests. An annual review of this information at budget preparation time will aid in planning and prioritizing the replacement of motorized equipment, as well as park equipment.

Another important part of a maintenance management plan is field maintenance, which is comprised of various tasks depending on the type of sport field. Baseball/softball fields will generally have more maintenance tasks than a football or soccer field. Detailed descriptions of the types of maintenance for each field should be included. Another aspect of this is the turf management where certain areas may require a higher level of maintenance than other areas. The maintenance management plan should describe the type of maintenance required at each level and specify which areas are to be maintained at each level.

Currently the Township utilizes the services of a contractor who submits a plan breakdown and cost for turf maintenance each year. This information should be included in the maintenance management plan under field maintenance schedule for aerating, fertilization, weed control, and pest control, along with other tasks required in maintaining the fields to a high standard. The parks department does some spraying in the parks. One of the parks staff is a master gardener and has the Category 23 certification which is required for spraying certain chemicals. When chemicals are used the area must be flagged and all use of chemicals should be properly recorded.

Scheduling is an integral part of all park maintenance. Developing a schedule provides a basis from which daily tasks and projects are formulated. However, flexibility is imperative as things can change quickly even with the best prepared plans. Therefore, the following factors will aid in determining daily work orders.

Maintenance/Project Priority

- Hazardous Conditions – these items must be addressed immediately to avoid any liability issues.
- Repairs – these are taken care of as soon as possible to keep facilities functioning properly.
- Continual maintenance, i.e. grass cutting, trash removal, cleaning restrooms – these are all part of maintaining the parks appearance and cleanliness on a regular ongoing basis.
- High priority. i.e. event/project preparation – preparation for these become high priority as the event draws near.
- Preventative maintenance – things that need to be completed to avoid future problems.
- Appearance – items beyond continual maintenance that are needed to improve the appearance of the parks.
- Project development – new development in the parks.
- General maintenance – items that need to be done, but are not major issues and are completed as time permits.

Determining Factors in Project Scheduling

- Safety – is it safe for the staff/park patrons to schedule the project?
- Timing – is it an appropriate time to schedule or could it create additional work/issues?
- Weather – are the weather conditions appropriate to do the project?
- Equipment availability – is the necessary equipment available?
- Staffs abilities – can the park staff do the project or is staff with better qualifications needed?
- Pressure – is there pressure to complete the project?

Risk Management Analysis

The park department does not have a risk management plan in place. Their approach to risk management has primarily been reactive rather than proactive. However, a regular playground inspections and records of the inspection are completed on a regular basis to insure the safety of the playgrounds and avoid any potential liability issues.

As another safety precaution for park patrons, the Township does a background check before hiring an individual to work in the parks. The recreation coordinator always checks to see if paid and volunteer workers are cleared to work in the park and with youth based on their background check. Generally, most staff that work with children have their background check up-to-date. If not, and the individual is in a paid position, the background check must be obtained at the individuals expense. If a volunteer does not have a current background check, the Township will pay for the background check.

Another safety aspect in risk management is having staff trained in CPR/AED. Township staff have their CPR/AED certification along with first aid training. It is recommended that all park staff retain their certification in CPR/AED and attend update training every two years. Along with this training Township personnel have access to automatic electronic defibrillators (AED) in the Activity Center and at the police office in the Township building.

The safety of workers is another important consideration the Township does supply the following safety equipment: safety glasses, ear protection, gloves, face shields, chaps, and helmets. Workers are also required to wear steel toed shoes. As another safety precaution, depending on the type of work that is being completed, at least two people should be available. Otherwise, it can become a safety issue. Any time a person is working alone there is a risk of something happening that could have been prevented. An example is: something as simple as collecting trash can become a safety issue if a person who is allergic to bees gets stung and goes into shock.

“The “Right to Know” in the context of the United States workplace is the legal principle that the individual has the right to know the chemical to which they may be exposed in the workplace”. The Township has the MSDS information readily accessible to the employees in the Township building. It is recommended that a copy of this information be available in the parks department garage for quick access, if ever needed.

The maintenance personal should perform a visual risk assessments and park facility inspection of all areas and facilities within each park on a regular basis. This inspection should then be properly recorded and any issues noted. The records of these inspections must be maintained to protect the Township in case of any lawsuits. Park staff is afforded the opportunity to attend playground safety training and ball field maintenance seminars. At least one person in the parks department should retain a commercial driver’s license (CDL).

Risk management is defined by DCNR as “the process of making park areas and recreation facilities safer by conducting and documenting routine safety inspections, having procedures in place to correct problems, and performing the necessary work promptly.” A risk management plan should cover all recreation areas, facilities, programs and services offered. Each component of the park or recreation area needs to be thoroughly inspected and compared to the standards of acceptable conditions and then classified as a safety risk or in good condition.

Risk management is an important aspect that must be taken seriously in order to provide safe facilities and ensure the safety of park patrons, as well as, those performing the work in the parks. It is highly recommended that a risk management plan be established.

To prepare a successful Risk Management Plan, the Township should consider the following:

- Develop a plan of action by prioritizing identified hazards and determine the cost to correct them. Routine playground safety audits must be done to minimize liability.
- Address problems through the correction of hazards.
- Be pro-active to preventing accidents.
- Implement mandatory safety training for staff, immediately act on complaints, and repair equipment with parts from the equipment manufacturer.
- Document all inspections and corrective steps.

It is recommended that a weekly visual inspection of all park equipment, especially playground equipment, before and/or after heavy use periods be implemented. Any hazardous conditions should be noted and repaired immediately or closed, if repairs cannot be made at that time. More detailed monthly inspections should be conducted to ensure safe conditions of all facilities and equipment. A very thorough yearly audit of all playground equipment is highly recommended. Each of these inspections should be documented and properly filed so that work tasks can be scheduled to address any issues noted and for quick reference in case of potential law suits involving the equipment.

Risk management record keeping should include daily logs of all maintenance activities, both scheduled and unscheduled. These logs should include: the task performed, the amount of time taken, the materials needed, and the equipment used. These daily maintenance logs will aid in determining maintenance needs and future budgeting. The development of a parks maintenance plan, as described above, will provide the guidance needed in maintaining the parks, recording the necessary information to ensure the safety of the residents, and protecting the Township against potential lawsuits.

In order to provide a successful Risk Management Plan, recreation and maintenance staff, including public works personnel working in the parks, should continue to be given the opportunity to attend proper training. Appropriate training and education is provided by various organizations such as, the National Recreation and Park Association (NRPA), and the Pennsylvania Recreation and Park Society (PRPS). At least one member of

the staff should receive their Playground Safety Inspection Certification or at least attend the playground maintenance seminars offered by PRPS. The staff should be trained to perform at a minimum the following duties:

- Continual monitoring of the physical condition of all facilities and open areas.
- Conducting immediate repairs to minor unsafe facilities and areas.
- Proper posting of unsafe conditions that cannot be immediately repaired.
- Prevention of the use of unsafe equipment and facilities.
- Reporting of safety hazards in writing.
- Submission of accident reports.
- Completion of major repairs as soon as possible

Continual education opportunities should be provided for the entire staff and volunteers regarding the safety standards published by the American Society for Testing and Materials (ASTM), the United States Consumer Product Safety Commission (CPSC), and other such organizations. Each staff member and volunteer should be familiar with contact procedures concerning legal requirements and inspections for conformance to sanitary regulations, criteria for licensing, fire laws, building and zoning codes, pesticide applications, and safety procedures. As stated above, first aid supplies and safety equipment should be readily accessible and regular training of staff regarding the use of First Aid, and CPR/AED is essential. The Township should ensure that the “Right to Know” information and other information, as required by law, are posted in an easily accessible and highly visible location. Fire extinguishers should also be in an easily accessible and highly visible location in park/road department vehicles and on other equipment.

A risk management plan also requires adequate liability insurance coverage. In today’s society this is a must. The Township must continue to maintain adequate liability insurance on all park facilities, equipment and programs. Township staff must also require organizations utilizing Township parks and facilities to carry adequate insurance for their programs or events. Their policies should state “Township of Findlay additionally insured”. As new equipment is purchased, new facilities constructed, and new programs established the liability insurance should be revised to reflect the new changes.

5 Conservation of Trees & Woodlots

Introduction

Findlay Township has six different park sites of which four of the sites are in part comprised of woodlots. In maintaining parks, the woodlots are often overlooked as part of the maintenance and conservation of the park. If these areas are used for anything, it is primarily trails.

Findlay Township's desire to conserve and maintain the trees and woodlots is commendable. In order to achieve this, it is important to develop certain management goals and objectives for the trees and woodlots, such as: (1) Maintaining the health of the forest, (2) Improving and maintaining the safety within these areas to protect the park patrons from hazardous condition, and (3) Improving and maintaining the aesthetics of these areas so they can be enjoyed by the park patrons.

In developing an actual forest stewardship plan, a number of things must be taken into consideration, such as:

1. **Water Resources** – this includes all streams, tributaries and ponds located on the property.
2. **Soils** – this includes the various types of soils that make of the wooded area.
3. **Mineral Resources** – includes the different minerals that are found at the site.
4. **Habitat Inventory** – the variety of trees, shrubs and wildlife located at the site.
5. **Species of Special Concern** – any species that may be listed on the Pennsylvania Natural Diversity Inventory.
6. **Cleanup and Rehabilitation** - species of concern that should be controlled in these areas.
7. **Forest Health** – are there diseased trees, insect invasion, or invasive species present?
8. **Aesthetics** – what is the general appearance of the wooded areas?

Many of the Township's parks contain wooded areas. These resources are an important part of the environmental quality as well as aesthetic of the parks. The following are recommendations for each park:

Park Specific Recommendations

Leopold Lake is surrounded by woods comprised of a variety of hardwoods. This is an attractive site, but there are some issues, especially with invasive and/or nuisance plants, such as multiflora rose, oriental bittersweet, honey suckle, and poison ivy. Future management of this site should focus on control and maintenance of the invasive and interfering vegetation. Most species of interfering vegetation can be killed with an herbicide. The trees appear to be relatively healthy. Some trimming may be needed along the trail.

Elm Street Park has a line of spruce trees along the road. A disease has been attacking spruce trees in the last several years. It will start killing the trees from the bottom up until approximately $\frac{3}{4}$ of the branches no longer have needles. This greatly detracts from the appearance of the trees and will eventually kill the entire tree.

Old Ridge Park woodlot is comprised of hardwoods located on a steep slope. Most of these trees appear to be in good health. The transition area between the active recreation area and the steep slope should be cleaned up to improve the overall appearance of the park and offer a better view into the wooded area.

Findlay Township Community Park (Clinton) has the largest woodlot area within the park system. The woodlots are comprised of two totally separate ecosystems. Most of the wooded areas are hardwoods, but one

section is comprised of a plantation style stand of white pine. These are tall pole timber size trees that form a beautiful canopy over the open area beneath. The white pines appear to be in good health and provides a safe and aesthetically pleasing area. White pines are very brittle and branches can have a tendency to snap off easily, especially in heavy snow or severe storms.

The hardwood area near the cardinal pavilion consists primarily of locust and wild cherry. Branches from some of these trees need trimmed along the path to the pavilion. Any dead trees near the path should be removed. The poison ivy growing on trees should be controlled. Poison ivy is considered a hazard in areas where people are encouraged to congregate, such as the ball field and pavilion. Another invasive located near the cardinal pavilion is Japanese Knotweed. Japanese Knotweed is very difficult to control. Since there is not a large concentration yet, it is recommended that control methods be implemented before it gets well established. The plants should be cut off at ground level first. When they start to grow back treat them with an herbicide such as Roundup Pro. A follow up application of the herbicide should be applied within a month to insure that the roots are killed. It may take several years to fully eradicate the Japanese Knotweed since they can grow back from the smallest root fragment.

Along the main road through the park, and extending into the woodlots there is a substantial number of dead trees. A vast majority of these trees are green ash that have been killed by the Emerald Ash Borer (EAB). All ash trees on the property show signs of infection by EAB, and those that are not dead now will be dead in the next three years.

To promote both safety and aesthetics the ash trees will need to be constantly removed. Most can be felled by chainsaw and left to rot into the soil. This is important to keeping the soil nutrient chain balanced and also to provide dead logs for insects to invade, insuring a food source and habitat for bird and other forest wildlife that feed on insects. The most important trees to remove are the ones located within one tree length of the road, trail system, and recreational facilities. Many of the lights that are strung for Christmas are located on the ash trees along the road. These need to be removed so the trees can be felled. Initially the ash trees will start losing branches that could fall on anyone nearby, especially during windy conditions.

There are also a number of dead locust trees that should be removed for the same reason. Most of these trees have reached the end of their life cycle and are dying off. These trees also have Christmas light wiring strung to them.

Other trees located in the woodlots are wild cherry, maple, shagbark hickory, sassafras, and oak. For the most part these trees appear to be healthy. It is recommended to keep a close watch on the oak in June and July to see if any of the trees that have leafed out start showing signs of the leaves turning brown. This is a sign of oak wilt which predominately attacks red oak.

To the right of the entrance road just as you enter the park there are a number of invasive plants. Multiflora rose and honey suckle are prevalent in this area. Further down in the woods and along the edge of the woods is another stand of Japanese Knotweed. Another invasive to be aware of is stilt grass. It generally grows along trails and can be easily spread and can take over an area very easily. Spraying the stilt grass with Roundup Pro and then seeding the area with tall fescue can eliminate part of the problem with this invasive.

In the wooded area near the long beautiful bridge, spicebush is becoming a larger part of the understory. As the name indicates, the leaves have a very nice spice smell. This species can dominate an area and it is very difficult to control. Vanquish is currently the only herbicide that is effective for controlling spicebush.

To complete a comprehensive forest stewardship plan for the park, it is recommended that the Township work closely with their on-call forester to evaluate the woodlands within the parks and develop a stewardship plan.

6 ADMINISTRATION

The following chapter provides a review and discussion of the Township's recreation functions through an administrative lens. This chapter will focus on the areas of collaborative efforts, marketing and advertising, and general departmental policies and procedures.

Multi-Municipal Relationships and Regional Initiatives

Findlay Township has a good working relationship with North Fayette Township. The municipalities coordinate on several programming opportunities for the residents of both communities. Once a year, a multi-municipal Community Clean-Up event is held. A Family Swim is another program that both Townships work together on offering at two elementary schools on different nights. Senior Citizen Programs are coordinated to provide different programs for each of their groups to make sure there are no conflicts.

In the past, the Townships worked together to offer the Hershey Track and Field Program. This program was offered for many years, but due to a lack of participation the program was discontinued. On a larger scale the Recreation Coordinator communicates with the members of the Recreation Alliance of North Hills (RANP) concerning various questions and to share information.

The two Townships also share facilities when possible. Findlay Township utilizes North Fayette's gym where a Preschool Fitness Day is held once a year for four year olds.

It is recommended that Findlay Township continue to coordinate programs with North Fayette Township, and look for other areas and opportunities to build on this relationship. The Township should also look to partner with other recreation departments in the region in an effort to enhance programming opportunities and the diversity of program types. Consideration should also be given to further developing the relationship with RANP.

Municipal-School Initiatives

Municipal-School relationships can open up many opportunities for the municipalities to offer a variety of programs utilizing school facilities, such as: gymnasium, cafeteria, auditorium, library, computer rooms, home economic rooms, art rooms, music rooms, shop areas and possibly class rooms. The opportunity also exists for using a school's exteriors amenities, such as: playgrounds, parking lots and field areas.

This can be a win-win situation for the school and the municipalities by providing facilities that the municipalities would not otherwise have available to conduct programs. It also allows the tax payers to feel like they are getting something additional for their school tax dollars. As mentioned above, the Family Swim, as well as, other swimming activities are currently held at the school swimming pool.

Cooperative Efforts

In today's economy it is imperative to develop partnerships with other government agencies, for-profit enterprises, and non-profit associations. The establishment of these partnerships enhances opportunities for each entity through coordinated and collaborative initiatives. Partnerships have always been a part of the

park and recreation field; however, it is only recently that these collaborative efforts are becoming a vital part in the provision and management of recreation.

Individuals, communities, and businesses are beginning to realize the valuable benefits of recreation and active living, and how this can be enhanced through partnerships. Partnerships help the Township to offer a valuable service to their residents and providing them with a greater quality of life. The value for individuals includes: health benefits, stress reduction through relaxation and a sense of belonging, life-long learning, self-discovery through achievement and discovery, and cultural growth.

Recreational opportunities provided by the Township can help bring residents together to develop a sense of community, as well as, building community spirit. Community recreation keeps people connected, reduces alienation and loneliness while strengthening the community. Providing quality recreation in a community creates alternatives to self-destructive behavior, helps to prevent crime, and keeps children involved in positive activities and out of trouble.

Parks and recreation is a benefit to the community's environment through the preservation of plants and wildlife, the protection of natural resources, enhancement of air, water and soil quality, and the provision of buffers, greenways and trails. Another advantage to developing a partnership to increase recreational opportunities in the region is the economic benefit. A quality recreation and park system attracts business relocation and expansion. These businesses provide jobs, while also attracting or retaining highly educated professionals to the area. These people often decide where to live based on the leisure services provided in the community. Providing quality leisure services can further enhance the economy by attracting tourists, attracting retirees, and enhancing real estate values.

The development of partnerships in Findlay Township should include the following elements:

- They are voluntary.
- The parties involved contribute a wide variety of resources.
- The partnership is based on common goals.
- There should be an ongoing and close relationship between the partners.
- There remains openness for working together.

So why should Findlay Township consider maintaining their current partnerships and expanding them in order to provide recreational opportunities for the residents of the Township? There are three major reasons: interdependence, effectiveness, and economics.

Interdependence is imperative to the existence of the residents of the partnering municipalities. Municipal boundaries are only designated lines establishing the area of that municipality, not restricting the residents. Therefore, residents from each municipality regularly travel to the other municipalities to go shopping, dining, banking or numerous other reasons, including participation in recreation programs at facilities in other communities.

The effectiveness of municipal recreation services is increased when municipalities work together. Offering programs to a broader base of people increases the chance of having enough individuals interested to support each program. Generally associations, i.e. baseball, soccer, etc. cross borders in offering their activities and in using the required fields. Many skills are needed to provide a diverse range of programs and activities. The opportunity to locate people with these diverse skills increases through an intergovernmental partnership. This can provide additional income for the instructors and the community, while increasing the quality of life for the community's residents through recreational and educational opportunities.

The economics of a multi-municipal partnership, plus partnering with numerous other entities aids in cost savings by creating a greater efficiency in spending for recreational purposes. The economic benefits of the partnership are achieved by:

- Stretching existing resources and accessing additional resources such as:
 1. Staffing of recreation programs with a wider base of volunteers, instructors and possibly municipal staff. This provides more diversified personnel resource to draw from for program instructors.
 2. Utilization of each entity's existing facilities can contribute to cost savings and bringing new programs into the community.
 3. Sharing of equipment to operate programs or maintain park facilities.
 4. Financial resource requirements in offering programs can be reduced and potentially generate additional revenues.
- Improved opportunities for receiving grants. Partnering with other governmental agencies is looked upon favorably by grant providers. Therefore, expounding on all related partnerships when writing a grant can increase the opportunity of receiving the grant.
- Reduction in the duplication of services. Partnering in the Findlay Township area would provide a coordinated and cooperative effort in offering recreation programs and facilities which could decrease expenses involved while increasing potential revenues.
- Increased volunteer base. Partnering opens up many opportunities to tap into a greater number of volunteers and discover otherwise untapped talent resources.
- Heightens the programs credibility and visibility. Through partnering with the various organizations, businesses and municipalities, the programs and facilities available in the Township would become more credible, more visible through greater marketing opportunities, and afford a greater potential to achieve a larger attendance at programs and use of facilities.
- Potentially provide programming use of indoor and outdoor school facilities at no cost.
- Foster community relationships. Partnering in the Findlay Township area would aid in building community relationships by:
 1. Increasing networking opportunities between the entities.
 2. Developing new friendships.
 3. Opening up opportunities for professional growth.
 4. Obtaining a better understanding of how each entity functions and then utilizing the most effective methods or a combination of methods to administer the partnership. Each entity would have to agree to be fully open minded to achieve this goal and streamline the partnership.

There are many concerns when developing partnerships. However, these concerns can be overcome through proper planning of common goals and objectives. Development of a written agreement outlining the mission of the partnership, its goals and objectives, the needs of the area, projected outcomes, methods for resolving conflict, and benefits to the communities.

There are several pitfalls that can hinder the development of a successful partnership. Lack of communication is the biggest pitfall. Open channels of communication on a regular basis is needed to cooperatively develop the partnership. This is especially true at the beginning of the partnership when

entities are leery of each other. The lack of trust at this point must be overcome and a sense of trust for the benefit of the area. This may take time to develop through open discussions and the development of an agreement. In some cases development of a set of by-laws for the partnership may be necessary. Another pitfall can be each partner's sense of turf. The partners must understand that they will attain their autonomy, while contributing to the success of the partnership. Each partner and their constituents should benefit in some way from the partnership.

Other pitfalls include: (1) Fear of change which can undermine the process. This needs to be overcome as change is constantly occurring and this change in the provision of quality recreational opportunities can only improve the quality of life and economic growth of the area; (2) Lack of continuity – all key players in the development of the partnership must work to see the reality of the partnership through to its fruition; (3) Unequal distribution of benefits and costs – this may occur in some instances depending on each entity's input and existing facilities.

An upfront understanding of this can avoid future conflict. Fortunately, all of these pitfalls can be overcome through proper communication between committed individuals. The benefits derived from the partnership will greatly outweigh the perceived negative outcomes.

Above excerpts and references from:

Multi-Municipal Cooperation for Recreation and Parks (2006) Susan E. Landes

Management of Parks and Recreation Agencies (2005) Betty van der Smissen, Merry Moiseichik, & Vern J. Hartenburg

Intergovernmental partnerships are a logical way of furthering the development of a recreation initiative. Since Findlay Township already has a good working relationship with North Fayette Township, it would be beneficial to seek additional ways to expand the current partnership and perhaps enlarge the opportunities by coordinating with other municipalities in the area. A good example of an effective partnership like this is the Recreation Alliance of North Pittsburgh.

Expanding efforts in the municipal-school partnership could provide valuable resources to the communities by further utilizing school facilities and drawing on the knowledge the school district could share with the community. Since there is already a working relationship with the school district, this should be easy to expand upon.

Area businesses can play an active role in a recreation partnership, although it may be more of an indirect rather than a direct role. Since the economy has a great impact on business, establishing successful recreation programs can help enhance the economy, thereby helping the area businesses. Often larger businesses such as coal, gas, water, electric and trash removal companies are willing to provide support for recreation in an area to improve their image. In the case of Findlay Township, Dick's Sporting Goods has already played a significant role in supporting the community.

Service organizations are part of every community. A large part of their service to the community is raising funds and dispersing them to good causes in a community. The support programs and the development of facilities in parks is one of the many causes that these organizations often support. Considering service organizations as partners in the Township could be a benefit to the community.

Sports associations comprise a major part of park facility usage. Since they are in the parks and using the facilities on a regular basis, their support is crucial to the successful operation of the facilities. They are providing a service to the community through the programs they provide for the youth of the area, and in some cases for adults as well. Partnering with these associations ensures continued sport programming, and through proper agreements with them, continued improvements to park facilities.

Scouting groups have been in existence for a long time and they are very open to working with communities. Many scouts grow up to be community leaders through their volunteer efforts and early leadership opportunities. Partnering with these organizations provides the region with benefits now and into the future. Findlay Township has worked with both the Boy Scouts and the Girls Scouts for many years through various events and projects. This continued relationship will help build quality individuals while enhancing activities in the community.

There are a number of athletic associations in the Findlay Township area that use park facilities. They are:

1. Findlay Athletic Association (FAA) which provides t-ball, baseball, softball and flag football for the Township.
2. West Allegheny Youth Soccer Association (WAYSAs) provides soccer opportunities for the school district for ages under 5 to under 19. They use fields in North Fayette and Findlay Townships and use Findlay's Recreation and Sports complex for a four day camp each year.
3. West Allegheny Youth Association offers youth football and cheerleading for ages 7 & under to 13 & under in the West Allegheny School District. They use some of Findlay Township's fields for practices.
4. West Allegheny Wrestling provides wrestling opportunities for ages 5 to 12 years.
5. West Allegheny Inline Hockey services youth from elementary through high school age. They use Findlay Township's deck hockey court in the spring and summer.
6. West Allegheny Basketball Association (WABA) provides basketball programming for boys and girls 1st through 12th grade.

It is recommended that a written agreement with each organization using the facilities on a regular basis be developed and signed by the Township and the organization. A properly written agreement will protect the rights and interests of each party, their participants, the facilities, and liability issues.

Written agreements with each of the applicable organizations would outline specifics regarding the use, maintenance and insurance issues concerning the fields and other facilities they utilized on park property. These agreements should cover any potential costs involved in the maintenance and upkeep of the facilities and the responsible party. In many communities, the associations using municipal facilities are charged a fee for use of the facilities. It is understood that these groups do not currently pay a fee for use of park facilities. If a fee structure were to be established, following is a list of various that other communities have established.

- A formula using a base rate times the total number of hours of use of the facility.
- A formula using a base rate and the percentage of community residents vs. non-residents.
- A formula using a combination of the above.
- A flat rate per acre
- A flat rate per acre minus any improvement costs incurred by the association.
- The association pay for materials for all improvement and the municipality provide the labor to do the improvements.

These are a few examples of how fees can be structured or how the associations and municipalities can work together to help defray expenses and improve facilities. If Findlay Township ever decided to develop a reasonable fee structure for the associations, it could be incorporated into the associations registrations and paid to the Township to cover associated costs in maintaining the facilities used by that association.

Public Relations & Marketing

It is important for the residents of the Findlay Township to be aware of the facilities and any future programs that are offered. Therefore, spending resources on public relations and marketing is money well spent. Public relations, marketing, customer service and community relations are four complementary functions that have the same goal: making the recreation and park services more successful.

In order for any marketing strategy to be successful you have to know the needs of the community and offer programs that will meet those needs. The programs have to be high quality and offered at a reasonable cost. Using catchy titles for programs is another way that often encourages participants. There are seven principal types of marketing communications used by municipal recreation and park agencies: (1) personal selling; (2) advertising; (3) incentives and special promotions; (4) point of participation communications; (5) publicity; (6) word of mouth; and (7) post-participation communication. Each of these should be explored and incorporated into future marketing efforts as programs are developed. (*See the handbook "Municipal Recreation Programming" chapter four for more details on marketing*)

Public relations and proper marketing is the key to successfully providing a vibrant parks and recreation programming initiative. As the Township continues to develop facilities and additional programming, it is important to remember that two of the most effective methods for promoting the facilities and programs are by word of mouth and participation in past events.

This is true in almost any area where quality programs and events are offered. Currently the Township sends out three recreation newsletters each year: a winter/spring newsletter, a summer newsletter, and a fall newsletter. Each newsletter consists of eight pages explaining facility rentals, program registration, and upcoming programs.

The Township also sends out the Findlay Township Update that provides pertinent information about the Township along with updated information concerning recreation. In the summer the Township Messenger is sent to residents providing a variety of information, including information about the "Fair in the Woodlands".

Flyers are used for certain programs, such as "Fair in the Woodlands". This is an effective method for providing information to the residents. Flyers can be used to inform residents through the businesses and as inserts or articles in church bulletins. Circulating flyers through the schools is a very effective in reaching many of those with school age children, but it eliminates everyone else. If the programs being marketed are for the school age group, it is important to include those children who attend parochial schools or those who are home schooled.

The local newspapers are an effective method of providing information to the residents in the area, if they receive a newspaper; however, not everyone receives a newspaper.

Signs are a very effective way for providing information about upcoming programs. The use of street signs, if permitted, using digital display signs when available, and other signage such as; banners, kiosks, bulletin boards, store windows, etc. provide viable opportunities for marketing. Other visible methods are through information on Township maps or even placemats in restaurants.

The Township uses its website to provide information for the community with a variety of happenings in Findlay Township. This is becoming a very effective way for residents to obtain information, especially for the younger generation. It is imperative that the Township continue to maintain and update the website so that everything is current. The on-line calendar provides a great 'at a glance' view of the programs and events.

The program registration requests participants email address along with the other required information. From this, a database of email addresses should be developed and maintained to alert residents of upcoming events. The email list could be used for a Bi-weekly/monthly e-newsletter to provide information on activities, meetings or other area happenings. Currently the Township partners with Macaroni Kid Robinson which provides a local email newsletter that advertises all programming in the community.

Perhaps one the most popular and cost effective methods of providing information to the community is through Facebook. This does limit you to those who are on Facebook, but it is becoming more popular and one of the best ways to communicate. When setting up a municipal Facebook page, make sure it is done properly to protect the community.

All of the methods listed here are effective ways to reach the residents with the desired information concerning events in the Township. As additional recreational activities are developed, and new technology becomes available, the Township will need to expand their marketing efforts. In order to guide the Township in the area of public relations and marketing, policies should be established to ensure proper methods are used.

Policies & Procedures

Findlay Township has a few established polices and procedures. The Township uses rental reservations for those renting their pavilions. Township resident, business and groups can reserve the pavilions in early February, while non-residents, business and groups can reserve the pavilions starting April 1st. An established set of pavilion rules must be followed when renting the pavilion. The Township also has an established set of rules and regulations for the parks that are posted in several kiosks within the parks.

In order to administer quality recreation, it is imperative to be well organized, which Findlay Township appears to be. Establishing a well-defined administrative manual helps to keep important information easily accessible. The administrative manual may need to be broken down into several different manuals including: a general operation manual, a park operation manual, a program operation manual, and a facility rental manual. Each of these manuals should include subsections, as shown below, with pertinent information pertaining to the main topic. The development of an administrative manual should adhere to the mission statement, goals and objectives as defined by the Township.

The administrative manual components shown below provide a guideline for the development of a manual. Depending on Township needs, some listed information may need to be deleted, while other information may need to be added.

Administrative Manual

General Operation Manual

- Ordinance establishing a Recreation and Park Board, Mission Statement, Goals & Objectives
- Organizational Chart, Job Descriptions, Personnel Evaluation Forms
- Job Application, Hiring Procedures, Sample Time Sheets, Vacation Request Forms, Daily Work Log, In-Service Training Procedures
- Personnel Policy Manual
- Union Contracts, Seniority List
- Insurance Information – Health Insurance, Life Insurance, Etc.

- Emergency Procedures, Accident Report Procedures, Right-To-Know Information
- Fees Schedules, Budget Information, Table of Organization
- Personnel Certification Requirements
- Personnel/Volunteer Background Check Requirements

Parks Operation Manual

- Park User Letter, Hold Harmless Agreement, Park Rules & Regulations, Field Scheduling Policy
- Park Inventories – Equipment, Supplies, Facilities, Etc.
- Risk Management Plans – Inspection Forms, Work Schedule Chart, Pesticide Application Form
- Cooperative Agreements
- Equipment Replacement Schedules
- Park Product & Vendor List
- Facility Rules & Regulations – Playgrounds, Fields, Courts, Etc.
- Grant Information
- Park Signage Guidelines
- Park Volunteer Guidelines

Program Operation Manual

- Program Policy Guidelines, Program Registration Form
- Program/Event Security Guidelines
- Public Relation & Marketing Guidelines & Sources, Newsletter Guidelines, Program Sign Guidelines, Flyer Guidelines, Etc.
- Programming Fees & Charges, Non-resident Fee Policy, Procedures for Financial Expenditures & Collection of Program Fees, Policy Establishing Fees Charged for Programs, Financial Reporting Forms
- Policies for Fund Raising
- Sponsorships Guidelines & Contracts
- Program Grant Opportunities
- Program Guidelines Specific to each Program – Special Events, In-house Instructor Based, Private Instructor Based
- Program Forms, Program Evaluation Forms, Act 33 & 34 Clearance Forms
- Cooperative Agreements
- Vendor Lists & Contracts– Entertainment, Food, Activities, Products, Instructors, Purchasing Information & Procedures
- Program Volunteer Guidelines

Facility Rental Policy Manual

- General Rental Information
- Field Rental Policies & Fees
- Court Rental Policies & Fees
- Pavilion Rental Policies & Fees
- Building Rental Policies & Fees
- Special Events (conducted by others) Policies & Fees

Developing this type of document will provide the Township staff with valuable information that is easy to locate. It will allow the staff to function in an organized and effective manner in all areas of administering recreation and park demands.

Record-Keeping Procedures

Accurate record keeping is vital to the success of any recreation and park effort. It ensures the effectiveness and efficiency of the program, and will eliminate the possibility of forgetting important information that can be used in the future to advance and/or protect the municipality in many areas. The importance of keeping good records cannot be over-emphasized. They are especially important when you are writing grants, preparing the budget, submitting for awards, and in the case of liability issues. The Township staff currently keeps records, such as: playground inspections, certain maintenance records, and program records.

Following is a list of records that should be maintained, updated continuously, and filed properly for quick reference.

- **Program attendance records** – these are effective in determining if the program is growing, maintaining status-quo or losing participants. Although attendance will vary with the seasons, over a period of time it will help determine when specific programs should be offered.
- **Program evaluation records** – these records will provide direction in offering programs that meet the needs of the residents and ways to improve the programs offered.
- **Inventory records** – these records will help the staff know what equipment and facilities are available, when they were purchased and constructed, where they were purchased, who was the manufacturer, their condition and any other pertinent information concerning the product or facility. These are especially important if the product or facility has a warranty.
- **Replacement records** – these provide guidance for budgeting, as well as, determining quality of the product or facility, and if the department received full value from their initial purchase.
- **Equipment maintenance records** – these records ensure that all of the equipment is properly maintained, preventative maintenance is used, and warranties are protected.
- **Inspection records** – these are especially important in risk management. They will record all pertinent information needed to ensure the safety of the users, report damages, make repairs in a timely manner, and avoid potential liability issues.
- **Pesticide application records** – detailed information on any pesticide applications must be maintained to avoid potential liability issues, and to establish proper maintenance of areas where these applications are applied.
- **Daily work log** – this will provide the essential information for scheduling, determining what the staff is accomplishing, how long it takes them to complete a project, and additional staff needs.
- **Volunteer records** – maintaining a list of volunteers, the projects or programs they are involved with and the number of hours they work, will provide important information for retaining volunteers, determining future volunteer needs, and providing volunteers with information they may need in obtaining jobs, scholarships, etc.

As the recreation and park efforts grow other records and various forms of information will have to be recorded, filed and maintained to meet the growing needs of the Township, assist in budget preparation, and protect the municipality.

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7 AGENCY PERSONNEL

This chapter will assess the Township's overall organization, Park and Recreation staffing as well as discuss potential methods to creatively expand resources while minimizing municipal cost and exposure.

Organizational Chart

An organizational chart shows how the people in an organization are suppose to work together, who is responsible for what, who reports to whom, and how each person is expected to relate to everyone else in the organization. It also shows how one department is suppose to work with all of the other departments in the organization.

For municipal government, a functional organization chart is typically used. Functional organizations are made up of specialized departments, i.e. police, public works, building/zoning, parks and recreation, finance, etc., each of which is headed by a specialist in that area. In this form of organization the experts are not only advisors, but, they are also in the chain of command and deal directly with issues, decisions, staffing, etc.

For an organization structured in this way, it is critical that department heads, supervisors, and employees recognize their roles in the larger. It is equally important that all individuals in the organization are aware of their effects on other department's actions (Effective Supervisory Practices). Therefore, continual communication between departments is necessary to operate effectively.

The general information contained within the key elements of the above referenced organizational chart provides guidance for the organizations employees and volunteers. Findlay Township has an existing organizational flow chart under which its employees operate. (*See Table 10-3 Township of Findlay 2012 Comprehensive Plan*) The existing organizational chart efficiently serves as a guide for Findlay Townships Parks and Recreation. As the department grows in the future, the organizational chart should be updated and revised to accommodate changes within the department.

A functional organization chart is a good tool to have in place to indicate the chain of command for all aspects of parks and recreation, including the positioning of the Fair in the Woodlands Board and the Recreation and Park Advisory Board, if one were to be created in the future. Should a Recreation and Park Advisory Board be created, a revised organizational chart, such as the short term chart shown in Figure 5-1 in the 2000 Comprehensive Recreation, Park, and Open Space Plan, should be in place prior to creating the Board. Having this in place, along with by-laws, will provide the Board with a better understand of their role in the community.

Parks and Recreation Personnel

The Township of Findlay has two divisions within the Parks and Recreation Department. Staffing in the recreation division consists of the Recreation Coordinator who reports to the Township Manager. The Recreation Coordinator is responsible for the administration of a comprehensive year around recreation program. The Recreation Coordinator is charged with the responsibility of overseeing other staffing in the area of recreation consisting of part-time lifeguards for the swimming program, program instructors, and volunteers for programs.

Staffing in the parks division consists of three full-time personnel and seasonal personnel. The Parks Coordinator reports to the Township Manager and oversees other full and part-time employees within the parks division. The Parks Coordinator's primary responsibility is to maintain all of the parks and recreation

areas in a safe and aesthetically pleasing manner. The Parks Coordinator is also responsible for coordinating special events, such as the fishing derby.

There are two Assistant Parks Coordinators who report to the Parks Coordinator. This position is similar to the Parks Coordinator with the major portion of the work that they perform consisting of maintenance tasks in the parks, and assistance with some recreational activities.

Seasonal Park Laborers are hired for the summer. They work from May through August on all forms of general maintenance tasks within the parks. In addition to the above mentioned staff, the Township's Activity Center has two custodial staff responsible for maintaining the building.

The Township has detailed job descriptions for the Recreation Coordinator, the Parks Coordinator, and the Assistant Parks Coordinator positions. Having detailed job descriptions in place allows the Township to provide both new and current employees with details as to what their positions entail. These descriptions should be reviewed regularly and discussed with current employees.

As things change within the parks, items may need to be added or deleted to the job descriptions to keep them up to date. All current and any new employees should have a copy of their up-to-date job description. It is imperative for summer personnel to have an understanding of the position they hold. Therefore, a job description should be written that describes the duties and responsibilities of their position and the skills required for the position. This should be given to the summer employees before they start. Doing so will not only give them an understanding of their responsibilities, but will also be a way to educate seasonal staff about the job requirement, duties and what is expected of them.

Volunteers

Volunteers are an integral part of providing adequate staff in the field of parks and recreation. Currently, the Township has a volunteer base that starts with the three Township Supervisors that broadly oversee parks and recreation in the community. Although the Township does not currently have a Parks and Recreation Board, there are several other groups that assist with certain aspects of recreation in the community. The Rainbow Playground organization is a 501C-3 organization that obtains donations for development and maintenance specific to the playground. Another active group is the Fair in the Woodlands Board. This group develops the fair each year with assistance from the Recreation Coordinator.

Staffing is a problem faced by almost every parks and recreation department. There is just never enough staff to accomplish everything that needs to be completed, therefore, it is imperative to establish a sound group of volunteers to assist with programming and other aspects of parks and recreation. The following list provides some ideas for potential volunteer resources that can be found in almost every community:

1. **Recreation and Park Board** – The municipal code that the Township of Findlay operates under authorizes the Township to establish a Parks and Recreation Board. A Park and Recreation Board can be either a policy board or an advisory board. However, in most cases the board is an advisory board.

A Park and Recreation Advisory Board can consist of anywhere from five (5) to nine (9) members who are appointed by the Township Supervisors. The members of a Recreation and Park Board generally serve a five (5) year term that can be renewed. The members are volunteers who serve without pay. The Board elects a Chairperson and a Secretary each year to serve one (1) year at which time another election is held. Other officers may be elected, as deemed necessary.

An Advisory Board's responsibility is to recommend to the Supervisors various policies to meet the recreational needs of the community residents. They are also responsible for planning,

promoting and supervising various programs, providing guidance concerning park development, financial needs, future staffing needs and recommendation for future open space acquisition.

In order to properly create a Parks and Recreation Board, Pennsylvania municipalities must pass an ordinance at a public meeting of the governing body detailing the board's title, number of members, powers, duties, responsibilities and organizational structure. (*Detailed information on creating a Board can be found in "Recreation and Parks Board Handbook" obtained from DCNR's free publications.*) Once a board is created it should develop a set of bylaws. A sample set of bylaws is included for use as a reference. See Appendix B.

2. **Boy Scouts, Girls Scouts & similar organizations** – The opportunity to work with these groups is very rewarding for both the organization and the community. They are generally required to do community service and/or projects to earn merit badges or advance to higher levels in the organization. Utilizing them to help with programs can provide much needed assistance in running games and other activities. A Boy Scout, working on his Eagle Scout project, may provide a park with a new facility or other features that may not otherwise be constructed. This provides them the opportunity to use their leadership skills and learn at the same time.
3. **Community service organizations** – These organizations can come in many forms such as: church groups, student groups, women's organizations, or service organizations such as: the Elks, Moose, Lions, Rotary, etc. All of these organizations will often offer their services and/or financial support to help the community provide a higher quality of life for the residents.
4. **High School/College Students** – Students will look for opportunities to do volunteer service so they can include the information on their applications for scholarships or on resumes. This is an excellent resource for obtaining volunteers for programs or small projects.
5. **Corporate volunteers** – Many businesses now require their employees to contribute volunteer time in various capacities. Connecting with these companies and establishing viable volunteer opportunities that are interesting and rewarding for their employees can develop a long lasting source of volunteers. Working with a special needs event is especially rewarding.
6. **Required community service individuals** – These are generally individuals that have been in trouble with the authorities for some minor violation of the law. The courts normally require them to do a certain number of hours of community service in lieu of fines and/or jail time. These individuals are generally given minor maintenance tasks to complete or they may help with special events. The number of hours they are required to work are generally not enough to depend on them for any major projects. The individual/parent or legal guardian should be required to sign a waiver indicating that they are not covered under workmen's compensation and indicating the final number of hours they complete. See sample form in Appendix B.
7. **Concerned Citizens** – These individuals are citizens that are genuinely concerned about the welfare of the community and are willing to devote some of their time to benefit the community through wholesome recreation opportunities. The Fair in the Woodlands Board would be a good example of this.
8. **Friends Groups** – Friends groups are usually concerned citizens that have gone a step further to support the community. They are normally set up as a non-profit 501 C-3. These groups will be discussed more under the finance section. A Friends Group should be considered as a way to help further the development of recreation and parks. The Rainbows End Playground Group is an excellent example.

9. **Adopt-A-Park** – This is a group that will adopt a specific park as their project and help with maintenance and various projects in that park.
10. **Renewal Incorporated** – This organization provides prisoners the opportunity to go out and work in communities as volunteers assisting with various projects.
11. **Senior Community Service Employment Program** – This service provides older adults the opportunity to work at no cost to the municipality. www.experienceworks.org
12. **Student Conservation Association** – Provides students of all ages volunteer opportunities, including summer programs and internships serving and protecting national parks, forests and urban green spaces. www.theSCA.org
13. **AmeriCorps** – This is a national service program that allows people of all ages and backgrounds to earn money which helps pay for education in exchange for a year of service. Some funds may be required to pay these individuals. www.americorps.org

The above list of volunteer resources helps provide some areas from which to seek volunteers to supplement staffing for the parks and for programs. Even though these individuals are generally not paid for their services, there is an extensive amount of time and effort involved in locating these individuals and providing the proper guidance, training and direction to maintain quality in the parks and programs they are associated with. It can often be difficult to retain volunteers on a consistent basis. As such, new volunteers and opportunities should be continually sought. Moving forward, the use of volunteers will need to be further developed and expanded as recreational demand and opportunities expand in the Township.

There are other staffing opportunities which can extend municipal capabilities and assist in the areas of parks and recreation. However, many of these potential staffing opportunities will require the dedication of some municipal funds. The following list provides examples of some of these potential opportunities:

PHEAA - Pennsylvania Higher Education Assistance (PHEAA) offers a work study program for students in the field of parks and recreation, as well as other fields. Local government agencies can apply to receive a list of students in the area who are eligible for this program. PHEAA will pay 40% of the student's wages while working under the work study program. Work-Study program students not only earn money to contribute to their educational costs, but also enhance their classroom learning with valuable work experience while assisting the municipality by providing community service. This is an excellent opportunity to help a student get experience while keeping the wage costs down for the recreation and park program. If interested in participating in the PHEAA Work-Study program, an application should be submitted by December for the upcoming summer program. www.pheaa.org

Local Government Academy – LGA sponsors a Municipal Intern Program where both graduate and undergraduate students from all area colleges and universities are invited to attend a Municipal Intern Fair. A certain number of paid internships are available each year through the Municipal Intern Program. The program provides a service to various communities by placing students in municipalities to complete their summer internship programs. The students work full time for a twelve week period during the summer focused on a particular project. A student working through this program could help in a number of project areas.

The Pennsylvania Conservation Corps – PCC can provide two valuable benefits to a community. First both men and women between the ages of 18 and 25 can join the corps for a one year term of service which can be extended. Preference is given to the economically disadvantaged. They are paid for their service as a corps member and gain valuable work experience through the completion of substantial and needed projects. They receive on the job training in a variety of trades depending on the project they are working on. Depending on the individual, they may be offered adult literacy tutoring, life skills training, vocational education, college

courses, job-search workshops and the chance to earn an equivalent high school education. This program offers interested individuals an opportunity to make a major difference in their life.

The second benefit is to the community. A municipality can submit an application to have the PCC come into the community to work on a project. Municipalities that are awarded a PCC project receive the services of a crew for one year; most also receive funds to cover the cost of materials for the project and contracted services. www.pcc.org

Intern & Practicum Students - There are a number of colleges and universities that offer course curriculums in the area of parks and recreation. The students studying in the various fields offered within the parks and recreation departments are required to do practicums and internships before earning their degrees. These students are an excellent source of help for municipal recreation programming.

A practicum student usually has to work 120 hours to complete their requirements, while an intern student has to do anywhere from 400 to 600 hours of work to complete their internship. These students like to find positions where they are paid, but it is not a requirement that they are compensated. Since these students are in the field of parks and recreation, they usually have a genuine interest in what they are doing, knowing that they will be graded on their efforts and that there are potential jobs opportunities that can come from this work. As part of their work they are normally assigned a project to complete that will benefit the community.

Penn State University, Slippery Rock University, California University, Butler County Community College, Lock Haven University, York College, East Stroudsburg, Temple, as well as a few other schools in Pennsylvania, can be contacted to locate students that are potentially available for doing a practicum or internship. Should the Township be interested in providing an opportunity for these students, these institutions should be contacted the fall before they will be needed for the position.

Program Instructors – Most program instructors want to be paid for their services. However, you can find individuals who are more interested in improving the quality of life in the community through recreational programs. These instructors are usually residents of the community that have special talents that they are willing to share with others by providing classes or programs for interested individuals. This provides an excellent opportunity to get residents involved in helping to improve the community at a nominal fee. It does take some time and effort to locate these people and to convince them that they have something to offer to the community.

Peer to Peer Consultant – The Peer project is a consulting service coordinated with the Bureau of Recreation and Conservation to help the grantee solve an existing problem or improve services in a specific area. This service provides the grantee with management related technical services of an experienced professional who has extensive training, knowledge and experience in the issues related to the project. When the project is completed, the grantee will be provided with a course of action, a set of recommendations to help address the problem studied, and will be encouraged to consider and implement the proposed recommendations. (Taken from the DCNR Peer-to-Peer Technical Assistance Projects General Information and Guidelines)

The above information supplies a variety of different methods to provide additional staffing for parks and recreation in the community. Additional research into each area may be required to determine which opportunities are a viable alternative for your community.

Personnel Policies

Findlay Township has a very detailed personnel policy manual. Every employee, especially new hires, should be aware of the information contained within the manual. It will help them understand their rights as an employee, and their requirements as an employee of the Township. This will help avoid potential personnel issues that may arise in the future.

The manual indicates that employees are provided opportunities to attend educational sessions. Continued training and education is very important in keeping employees and volunteers up-to-date on changing trends and issues in their respective areas. Staff should be aware of upcoming conferences, workshops and seminars that may benefit the employees and volunteers serving the community.

There are numerous opportunities for personnel to attend educational programs throughout the year, such as: the playground maintenance workshop, trail maintenance workshops, and turf and infield maintenance workshops. DCNR and the Pennsylvania Recreation and Park Society offer many learning opportunities throughout the year for maintenance employees and administrative employees. These organizations also offer a variety of programs specifically for Park and Recreation Boards. If the Township would decide in the future to appoint members to a Park and Recreation Board, these programs would help the Board have a better incite into their roles in the community and into how to improve recreation and park experiences for the residents of the Township. It is recommended to continue providing employees and volunteers the opportunity to attend available workshops, seminars and conferences.

Staffing Needs

Currently, the Township secretarial staff assists with various forms of office support. As the Township grows a parks and recreation secretary should be hired to relieve current staff from some of the office responsibilities so that they can concentrate on their primary responsibilities. With future expansion of programs and facilities, it may be beneficial to hire a Parks and Recreation Director to oversee both current divisions in the department, while handling many of the administrative responsibilities that are currently undertaken by the manager.

Appointing a Parks and Recreation Board would provide additional guidance for future park development, facility recommendations, and program development. Parks and Recreation Boards are especially helpful with the development of programs and acting as built-in volunteers for assisting at special event programs.

The current Parks Department staff has been able to maintain the parks in a relatively good condition. There are a lot of additional maintenance and upkeep tasks, as noted on the park facility matrix for each park, which should be undertaken to further improve the facilities. It may be necessary to hire additional seasonal personnel to accomplish these tasks. Hiring a retired person who could work from April 1st through October 31st, or perhaps two or three retired people that would share the work hours throughout that period, would provide additional maintenance help during some of the busiest times of the year. The Township has done an excellent job in the development of facilities to meet the needs of the community. However, as additional recreation facilities and areas are developed, maintenance must be considered and dedicated staff hired to properly maintain the areas and facilities to the high standards that the residents should be provided.

It is important for the Township to continue with quality development, maintenance, and programming of recreation and parks for several reasons: (1) quality recreation programs and parks decrease the crime rate; (2) they enhance the quality of life for the residents; (3) they improve the economy; (4) they encourage new residents to move into the area increasing the tax base; (5) it can encourage more tourism; (6) parks increase property values and attract business and industry; and (7) recreation programs improve fitness and wellness of the residents. In order to achieve this, adequate staffing is required to meet the demands and needs of the residents and properly maintain the facilities.

8 FINANCE

Tax Support Comparison

The most difficult issue facing almost every community in the quest to provide safe and aesthetically pleasing parks, and a variety of quality programs is funding. Many communities face unexpected issues yearly either within their parks, or within other municipal departments that often require funding to be redirected leaving inadequate financing to provide and maintain facilities and programs for their residents. The funds needed to support facilities and programs generally come from a municipality's general fund. Since all departments must draw from the general fund to cover their operating and capital budgets each year, it is impossible for each department to be fully funded yearly. In the past and still in some communities today, park and recreation funding has been one of the first areas to be cut when funds are tight. However, many communities are becoming aware of the value of setting funds aside to provide quality facilities and programs. Over a period of time the value of recreation can be recognized through a reduction in crime, increased economic benefits, and improvements in the quality of life of the residents.

The following table shows the overall budgeted revenues for Findlay Township from 2008 through 2012. This table only indicates total revenues. For a detailed line item breakdown, the complete budget must be viewed.

Tables 8.1 – Findlay Township Revenues

	Budgeted 2008	Budgeted 2009	Budgeted 2010	Budgeted 2011	Budgeted 2012
Total Revenues	\$6,496,371.88	\$6,849,463.93	\$6,856,339.00	\$7,841,997.00	\$8,250,678.00
Percentage Increase	3.6%	5.4%	.1%	14.4%	5.2%

The revenues for Findlay Township have increased yearly since 2007. These increases varied partially due to the economic conditions at that time. In 2011 there was a significant increase in revenues due to increases of \$10,000 or more from the following revenue sources:

<u>Source</u>	<u>Increase</u>
Parking Tax	\$829,636
Realty Transfer Tax	\$ 20,000
Building Construction	\$ 20,000
TAN Interest	\$ 20,000
Municipal Pension State Aid	\$200,690

A few areas in the budget had a decrease of \$10,000 or more totaling an \$81,255 decrease in those areas.

The Township has a variety of resources from which revenues are obtained. Municipal taxes are one of the main sources for revenues. Recreational fees and charges, such as program user fees and rental charges, are another source of additional revenues yearly. Yearly donations continue to build the revenue stream for the Township. Grants, primarily from the Community Development Block Grant and the Department of Conservation and Natural Resources have continued to provide resources to continue the development of the parks.

Revenues and Expenditures

The following table shows the overall budgeted expenditures for Findlay Township from 2008 through 2012. This table only indicates total expenditures. For a detailed line item breakdown, the complete budget must be viewed.

Table 8.2 – Findlay Township Expenditures

	Budgeted 2008	Budgeted 2009	Budgeted 2010	Budgeted 2011	Budgeted 2012
Total Expenditures	\$6,119,826.73	\$6,466,889.93	\$6,747,744.00	\$7,033,402.00	\$8,250,678.00
Percentage Increase	-2.3%	5.7%	4.3%	4.2%	14.8%

Findlay Township's expenditures since 2007 have been relatively stable, with the exception of 2008 when the economy collapsed and expenditures for the township were less than in 2007. The significant increase in expenditures in 2012 were primarily from a transfer to the police pension fund.

The following table shows the budgeted recreation revenues for Findlay Township from 2008 through 2012. The budgeted revenues initially increased, but has shown a steady decline since 2009.

Table 8.3 – Findlay Township Recreation Revenues

	Budgeted 2008	Budgeted 2009	Budgeted 2010	Budgeted 2011	Budgeted 2012
Recreation Revenues	\$14,412	\$16,070	\$12,075	\$10,869	\$9,394
Percentage Increase	-2.9%	11.5%	-25%	-10%	-13%

With the exception of 2009, recreation revenues have shown a steady decline. There are a variety of issues that could be attributed to this decline. Perhaps the most significant could be the large number of choices of programs being offered by many different entities, especially for youth.

The following table shows the budgeted park and recreation expenditures for Findlay Township from 2008 through 2012. These expenditures have shown a steady increase with the exception of 2011 where there was not a projected increase in expenditures. However, 2012 proposed budget had a significant increase.

Table 8.4 – Findlay Township Park & Recreation Expenditures

	Budgeted 2008	Budgeted 2009	Budgeted 2010	Budgeted 2011	Budgeted 2012
Park & Recreation Expenditures	\$423,367	\$449,053	\$478,154	\$478,154	\$574,392
Percentage Increase	-.9%	6.1%	6.8%	0%	20%

Expenditures for park and recreation have seen up and down cycles. In 2008 there was a slight decrease in expenditure, while 2012 experience a significant increase. The large increase would be attributed to a larger capital budget.

The next table gives a detailed description of the percentage of the budget designated to each major segment of Findlay Township's budget from 2008 through 2012. This provides a better understanding of the percentage of the budget going to parks.

Table 8.5 – Findlay Township Expenditures Comparison

Expenditures	Budgeted 2008	Budgeted 2009	Budgeted 2010	Budgeted 2011	Budgeted 2012
General Government	7.6%	7.5%	7.5%	7.2%	6.3%
Tax Collection	1.7%	1.8%	1.8%	1.7%	1.5%
Buildings	1.9%	2.2%	2%	1.9%	1.6%
Police	36.1%	36.1%	36.8%	35.3%	31.6%
Dispatching & Base Services	7.8%	7.8%	7.8%	7.2%	6.7%
Fire	4.3%	4.2%	4%	3.8%	3.4%
Protective Inspection	2.3%	2.2%	2.3%	2.7%	2%
Planning & Zoning	2.4%	2.4%	2.4%	2.3%	2%
Emergency Management	.08%	.08%	.05%	.05%	.04%
Health & Human Services	.18%	.18%	.21%	.25%	.23%
Rubbish Collection & Recycling	.8%	.93%	.92%	.96%	.86%
Public Works	17%	19.1%	18.8%	18.6%	16.5%
Transportation	.27%	.16%	.04%	.04%	.13%
Parks & Recreation	6.9%	6.9%	7.1%	6.8%	7%
Civic & Military Contributions	.016%	.015%	.014%	.014%	.018%
Miscellaneous Expenses	6%	4.6%	5.2%	3.5%	4.5%
All Insurances	4.5%	3.6%	3.3%	2.9%	3.3%
Transfer to Police Pension					13%

Findlay Township has supported recreation through taxes for many years. The chart above provides a detailed comparison of expenditures for recreation in relation to expenditures for other municipal expenses. As shown in the chart only police, public works, and general government expenses exceed the expenditures for recreation over the past five years. Police expenditures are approximately 5% higher, public works are approximately 3% higher, and general government is only slightly higher overall. It is recommended that Findlay Township continue to provide tax dollars to enhance recreation facilities and programs through continued development, adequate maintenance, and increased programming

The following table compares communities in western Pennsylvania with populations less than 10,000 that are somewhat comparable to Findlay Township.

Table 8.6 – Comparison of Park & Recreation Expenditures

Community	County	Population	Operating Budget	Per Capita Budget	Capital Budget	Budget Per Resident
Clairton City	Allegheny	6,797	\$154,000	\$18.33	\$80,000	\$9.52
Clarion Borough	Clarion	6,185	\$78,949	\$12.76	-	-
Collier Township	Allegheny	7,080	\$506,000	\$71.47	1,350,000	\$190.68
Donora Borough	Washington	5,653	\$13,050	\$2.31	\$8,000	\$1.41
Findlay Township	Allegheny	5,060	\$574,392	\$113.52	\$54,035	\$10.67
Forest Hills	Allegheny	6,518	\$270,577	\$41.51	-	-
Marshall Township	Allegheny	6,915	\$304,034	\$43.97	\$18,000	\$2.60
Ohio Township	Allegheny	4,757	\$134,335	\$28.24		
Averages		6,120	\$254,417	\$41.51	\$302,007	\$42.98

According the above comparisons, Findlay Township is doing an excellent job in providing financing for parks and recreation in the community. The number of residents in this comparison is a little below the average number of the communities it is compared too. However, recreation expenditures are 273 % high than the

overall average. Based on this information, it is no wonder that Findlay Township has some quality facilities for their residents, including more unique facilities such as the concrete skate park and the deck hockey court.

Budgeting Process

The Parks Coordinator develops an operating budget for the parks and presents it to the Township Manager. After meeting with the manager a final draft is developed and presented to the Board of Supervisors. After discussions the Township Supervisors establish the final budget and formally approve it at a public meeting. Capital budgets are due by September 14. The Township has a six year capital improvement program that currently outlines capital expenditures through 2017. The Recreation Coordinator develops an operating budget, discusses it with the manager and submits the proposed budget.

To properly develop a good budget, it is imperative to analyze the previous year's revenues and expenditures taking into account the economic conditions at the time, and seeking employee input. Budget expenditure considerations include: (1) proposed program expenses; (2) administrative expenses; (3) staff expenses; and (4) park expenses: such as utilities, maintenance supplies, and equipment. Budget revenues are projected for the fees collected from various sources. After collecting the required information a participant recreation budget, an operating budget, and a capital budget should be generated for the upcoming year.

Funding Sources

Most communities are able to charge user fees to finance recreation programs on at least a break-even basis. Fees and charges are perhaps one of the best methods to cover programming costs. Through user fees, those participating in the programs or utilizing the facilities are supporting the recreational opportunities rather than using tax dollars. The fees charged for a program should cover both the direct and indirect costs of that program and preferably provide for a profit. (See DCNR's Handbook titled: "Financing Municipal Recreation and Parks" for a sample policy.)

Utilizing outside instructors to supervise programs provides opportunities for individuals with specialized interests and talents to share them with the community, thereby, providing programs that municipal staff and/or parks and recreation committees could not otherwise offer. For this type of programming, the instructors receive a certain percentage, usually 70% to 80 % of the program cost and the municipality would receive 20% to 30%. Not all programs are taught by outside instructors. Some programs may be planned and supervised by the by municipal staff. These programs can be offered at a lower fee or they may retain a comparable fee and the municipality retains a larger profit margin. A written revenue policy should be developed by the municipal Supervisors to establish a framework for setting fees and charges for both the programs and facilities.

Following are some examples of programs that could be offered in a community center, school, church, or other indoor facility. The matrix indicates the fees that could be charged for the programs, the expected number of participants, and the potential revenues that could be generated. Most of the instructor fees are based on a 75% - 25% split, however a few show other percentages that may be agreed upon with the instructors. Other options may also be used that could potentially increase revenues, such: paying the instructor a flat rate, using volunteers to conduct a program, or using municipal staff for the program. The important factor is the number of participants. This will affect the bottom line.

The matrix indicates a reasonable number of participants that could be expected in that specific program. However, numbers for each program will vary from one community/region to another. A minimum number of participants should be established for each program. This will generate enough revenue to cover all costs. Sometimes it may be necessary, especially with new programs, to follow through at a break even point just to get the program started in the community/region with the hope that it will increase in numbers during the next session.

The following list is only a sample of the types of indoor programs that could be offered and the potential revenues they could generate. These programs and the information provided represent actual data from programs in other communities.

Table 8.7
Indoor Program Matrix

Program	Active/ Passive	Competative/ Non-Competative	Sex	Ages	Ability	Experience	Individual/ Group
Aikido	Active	Non-Competative	Both	Six - Adult	None	Physical	Individual
Yoga	Active	Non-Competative	Both	Six - Adult	None	Physical	Individual
Pilates	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Belly Dancing	Active	Non-Competative	Female	Teen - Adult	Minimal	Physical	Individual
Boot Camp	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Tia Chi	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Zumba	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Line Dancing	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Body Sculpting	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Core Strength	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Self Defense	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Formal Dance	Active	Non-Competative	Both	Adult	Basic	Physical	Pair
Karate	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Babysitter Class	Passive	Non-Competative	Both	Teen	None	Educational	Individual
Dog Obedience	Active	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Computer Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Cooking Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Gardening Classes	Passive	Non-Competative	Both	All Ages	None	Educational	Individual
Wine Tasting Class	Passive	Non-Competative	Both	Adult	Minimal	Social	Group
Art Classes	Passive	Non-Competative	Both	Youth - Adult	Minimal	Educational	Individual
SS Basketball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
CPR/AED Classes	Passive	Non-Competative	Both	Teen - Adult	None	Educational	Individual
First Aid Classes	Active	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Photography Classes	Passive	Non-Competative	Both	Teen - Adult	None	Educational	Individual
Hip Hop Dance	Active	Non-Competative	Both	Teen - Adult	Minimal	Physical	Individual
Preschool Dance	Active	Non-Competative	Both	Preschool	None	Physical	Individual
Cheerleading	Active	Non-Competative	Both	Youth	None	Physical	Group
Scrapbooking	Passive	Non-Competative	Both	Adult	None	Educational	Individual
Breakfast w/Easter Bunny	Passive	Non-Competative	Family	All Ages	None	Social	Group
Breakfast w/Santa	Passive	Non-Competative	Family	All Ages	None	Social	Group

The following table shows a variety of outdoor programs that could be offered at various locations and the potential revenues they could generate.

Table 8.8
Outdoor Program Matrix

Program	Active/ Passive	Competative/Non- Competative	Sex	Age	Ability	Experience	Individual/ Group
Start Smart Baseball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Sport Development	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Basketball	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Soccer	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Football	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Start Smart Tennis	Active	Non-Competative	Both	Preschool	None	Physical	Parent/Child
Summer Playground Program	Active	Non-Competative	Both	Preschool	None	Physical	Group
Tennis	Active	Competative	Both	Youth - Adult	Minimal	Physical	Individual
Dek Hockey	Active	Competative	Both	Youth	Basic	Physical	Group
Flag Football	Active	Competative	Both	Youth	Minimal	Physical	Group
Baton Twirling	Active	Non-Competative	Both	Youth - Teen	None	Physical	Individual
Fitness Camp	Active	Non-Competative	Both	Teen - Adult	Basic	Physical	Individual
Junior Golf Clinic	Active	Competative	Both	Youth - Teen	None	Physical	Individual
Football Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Baseball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Basketball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Eco-Adventure Camp	Active	Non-Competative	Both	Youth	None	Physical	Individual
Soccer Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Lacrosse Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Volleyball Camp	Active	Competative	Both	Youth	Minimal	Physical	Group
Ultimate Sports & Recreation Summer Camp	Active	Non-Competative	Both	Youth	None	Physical	Individual
Pickleball	Active	Competative	Both	Youth - Adult	Minimal	Physical	Group
Survival Hike	Active	Non-Competative	Both	Youth - Adult	Minimal	Physical	Group
Canoeing & Kayaking	Active	Non-Competative	Both	Youth - Adult	Minimal	Physical	Individual

Many variables are involved in determining the actual revenues to be generated versus the costs to conduct the programs. The above examples provide some general guidelines and only show program fees for residents. Most municipalities charge a slightly higher non-resident fee which can increase revenues and helps offset tax dollars that are not collected from these participants. Program fees and the number of participants may vary significantly from one community to another based on their demographics. Some of the variables include: economic conditions, in-house staffing vs. instructor staffing, materials needed, location of the program and income of area residents are some variables that should be considered when offering future programs and developing a fee schedule.

Rental Revenue Resources

This section will concentrate primarily on facilities and areas in parks that can produce revenues for the Township. Often these fees can be a significant revenue source for a park and recreation budget. The examples below provide a sample of potential fees for each facility type. These examples are based on fees that local communities in Western Pennsylvania have set for their rental facilities.

Picnic Pavilions – these facilities may vary from as little as \$25 per day to several hundred dollars per day based on their size, condition, surround amenities, and location in the park. The construction of kitchen facilities in the shelters, a desirable feature in many parks, would require higher rental rates. Electricity should be available in all shelters where feasible.

Ball fields can be rented to adult leagues, when not in use by associations, for anywhere from \$200 to \$800 per year per team.

Basketball courts can be rented to leagues on specified evenings each week. The fee could be anywhere from \$100 to \$500 per year/team.

Volleyball courts, especially sand volleyball, can be rented for anywhere from \$100 to \$500 per year/league.

Tennis courts can be rented to leagues on specified evenings for \$50 to \$200 per year/league.

Football/multipurpose fields can be rented to various groups at \$200 to \$800 per year/team.

Daily rates for each of these facilities should be set at anywhere from \$20 to \$100 per day for event groups, i.e. Ultimate Frisbee, Volleyball Tournaments, etc., that may request use of the facilities.

Home School groups may also want to rent these facilities for their Physical Education classes. This could be a one day or a season rental.

Various instructors, i.e. baseball, football, soccer, tennis, volleyball, flag football, etc., may want to offer clinics at these facilities. They may offer one week camps or extend them over several weeks. Generally 10% to 30% of the instructor's fee per person or a minimum of \$5/per person, whichever is larger is the revenue provided to the park.

The various associations, such as: baseball, softball, football and soccer leagues using the fields should be reimbursing the park a portion of the registration fees to cover general field maintenance. This can be a flat fee (\$1,000/year), a percentage of the registration fee (10% of each registration fee), or a fee based on the number of acres used by the association (\$1000/acre/year). These fees help offset the maintenance of the fields and other facilities associated with each sport. Some or all of these fees could be offset by improvements made to the facilities by the associations.

Other Potential Revenue Sources

Other sources of revenue can be generated at **concession stands, vending machines or video games**. These areas can provide some revenues, but generally not large amounts and can require some effort on the part of the park. If the park provides areas for these things, they need to be located in a visible location to deter vandalism.

Sponsorships are another excellent way to obtain additional monetary funds to enhance programs. It does take some time and effort to develop a quality brochure that readily explains the program they will be sponsoring,

the benefits to sponsoring the program, the visibility of their sponsorship, and how it will improve their image. Obtaining business sponsorships can be easy if you are well prepared to sell the opportunity to the business.

Many businesses look for an opportunity to get their business name in front of people, get involved in the community and create a positive image. In order to obtain these sponsorships an enticing program must be put together in a professional manner and properly presented. Some businesses will buy into this at a high level right away, while others will start at the lower levels and increase to higher levels as they see the benefits paying off. Therefore, you must continually improve your efforts and show the businesses the value derived from sponsoring your events.

Seeking **donations** is a part of almost every recreation endeavor. It can be time consuming, but it can also be rewarding. Whether it is monetary donations, gifts, supplies, or some other type of donation, it provides additional value to the program. It is a benefit to the businesses by providing a tax advantage and providing a positive public image. Seeking donations will always be a part of recreation; however, by utilizing volunteers to help locate donations, staff can devote more time to other more productive areas.

School Specialty is a resource for purchasing over 100,000 products that can be used in providing recreation programs. Even though they are predominately for schools, purchases can be made for recreation programming. School Specialty works with Donor's and Adopt-a-Classroom to collect donations on your behalf and facilitate the process of getting materials. Utilizing this opportunity on your own or in partnership with the school districts could provide materials needed for various programs.

Fund raising can generate additional funds for projects or programs. Don't think small when planning a fund raising project. There are many different types of fundraisers to consider. So, it must first be determined what is to be accomplished and what will work in your specific community. The fundraiser will take considerable time and planning to be successful, but it can be very rewarding by providing a community event and generating money for the recreation programs or facilities.

Friends of the Park, such as Rainbow's End, is an organization that can be formed to help generate revenues and provide additional volunteers. As a 501-C3 organization, they can seek tax deductible contributions. They can raise money for all aspects of recreation and deposit it into an individual bank account earmarked for specific expenses. Since they are not a government agency they can avoid red tape and make things happen quickly. It is advantageous to develop such an organization, but it does take some time and funds to initially establish the organization. Friends of the Park groups can be a great asset for maintaining and developing parks in the region. A possible incentive for these groups helping the park may be receiving a percentage off of the fee charged for programs they participate in throughout the year or for rental of the facilities in the park.

Foundations are another source of funding that may provide additional resources for park facilities and various programs that may be offered. Many foundations establish specific types of projects they will fund, and specified locations as to where the project must be located. There are generally four types of foundations: (1) private family foundations; (2) community foundations; (3) national foundations; and (4) operating foundations. (See Appendix C – Funding Sources)

Grants are perhaps one of the best sources of obtaining alternative funding for parks and recreation to supplement the monies needed to improve park and recreation opportunities in the community. There are many grants available from various government agencies and from numerous foundations. It does take time to research the various grants and foundations, and a thorough knowledge of your project is necessary to write a grant that will be funded. It is recommended that the person responsible for writing grants attend grant seminars and workshops that are offered in the western Pennsylvania. The format of some of the grants change yearly requiring a continual update through the workshops offered.

A programming grant that can be applied for is through the Pennsylvania Council on the Arts. This grant can provide funds for various arts programs including: concerts in the park, craft/art programs, drama, dance, etc. For further information concerning this grant and many other federal, state, non-government grants, publications and national programs see Appendix C - Funding Resources.

(Parts of the above information was taken from Financing Municipal Recreation and Parks 2005 by Susan E. Landis)

Another good resource for funding is from the Small Communities Guide:

Keys to Successful Funding: A Small Community Guide to Federal and Foundation Resources
444N. Capital St. NW, Suite 397
Washington, DC 20001
Phone: 202-624-3550
FAX: 202- 624-3554
ncsc@sso.org
www.smallcommunities.org

Mandatory Dedication

Mandatory dedication of land is a way that a municipality can fund open space or park projects. As the Township further develops, the need for additional open space or the development of existing park areas to meet the expanding needs of the community will be eminent. To help in meeting those needs it is important to go to those responsible for the growth: the developers. The Pennsylvania Municipalities Planning Code (MPC) Act 170 Section 503 (11) provides special direct authority for a municipality to require a developer to dedicate land to the public that is suitable for intended park and recreation purposes. This has become a viable source of income for municipalities to acquire land or obtain additional revenues to further the provision of recreation in their communities. However, the Township must take action to comply with the requirements of the MPC. The development of this document is the first step in evaluating present services and facilities, planning for new growth and implementing a mandatory dedication ordinance that will work for the Township. Under the current statute for park or recreation purposes, if the applicant and municipality agree, a municipality may accept from the developer:

1. Payment of fees in lieu of dedication of land;
2. The construction of recreational facilities;
3. Private reservation of land; or,
4. A combination of the above.

Through the development of the ordinance, certain legal obligations are imposed on the Township in order to use these provisions. To successfully implement a mandatory dedication ordinance the following components are needed based on section 503 of the Municipal Planning Code:

Section 503. Contents of Subdivision and Land Development Ordinance. The subdivision and land development ordinance may include, but need not be limited to:

(11) Provisions requiring the public dedication of land suitable for the use intended; and, upon agreement with the applicant or developer, the construction of recreational facilities, the payment of fees in lieu thereof, the private reservation of the land, or a combination, for park or recreation purposes as a condition precedent to final plan approval, provided that:

- (i) The provisions of this paragraph shall not apply to any plan application, whether preliminary or final, pending at the time of enactment of such provisions.

- (ii) The ordinance includes definite standards for determining the proportion of a development to be dedicated and the amount of any fee to be paid in lieu thereof.
- (iii) The land or fees, or combination thereof, are to be used only for the purpose of providing park or recreational facilities accessible to the development.
- (iv) The governing body has a formally adopted recreation plan, and the park and recreational facilities are in accordance with definite principles and standards contained in the subdivision and land development ordinance.
- (v) The amount and location of land to be dedicated or the fees to be paid shall bear a reasonable relationship to the use of the park and recreational facilities by future inhabitants of the development or subdivision.
- (vi) A fee authorized under this subsection shall, upon its receipt by a municipality, be deposited in an interest-bearing account, clearly identifying the specific recreation facilities for which the fee was received. Interest earned on such accounts shall become funds of that account. Funds from such accounts shall be expended only in properly allocable portions of the cost incurred to construct the specific recreation facilities for which the funds were collected.
- (vii) Upon request of any person who paid any fee under this subsection, the municipality shall refund such fee, plus interest accumulated thereon from the date of payment, if the municipality had failed to utilize the fee paid for the purposes set forth in this section within three years from the date such fee was paid.
- (viii) No municipality shall have the power to require the construction of recreational facilities or the dedication of land, or fees in lieu thereof, or private reservation except as may be provided by statute.

The Township Supervisors and Planning Commissions should periodically hold a joint meeting to assure that the coordination of the recreation plan components are in line with the community recreation needs and the implementation of the provisions calling for park and recreation facilities through the subdivision and land development administrative process. As the Township grows, the park and recreation staff should be involved with the review of new subdivision applications. This will ensure that dedicated land meets the ordinance requirements or that the fees collected can properly be designated.

Mandatory Dedication or fees-in-lieu of is a revenue generating opportunity that the Township should strongly consider adopting as an ordinance and as outlined in the Municipal Planning Code (MPC). A developer has the opportunity to pay a fee-in-lieu of setting aside a parcel of land. That fee must be placed in a separate interest bearing account designated for recreation development in the community. The fees paid are based on each dwelling unit built. Standard fees can range anywhere from \$200 to \$2,000 per dwelling unit with the state average being \$750. It is recommended that fees should be in the \$800 to \$1,000 range. (For more detailed information, reference Public Dedication of Land and Fees-in-Lieu for Parks and Recreation at www.conserveland.org)

Two important components of developing the mandatory dedication ordinance are: (1) incorporating adequate provisions for land requirements so that any land dedicated will be suitable for the construction of recreation facilities at the site; and (2) establishing an appropriate fee in case the developer chooses to pay the fee-in-lieu-of. The MPC requires that the fees charged “bear a reasonable relationship to the use of the park and recreation facilities by future inhabitants of the development or subdivision”.

The fees can be determined in several different ways; (1) a set fee, such as \$1,000 per dwelling unit, as mentioned above, (2) another method is to use a formula, such as, Fair Market Value of undeveloped land (FMV) times .05 acres (the determined amount of land required per dwelling unit) equals the fee-in-lieu-of or

$FMV \times .05 = \text{Fee}$. This is a fair way to determine the fee because it is based on the actual value of the land that would be required to be donated. The .05 factor may vary between municipalities based on their requirements, or (3) some communities devise other formulas to determine their fee.

In general, mandatory dedication of land or fees-in-lieu-of are imposed on residential developments within a municipality. However, some municipalities do impose the public dedication requirements on commercial and industrial development. These municipalities generally have significant park and recreation demands generated by employees of these businesses. Therefore, they should help defray some of the financial burden created by this use. The fee charged can be determined in a couple of different ways; (1) by the number of square feet of building area; and (2) by the number of parking spaces. *(For detailed information refer to DCNR's publication "Public Dedication of Land and Fees-in-Lieu for Parks and Recreation)*

In many cases, the criteria set, limits the location of the land, therefore, it is more advantageous for the developer to pay a fee-in-lieu of setting aside a parcel of land. That fee must be placed in a separate interest bearing account designated for recreation development in the community. The municipality should determine the specific piece of land to acquire or specific projects they intend to use the fees for before collecting the fees. The fees should be saved until enough money is available for their project. However, the three year deadline must be kept in mind. The fees collected can provide a significant amount of revenues toward purchasing land, providing infrastructure, purchasing recreational equipment, or improving existing facilities. These fees cannot be used to maintain existing facilities or to purchase maintenance equipment. (For more detailed information, reference Public Dedication of Land and Fees-in-Lieu for Parks and Recreation at www.conserveland.org)

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9 RECOMMENDATIONS

	Recommendation	High	Medium	Low
Facilities				
1.1	Ensure ADA accessibility is included in all future park enhancements/improvements.	X		
1.2	Make ADA upgrades to existing facilities by providing accessible routes.	X		
1.3	Improve the baseball field at Aten Road Park by making needed drainage improvements and lip repairs.		X	
1.4	Replace playground equipment at Aten Road Park. Ensure proper use zone is installed with new playground equipment.		X	
1.5	Prepare a forest stewardship plan for Clinton Community Park to focus on the removal of dead and diseased trees and to control invasive plants.		X	
1.6	Improve ADA accessibility to the baseball field at Clinton Community Park	X		
1.7	Implement all improvements outlined in the master plan for the Recreation and Sports Complex as need and funding permit.		X	
1.8	Identify potential land purchase opportunities to expand upon existing parks and open space areas.		X	
1.9	Obtain first rights of refusal for the Youthtowne property			X
1.10	Prepare a master plan for Clinton Community Park,		X	
1.11	Develop more trails, especially interconnecting trails, so the residents can walk/jog/ bike between areas.		X	
1.12	Identify large tracts of open land for future park development.			X
1.13	Obtain first rights of refusal on land for future park development.			X
1.14	As the Township roads are enhanced or paved, include a dedicated bike/pedestrian lane.			X
1.15	Develop a comprehensive bike and pedestrian plan for the entire Township.		X	
1.16	Explore all opportunities to create linkages from municipal facilities and community neighborhoods to the Montour Trail.		X	
1.17	Develop a master plan for all of the Township's existing parks.		X	
	Follow the recommendations of the 2012 Comprehensive Plan, specifically:			
1.18	a. Preserve natural features for ecological and social reasons		X	
1.19	b. Establish and natural resource management plan		X	
1.20	c. Create a linked open space system	X		
1.21	d. Develop a comprehensive trail system for the Township	X		
1.22	e. Follow specific recommendations for improvements at each existing park facility	X		
1.23	f. Develop Township trail and bikeway plan		X	
1.24	g. Develop a plan and budget for maintaining and improving the Township's existing park system.		X	
Programs				
2.1	Explore opportunities to increase programming at the Township Activity Center.	X		
2.2	A variety of new programs should be offered for all ages to further meet the needs of the community.	X		
2.3	Consider offering the Start Smart programs for preschoolers through the National Alliance for Youth Sports (NAYS).		X	
2.4	Offer some interpretative programming utilizing the natural features in the area.		X	
2.5	Develop at least one program a year that is specialized specifically for those individuals with special needs.	X		
2.6	Develop a program operation manual that keeps program information well organized, documented to the smallest detail, evaluated, and details a time frame		X	

	that could be easily followed.			
2.7	Offer outdoor winter programs.		X	
2.8	Offer a variety of dance classes		X	
2.9	Partner with neighboring municipalities or other entities to broaden recreational opportunities or diversify program types.		X	
2.10	Utilize a focus marketing approach that targets the best participant pool for each program type.		X	
Facility and Equipment Maintenance				
3.1	Evaluate the use and need for the fitness trail stations at Clinton Community Park. Repair, replace or eliminate based on need.		X	
3.2	Make upgrades to the playground at Elm Street Park, specifically, use zones, and maintenance repairs to play equipment.		X	
3.3	Add asphalt sidewalk to basketball court in Elm Street Park to make court ADA accessible	X		
3.4	Improve use zones at playground in the Municipal Center Park to ensure compliance with safety standards.	X		
3.5	Remove holiday lights from trees within Clinton Community Park			X
3.6	Ensure all outdoor electrical boxes/devices in Clinton Community Park are installed in accordance with all applicable codes and regulations.		X	
3.7	Review the structural integrity of each of the existing pavilions. Ensure posts are not deteriorated.	X		
3.8	Implement all recommended improvements as outlined in each park matrix included in the appendix.		X	
3.9	Trim low hanging branches along paths and field edges.	X		
3.10	Clean up any debris that accumulates along the edges of wooded areas.	X		
3.11	Fell dead/dying trees	X		
3.12	Remove all dead and dying trees within a tree length of all roads, trails, and recreational structures.		X	
3.13	Leave other felled trees lying in woods to rot.		X	
3.14	Keep a thorough record of all maintenance on each piece of equipment.	X		
3.15	Develop a detailed maintenance management plan that includes a preventative maintenance schedule and responsive maintenance plan.	X		
3.16	The "Right to Know" information should be readily accessible to the employees in the parks department garage.	X		
3.17	Perform a visual risk assessment and park facility inspection of all areas and facilities within each park on a regular basis. This inspection should then be properly recorded and any issues noted.	X		
Conservation of Trees				
4.1	Remove Christmas wiring from dead trees.	X		
4.2	Control invasive plants with an herbicide and/or outright removal.		X	
4.3	Hire a professional forester to complete a full forest stewardship plan, if desired.		X	
Administration				
5.1	As Township park personnel change or positions change, make any necessary updates to the organizational chart.		X	
5.2	Consider appointing a Park and Recreation Board with interested individuals who represent all areas of the community. A minimum of five to a maximum of nine can be appointed.		X	
5.3	Develop a set of bylaws, and a code of ethics under which the Board would function.		X	
5.4	Hire contractors to complete projects or do equipment maintenance that staff cannot adequately maintain or that they don't have the proper credentials or experience to complete.		X	
5.5	Develop a detailed record keeping journal of items such as: recreation equipment maintenance, playground inspections, turf management, and use of chemicals for spraying weeds.	X		

5.6	Develop a work schedule that includes detailed routine maintenance and priority maintenance.		X	
5.7	Develop a risk management plan.		X	
5.8	Contact the community recreation resources in and around Findlay Township to continue to foster the development of partnerships in order to provide a wider variety of recreational experiences for the residents of the Township.		X	
5.9	Maintain strong lines of communication with surrounding municipalities, sports associations, and the public.	X		
5.10	Continue to educate the general public about the many values derived from providing quality recreation programs and facilities.	X		
5.11	Continue to expand marketing and publicity of park facilities and programs through current methods and the use of social media to better reach the residents of the Township.	X		
5.12	Seek out new potential partnership opportunities and expand current partnerships.	X		
5.13	Continue to work closely with the school district to obtain use of school facilities	X		
5.14	Develop an email directory in order to use to promote upcoming events and programs	X		
5.15	Utilize web-based advertising as appropriate to market programs and events.	X		
5.16	Develop a comprehensive administrative manual	X		
5.17	Establish a formal record keeping procedure/methods.	X		
Personnel				
6.1	Develop a job description for the summer laborers.	X		
6.2	Utilize volunteers for park development, maintenance, and potential programming.		X	
6.3	Develop a solid volunteer group, and maintain records of their work and hours.		X	
6.4	Conduct annual performance evaluations.	X		
6.5	Provide opportunities for personnel to attend educational sessions.	X		
6.6	Implement in-service training programs for employees.	X		
6.7	Hire dedicated personnel to properly maintain recreation and park areas and facilities as they grow.		X	
6.8	Implement alternative hiring practices (interns, PHEAA, federal work study, etc.)		X	
6.9	Consider utilizing a seasonal maintenance person from April thru October.	X		
6.10	Always conduct proper background checks and obtain clearances for all park employees, instructors and volunteers.	X		
6.11	As a safety issue, try to have at least two people working together to maintain facilities.	X		
6.12	All park staff should continue to be certified in CPR/AED and attend update training every two years.	X		
6.13	Encourage employees and volunteers to take advantage of continuing education opportunities via workshops, classes, online resources and conferences.	X		
6.14	All park staff should attend training seminars to keep up to date on safety issues and maintenance procedures	X		
6.15	Create job descriptions for seasonal staff		X	
Finance				
7.1	Continue to seek alternative methods to support park improvements.	X		
7.2	Develop a written revenue policy for establishing fee and charges.	X		
7.3	Continue to explore and expand the utilization of revenue generating resource opportunities including rentals and field usage fees.	X		
7.4	Establish a mandatory land dedication/fee-in-lieu ordinance in accordance with the MPC.		X	
7.5	Utilize the mandatory dedication/fee-in-lieu of ordinance as a vehicle to add park/open space land to existing parks or to establish key linkages between parks and other community assets.		X	
7.6	Review fee structures for programs and bring fees into a competitive range.	X		

Appendix A

FINDLAY TOWNSHIP
CLINTON COMMUNITY PARK – 67 Acres
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance	Large gate	Welcome sign, nicely landscaped area, light on pole, electric panel behind sign	Good	All	Yes	Numerous weeds, including thistle in landscaped bed, electrical wire from pole attaches to a locust tree that's nearly dead, small electrical panel near locust is open, electrical outlet doesn't have a cover plate
Entrance Road	Asphalt surface	One way, road markings – slow, children	Good	All	Yes	
Wooded Areas	Both hardwood & coniferous wooded area throughout the park	Trails traverse wooded areas, tree species – ash (mostly dead), locust, wild cherry, maple, shagbark hickory, white pine, smaller quantities of other species	Fair	All	No	Numerous dead ash & locust trees that should be removed, especially close to roads and amenities; remove old harrow below batting cage – could be a hazard if a child runs down the bank; invasives – honey suckle, multiflora rose, Japanese knotweed, grape vines; lights on trees should have permanent outlets
Small Parking Area	Part asphalt, part limestone	24 parking spaces, ADA Port-A-John, access to ball field – concrete steps with railings	Good	All	No	
Ball Field	Little League size field	202' L, 208' C, 182'R; fencing – 10' along 1 st & 3 rd to end of infield & along back of right field, 4' fencing along lines & left & center fields; top caps of 4' fencing; old concession, catch basin adjacent to steps, 55 gallon trash cans, infield mix storage box; storage bin; block dugouts, backstop, scoreboard, skinned infield, lighted	Good	Youth	No	Repair erosion along steps, elevate dirt/turf around catch basin to better catch runoff from swale, improve infield mix storage box, repair lip/drop off at transition between infield & outfield, especially behind shortstop area, provide ADA access
Batting Cage	Cyclone fencing with netting inside	Concrete pad with outdoor carpeting, storage bin, safety pitch, service road to batting cage	Excellent	Youth	No	
Bleachers	Two sets	5 seat aluminum with railings on a concrete pad, retaining wall behind & along sides with barberry along upper part of wall	Good	All	No	Provide ADA access, plant additional barberries in open spaces or install fencing – wall exceeds minimum height requirements without some type of barrier
New Concession	Decorative block building	Press box on top	Good	All	No	Provide ADA access, raise turf level around trap vent to eliminate trip hazard

Slide	Metal	Woodcarpet surfacing,	Fair	Toddlers	No	Provide ADA access, enlarge use zone to sides & back to be compliant
Parking Area	Asphalt	42 parking spaces	Good	All	No	Add ADA parking spaces
Fitness Trail	Follows road	Numerous stations, signs at each station, wood and/or metal fitness stations	Fair	Youth - Adult	No	Some signs need to be improved/removed, fitness structures need to be power washed & stained
Oriole Pavilion	Approximately 28' x 40'	8 wooden tables with metal frames, 2 ADA recycled plastic tables, 55 gallon trash cans, concrete floor, lighted, 5 electrical outlets, grill, water spigot, 2 ADA parking spaces across road	Fair	All	Yes	Corner post starting to rot with angle support off or nearly off, grill & water spigot not ADA accessible, turn ADA tables inward
ADA Ramp	Concrete	Ramp to restrooms, railings along sides	Excellent	All	Yes	
Restroom	Decorative block	Ladies – 2 stainless steel commodes & 1 sink; Men's 1 stainless steel commode, 1 urinal & 1 sink, ramp to road	Good	All	Yes	
Small Kiosk		Map of park & park rules	Fair	All	No	
Ramp to Playground	Concrete with railings					
Rainbow's End Playground	Leather's Playground	Plaque – built 2000; nice landscaping along exterior fencing; picket fencing; 2 bench swings; numerous play structures; regular swings with matting underneath; toddler swings; sandbox; woodcarpet surfacing; good use zone	Good	All	Yes	Some weeds in woodcarpet & leaves in corners; bench swing supports very loose and could collapse; bench swing wood should be resealed
Playground Parking	Asphalt	20 regular spaces, 2 ADA spaces, lighted	Good	All	Yes	
Pavilion	Approximately 16' x 20'	3 fusion coated metal tables, water fountain	Good	All	Yes	Water fountain leaking
Trail Bridge	Wooden	Aesthetically pleasing view from bridge	Excellent	All	No	Clean out small pond below bridge
Storage Building		Storage for Christmas light displays, gate across road above entrance to storage building	Good	N/A	N/A	
Picnic Grove	Natural area	4 picnic tables, 2 grills, 6 parking spaces on grass with wheel stops	Fair	All	No	
Mourning Dove Pavilion	Approximately 20' x 24'	Kiosk, 5 parking spaces with 4 wheel stops, concrete floor, 5 – 6' wooden tables with metal frames, double grill, fire ring, grill back in woods, 55 gallon trash cans	Fair	All	No	Provide ADA access, replace broken post on kiosk, hammer down rebar in wheel stops, clean & paint grills, empty trash, post supports for pavilion starting to rot on bottom
Amphitheater – Band Shell	Decorative block	Raised stage, lighted, multiple outlets, dressing behind	Good	All	Yes	
Amphitheater	Open Air	Wooden stage, 9 bench seats, approximately 108 seating capacity, nicely positioned	Good	All	No	
Pine Grove		Tall white pines, lighted, multiple electrical outlets, electrical building, water outlets, limestone paths, 12 ADA recycled plastic tables	Good	All	No	Electrical building needs stained & locked,
Gate at end of						

road						
Agriculture Building	Large wooden structure	Storage building & agricultural show building	Good	All	Yes	
Horseshoe Pit		Regulation size	Fair	Adult	No	
Bluebird Pavilion	Approximately 30' x 45'	Concrete floor, lighted, electrical panel, 4 outlets, 10 wooden tables with metal frames, 2 Ada recycled plastic tables, 55 gallon trash cans, double grill, water spigot	Good	All	Yes	Grill and water spigot not ADA accessible
Large Parking Area	Asphalt	4 ADA parking spaces, wheel stops, trailer parking areas, lighted, 2 dumpsters, wooden guide rail	Good	All	Yes	Rebar needs hammered down in wheel stops, guide rail post rotting
Restroom	Decorative block	Ladies – 2 stainless steel commodes & 1 sink; Men's 1 stainless steel commode, 1 urinal & 1 sink, ramp to road, landscaped intersection	Good	All	Yes	Ramp too steep to be ADA
Falcon Pavilion	Large structure	Sliding side & end doors, ramp to pavilion, 12 – 8' wooden tables with metal frames, 2 – ADA recycled plastic tables, lighted, electrical panel, 7 outlets, double grill, water spigot, kiosk, landscaped area, old volleyball poles in tires, wooden frame structure, large metal ring, horseshoe pit	Good	All	Yes	Add asphalt to pointed dirt area of ramp near building to provide better access, replace missing cover plates on two outlets, mulch too high around trees – will eventually kill them; grill, water spigot & horseshoes not ADA accessible, fill in around elevated manholes

FINDLAY TOWNSHIP
RECREATION & SPORTS COMPLEX
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Entrance Road	Paved	Wooden guardrails, lighted, gated, 10 MPH, paved speed bumps, 15 MPH at top part of road, opening in curb at end of parking lot	Excellent	All	N/A	
Parking Area	Paved	Lighted, large lot with 2 handicap parking spaces	Excellent	All	Yes	Catch basin near curb open needs raised approximately 2'
Ball Field	330' left & right filed lines, 375' in center	Straight backstop with screening, 10' fencing along 1 st & 3 rd baseline to end of infield, 6' fencing around rest of field, 21' aluminum player benches, 8' x 8' storage shed, warning track, 2 practice pitch areas	Good	Teens - Adult	Yes	Properly store both drags to avoid potential injuries, warning track washed out creating a hazard – improve drainage, turf needs crabgrass treatment, consider irrigating in the future
Bleachers	21' -Aluminum	Located on concrete pad with rails and a wheelchair pad adjacent, 4' sealed asphalt path leading to bleachers	Excellent	All	Yes	
Picnic Tables		Spigot nearby	Good	All	Yes	
Port – a - John			Good	All	Yes	
Parking Area	Asphalt	Lighted, large lot with 3 handicap parking spaces, kiosk sign with bulletin board-recycled lumber posts	Excellent	All	Yes	Replace kiosk posts with 4'x4' posts
Port-a-John			Good	All	Yes	
Soccer Field	Large field	Large field with permanent goals overlaid by short field with movable goals, fencing around field – 4"x6" posts with 3 – 2"x6" rails and vinyl cyclone fence attached with man gates, asphalt player area with 2 – 21' aluminum player benches, lighted, 8'x10' storage shed, wetlands area along walkway	Good	Youth - Adult	Yes	Place large electrical panel inside a building, remove old field hockey goals, consider irrigating in the future
Bleachers	21' aluminum	Located on concrete pad with rails and a wheelchair pad adjacent, 5' asphalt walkway to bleachers, ADA viewing space next to bleachers				Extend walkway around field for a walking track
Deck Hockey Court	Regulation court	Batter boards, goals, 4' fence on ends & 30" fence on sides, player boxes, officiating box, 2 penalty boxes, asphalt paths to court areas,	Fair	Youth - Adult	yes	Court walls need power washed and repainted, trash need removed, removed weeds along inside edges

		concrete pad for bleachers				
Memorial Area	Heroes of Freedom	Sponsorship brick area, wall, flag area, landscaped beds	Fair	All	Yes	Remove weeds in bricks, along edge of wall and in flower beds
Restrooms	Split faced block	Men's – stainless commode, urinal, sink, & hand dryer; Ladies – 2 stainless commodes, stainless sink and hand dryer, lighted, 2 water fountains, pepsi vending machine	Fair	All	Yes	Ladies sink needs replaced, should be better maintained – odor,
Pavilion	20'x24'	Concrete pad, lighted, electrical outlets, 6 – 6' recycled plastic tables, park rules posted	Good	All	Yes	Electrical outlet needs cover plate, weed around posts, needs aluminum/vinyl fascia
Basketball Courts	2 - 60'x100' courts	New color coating, one court lined, 10' fencing around	Excellent	Youth - Adult	Yes	Protective edging around bottom of backboard is missing and edge is rusting
Skate Park	Concrete park	Lighted, 10' fence around area, 5 – metal skills areas, concrete bowls, bleachers on concrete pad, rules sign	Good	Youth - Adult	Yes	Trash along edges, fence support pipe disconnected, alligator cracking in concrete

FINDLAY TOWNSHIP
MUNICIPAL CENTER PARK
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Playground	Individual play components		Good	2-5 5-12	No	Provide ADA access to all components, combine swing & slide use zones, raise dirt level around two manholes to eliminate trip hazard
Whirl	Whirl missing	Barrel over center pipe connection, whirl being repaired, woodcarpet surfacing, use zone are good	Missing	5 - 12	No	<i>Replace whirl as soon as possible, drainage issues need addressed –</i> Refurbished spring 2013
Buck-a-bout	4 seat see-saw	Woodcarpet surfacing, use zone good,	Good	Toddler	No	Woodcarpet too thick – remove some to improve seat height, some weeds growing in surfacing
Climber	Climbing structure	Woodcarpet surfacing, use zone good	Good	5 - 12	No	Surfacing needs raised to turf level to avoid trip hazard
Slide	8’ metal	Woodcarpet surfacing	Fair	5 - 12	no	Use zone not long enough in front of slide, potential entrapment at side slide handles, bolt extending too far – add acorn nut, ladder rusted, connectors rusted – sand & paint, metal slide facing south – potential burn hazard
Swing Set	8’ – 3 bay swing	2 infant seat bays & 1 regular seat bay, woodcarpet surfacing	Good	Infant thru 12	No	Place mats under swings to eliminate kick out, “S” hooks improperly closed, twisted chain on one regular swing – needs fix to avoid wear, weeds in surfacing – use lontrol to control thistle, use zone not large enough
Climber	Arch Climber	Woodcarpet surfacing	Good	5 - 12	No	Needs touch up paint, use zone needs elongated – less than 6’
Spring Toys	Two toys	Woodcarpet surfacing	Good	2 -5	No	Lower surfacing material. extend use zone
Bench	Concrete ends w/ 2” x 6” boards		Good	All	No	Clean & stain boards, remove weeds/grass from under seat and replace with woodcarpet or granulated limestone
Playground sign			Fair	N/A	N/A	Straighten/replace, add age recommendations

Basketball Court	55' x 80'	4 hoops – 2 full court & 1 cross court, color coated w/lines, 10' fencing three sides with 12' fencing on fourth side, 2 gates, lighted, 55 gallon trash can	Excellent	Youth - adult	No	Spacing outside court lines too small
Ball Field	266' right & left fields, 300' center field	Lighted, backstop, concrete warm up area, concrete block dugouts, 21' aluminum bleachers with railing, concession /announcers booth, 8' fencing 1 st & 3 rd base lines to end of infield, 55 gallon trash cans, 14 car parking lot, Tobacco Free Zone	Good	Youth	No	Extend asphalt path, designate handicap parking space, store drag properly
Batting Cage	Two cyclone fence cages with netting inside	All concrete pad with artificial turf on part of pad, matting behind plate, electric, storage box, safety pitch	Good	Youth	No	Make ADA accessible
Practice Pitching Area	Practice	Two home plates & one pitching rubber	Fair	Youth	No	Repair 9' long & 18" wide trench in front of pitching rubber
Restroom	Block building	Ladies – 2 stainless commodes & stainless sink, Men's – stainless commode, urinal, & sink	Fair	Youth- Adult	Yes	Scrape & paint block, replace women's sign, repair leaking urinal flush valve, add a hand sanitizer unit, vent to eliminate odor, place deodorizer in urinal
Path to Pavilion	Asphalt	Asphalt sealed, kiosk – park rules, access thru sewer easement to other park	Good	All	Yes	Kiosk needs stained, replace missing shingles, and remove staples;
Cardinal Pavilion	30' x 50' Pavilion	Concrete slab, gutters, 10 – 8' regular tables & 2 ADA tables, lights, electrical outlets, 4 – 55 gallon trash cans, split rail fence near pavilion, water spigot with drain, double grill	Good	All	Yes	Some cracks in concrete slab, remove staples from tables, backfill three sides with 8" to 12" drop off, poor water pressure, grill needs painted and isn't ADA accessible
Old Volleyball Poles	In tires with concrete		Poor			Needs removed
Horseshoe Pit	6' box	Sand/dirt surface	Fair	Adult	No	
Benches	Three benches	On concrete pads, overlooks ball field, business sponsored	Good	All	No	Build surfacing to top of concrete
Trees		Locust, cherry, ash, white pine	Fair	N/A	N/A	Trim locust & cherry branches overhanging path, remove poison ivy from cherry tree, control invasives – bitter sweet, Japanese knotweed, poison ivy, Virginia creeper, honey suckle, grape vines, multiflora rose, remove dead ash trees, remove accumulated trash in woods

FINDLAY TOWNSHIP
ELM STREET PARK – 11 acres
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Area	Limestone	2 handicap parking spaces on asphalt with signs, double rail slit rail fence, dumpster	Fair	All	Yes	Move handicap signs back, pave walkway in front of existing spaces & connect to existing walk
Elm Street Pavilion	30'x54'	Concrete floor, lights, electrical outlets, water spigot, 12 tables with metal frame & wood seats, 2 recycled plastic ADA tables, exterior light, gutters, double grill	Good	All	Yes	Grill not ADA accessible
Walkway	Paved	kiosk	Good	All	Yes	Walkway could use some work in places, kiosk in poor condition – needs replaced
Horseshoe Pit	Wood frame	Adjacent to pavilion	Fair	Adults	No	Frame boards should be replaced, grass needs removed from pits
Dietterich Ball Field	278' left field, 270' right field, 329' center field	Block dugouts,, player benches, fence 20' 1 st & 3 rd baseline to end of infield, 4' around rest of field with top cap, backstop, scoreboard, gate, wheelchair observation area in outfield fence, storage bin, oversize infield,	Fair	Youth	Yes	<i>Field turf fertilized, aerated, crabgrass treatment, slit seeded, drainage issues need to be addressed, remove grass from infield, lip repairs needed, dugouts need painted - completed spring 2013</i>
Bleachers	15' – 10 seat aluminum	2 sets, with rails	Good	All	No	Need pad and powered washed
Restrooms	Block		Fair	All	Yes	Need painted, asphalt sinking
Concession Stand	Block	Announcers booth on top, light, spigot	Good	All	Yes	Soffit & fascia need repairs
Concession Building	Old stand	Light adjacent	Fair	All	No	Needs painted
Tennis Court	Regulation size	10' fence around, color coated, 2 gates- one with a ramp	Good	Youth - Adult	No	Extend asphalt path to second gate, existing ramp too steep for ADA, fence rusting
Parking Area	Paved	Kiosk	Good	All	Yes	Kiosk needs replaced
Basketball Court	45'x66'	4 hoops, color coated, ADA spectator area	Good	Youth - Adult	Yes	Court not ADA accessible
Picnic Tables		2 tables	Good	All	No	
Playground	Individual pieces & large structure		Fair	2 - 12	Partially	

Swing	8' with 2 infant seats		Fair	Infant	No	Needs painted, 2 bent support posts
Whirl		Use zone good	Good	Youth	No	Needs painted
Spring Plane			Good	Youth	No	Use zone questionable on sides
Spring Animals	3	Use zone good	Good	Youth	No	
Slide	Plastic	Use zone good	Poor	Youth	No	Broken plastic bed needs replaced
Swing Set	12'	Regular seats	Good	Youth	No	Improper use zone, place mats under swings
Play Structure	Miracle	Large structure with multiple events	Good	2 - 12	Yes	Needs asphalt at transition point to ramp, tic-tac-toe needs replaced, structure needs cleaned, weeds in surfacing material
Benches	2	Concrete with wooden seats	Good	All	No	
Bike Trail/walkway	Paved	Imperial Point Trail	Fair	Youth - Adult	No	Trail very steep at points with a dangerously sharp bend

FINDLAY TOWNSHIP
ATEN ROAD PARK – 4.5 acres
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Area	Gravel	Concrete wheel stops, double rail split rail fence, kiosk	Fair	All	No	Redesign lot
Benches	5 - Concrete with wooden seats		Good	All	No	
Ball Field	282' left field, 278' center field, 280' right field	10' fence 1 st & 3 rd to end of infield, 4' fence around field with top cap, block dugouts,, wood player benches, 20' straight backstop with 6' angle piece inward, oversized infield, infield mix storage box, retaining wall behind backstop with landscaped area, field gate	Fair	Youth	Yes	Field turf fertilized, aerated, crabgrass treatment, slit seeded, drainage issues need to be addressed, remove grass from infield, lip repairs needed
Bleachers	15' – 10 seat Aluminum	Railings, 2 sets of bleachers	Good	All	Yes	Needs pad under left field set, left field set not ADA, right field set is ADA
Concession Stand	Block	Restrooms contained in concession stand	Good	All	Yes	
Basketball Court	45'x75'	2 hoops, color coated with lines	Good	Youth - Adult	No	
Playground		Woodcarpet surfacing, 3 – spring animals, whirl, spring car, slide, 2 bay swing – 1bay regular, 1bay infant	Good	Infant - 12	No	Use zones not compliant, Slide rusted
Parking Area	Near fire hall	2 handicap parking spaces	Good	All	Yes	

FINDLAY TOWNSHIP
LEOPOLD LAKE
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Area	Limestone surface	Approximately 18 parking spaces plus 2 handicap spaces on an asphalt surface	Fair	All	Yes	Remove limestone buildup on handicap spaces
Ramp	Concrete	Railings along ramp, signage	Good	All	Yes	Elm branches at top of ramp need to be trimmed
Memorial Stone	Roger Mance Memory	N/A	N/A	N/A	N/A	
Picnic Tables	4 - 6'	1 – top of ramp, 1 – along trail left side of lake, 1 – near trail entrance along left side with 2 grills, 1 – on right side near dam	Fair	All	1 table	Tables need cleaned and stained, grills need cleaned and painted
Lake	Approximately 1 – 1 ½ acres	Spillway to lower pond approximately .1 acres	Fair	Youth - Adult	Yes - lake	Some debris in lake
ADA Fishing/Viewing Platform	Wooden platform	Rails around platform	Good	Youth - Adult	Yes	Front rail too high, platform needs cleaned and stained
Trail	Natural	Leads to back end of lake	Fair	Youth - Adult	No	Numerous invasives along trail – multiflora rose, bittersweet, honey suckle, privet, poison ivy

FINDLAY TOWNSHIP
TOWNSHIP OF FINDLAY ACTIVITY CENTER
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Lot	Asphalt	Approximately 44 regular parking spaces & 3 ADA spaces	Good	All	Yes	
Old Train	Historic feature		Good	All	No	
Activity Center	Rental & program building	Top floor – 40' x 86' Tile floor, tables, chairs baby changing station, kitchen, restrooms, water fountain, AED, maintenance room, storage room, two flat screen TV's	Good	All	Yes	
		Bottom floor – part carpeted/part tile, three padded pillars, storage, coat rack, tables & chairs, wall mount TV, utility room & storage, restrooms, fountain	Good	All	Yes	
Ramp	Concrete with rails		Good	All	Yes	
Storage Shed		Tables & chairs, snow blower	Good	N/A	N/A	

FINDLAY TOWNSHIP
OLD RIDGE BALL FIELD – 13 acres
FACILITY INVENTORY MATRIX

FACILITY	DESCRIPTION	AMENITIES	CONDITION	AGE SERVED	ADA ACCESS	ISSUES/RECOMMENDATIONS
Parking Area	Paved	Split rail fence along lower edge, 1 handicap parking space, kiosk	Fair	Youth	yes	2 split rails need replaced, replace kiosk
Ball Field	155' left field, 154' right & center fields	Block dugouts with wood benches, 20' side fencing to 4' fencing around field with top cap, regular backstop, infield mix storage boxes, gate to field, block storage building, concession with light and handicap parking space	Fair	Youth	No	Drainage issues into dugout, turf needs attention
Bleachers	Aluminum	2 - 15' with rails	Good	All	No	

Appendix B

Sample Recreation Board By-Laws

Chapter 67. Recreation Board

[HISTORY: Adopted by the Borough Council of the Borough of Franklin Park 6-11-1986 as Ch. 67 of the 1986 Code. Amendments noted where applicable.]

§ 67-1 Creation.

The Recreation Board shall consist of nine persons, and the term of office of members shall be five years and shall be so fixed that the term of office of one member will expire each year. The members of the existing seven-member Board shall continue in office until their respective terms of office expire under the prior provision, and the Borough Council shall appoint two additional members to the Board, with terms scheduled to expire in accordance with the provisions hereof.

§ 67-2 Members may be from School Board.

Two of the members of the Recreation Board may be members or appointees of the School Board.

§ 67-3 Compensation; service for entire term; removal.

The members of the Recreation Board shall serve without pay for the terms indicated above or until their successors are appointed or they voluntarily resign or are removed by the Borough Council for dereliction or neglect of duty.

§ 67-4 Vacancies.

[Amended 7-15-1998 by Ord. No. 456-98]

Vacancies occurring in the Recreation Board, otherwise than the expiration of a term, shall be filled for the unexpired term by the Borough Council in the same manner as original appointments.

§ 67-5 Organization.

The Recreation Board shall, after the effective date of this chapter, organize by electing its Chairman, Secretary and other necessary officers, to serve for a period of one year.

§ 67-6 Rules and regulations.

The Recreation Board shall have the power to adopt rules and regulations for the conduct of all business within its jurisdiction, which shall include the right to select all other necessary officers to serve for a period of one year and to employ such other persons as may be needed as herein authorized to implement this chapter.

§ 67-7 (Reserved)

Editor's Note: Former § 67-7, Annual report, was superseded 10-21-1998 by Ord. No. 465-98. For current provisions on submission of annual reports, see § 67-8.

§ 67-8 Powers and duties.

[Amended 10-21-1998 by Ord. No. 465-98]

The Recreation Board should be a regular advisory board and, as such, it shall only be advisory in nature and shall perform no administrative duties. Its duties shall include, but not be limited to, the following:

- A. To act in an advisory capacity to Council in matters relating to parks, recreation and forestry.
- B. To develop and review policy matters with respect to recreation.
- C. To cooperate with other governmental agencies and civic groups in the advancement of parks and recreation in the borough.
- D. To recommend policies pertaining to all municipal park and recreation matters within the borough.
- E. To review and make recommendations with the Borough Manager and Council concerning problems of development of recreation areas, facilities programs and improved recreational services.
- F. To make recommendations concerning the comprehensive system of recreation and park areas facilities and programs to meet the needs of the borough residents, to recommend plans and general policies with respect to public park and recreation services and to assess the importance and need of recreational services to the general public and make recommendations to Council.
- G. To inform Council as to the status and progress of recreation and park services.
- H. To promote stability and continuity of park and recreation services.
- I. To evaluate annually the park and recreation system in the community in relation to its objectives.
- J. To submit an annual report to Council as deemed necessary.
- K. To promote the planting of trees, shrubbery, etc., on private and public property in the borough.

§ 67-9 Cooperative plan of recreation service.

If the Borough of Franklin Park develops a cooperative plan of recreation service with a borough, county, school district, township, authority or any of them, the Recreation Board shall have the power to adjust its established personnel, standards, qualifications and salary schedules, subject to the approval of the Borough Council, to meet the terms of the joint operation agreed upon.

§ 67-10 General plan.

It shall be the duty of the Recreation Board to prepare a general plan of the borough recreational areas and facilities, together with areas which, in the opinion of the Recreation Board, could be utilized as a park or recreation facility. To implement this section, the Recreation Board shall be permitted to retain or utilize the services of the Borough Engineer, subject to the approval of the Borough Council regarding the method and amount of payment to the Borough Engineer for the services which may be rendered hereunder. In addition, it shall be the duty of the Recreation Board to consider the feasibility of joining in a Recreation Program and the utilization of facilities with nearby municipalities.

(Municipalities Name)
COMMUNITY SERVICE REQUEST FORM

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

DEPARTMENT: _____

SUPERVISOR: _____

I, _____, hereby request that I be permitted to perform my community service work for the **(Municipalities Name)**. I understand that I am not an employee of the Township. I understand that if I am injured during the time I am performing my community service work, I am not covered by the Township's worker's compensation coverage. I agree to hold the **(Municipalities Name)** harmless for any injury that may occur during the time I perform my community service. I understand that I am not permitted to drive any licensed vehicle. I agree not to perform any job or duty that I believe is unsafe or that has not been fully explained to me.

Signature

TO BE COMPLETED BY SUPERVISOR AT THE END OF COMMUNITY SERVICE

COMMUNITY SERVICE HOURS WORKED: _____

STARTING DATE: _____ ENDING DATE _____

SUPERVISOR'S SIGNATURE: _____ DATE: _____

SUPERVISOR'S PHONE NUMBER: _____

SUPERVISOR'S EMAIL ADDRESS: _____

Copies to: Police Department
Township Secretary

PUBLIC DEDICATION OF LAND AND FEES-IN-LIEU FOR PARKS AND RECREATION

A Guide to Using Section 503(11) of the
Pennsylvania Municipalities Planning Code

December 15, 2008

Prepared by the Pennsylvania Land Trust Association
in partnership with the
Pennsylvania Department of Conservation and Natural Resources



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This document is for general information only and is NOT intended to provide legal advice or legal opinion. Laws may be amended or court rulings made that could affect the information provided in this publication. The Pennsylvania Department of Conservation and Natural Resources, Pennsylvania Land Trust Association, Conservation Matters, LLC, and RothPlan, LLC, assume no responsibility for errors and omissions or any liability for damages resulting from use of this material. **Municipalities should seek guidance from legal counsel before adopting and implementing public dedication provisions and other options described in this guide.**

Comments Requested

The Pennsylvania Land Trust Association welcomes suggestions for improvements to this document. Please direct comments to Andy Loza at aloza@conserveland.org. Thank you.

Updates

Check for updates and new editions of this document at www.conserveland.org

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The sample Open Space Dedication Selection Form is copied with the permission of the author from “Mandatory Dedication – Just One Source of Many,” Pennsylvania Recreation and Parks (Spring 1992), pp. 17-19, Diane W. Kripas, CLP.

PUBLIC DEDICATION OF LAND AND FEES-IN-LIEU FOR PARKS AND RECREATION

A Guide to Using Section 503(11) of the Pennsylvania Municipalities Planning Code

Excerpt from Section 503 of the Pennsylvania Municipalities Planning Code	4
Introduction.....	5
Prerequisites to Using Public Dedication and Its Alternatives.....	6
Recreation plan	6
Subdivision and land development ordinance	8
Dedicating Land for Public Parks and Recreation Purposes	8
Determining how much parkland a community needs	8
Types of parkland	9
<i>Using public dedication and fees-in-lieu for trails</i>	<i>11</i>
<i>Sidewalks, complete streets and a question</i>	<i>12</i>
Determining how much parkland each new development must contribute	12
How close does the dedicated land need to be to the new development?.....	14
Fees-In-Lieu of Dedication Option	15
Uses of fees-in-lieu	16
How much can be charged as a fee-in-lieu of dedication?	16
Deposit requirements and time limits	17
Fees-in-lieu can't be required but can be incentivized	17
Construct Recreational Facilities Option	18
Private Reservation Option.....	19
Combinations of Options.....	20
Implementation Issues	20
Amending a subdivision and land development ordinance to provide for public dedication	20
Working cooperatively with developers	21
Multi-municipal planning and public dedication	22
Public dedication in residential, commercial or industrial zoning districts	22
Ensuring that dedicated or privately reserved lands are maintained for park and recreation purposes	23
Appendix 1: Online Resources.....	24
Public Dedication Ordinances and Related Material	24
Recreation, Park and Open Space Plans and Related Material.....	26
Other Online Resources	26
Appendix 2: Locating Expert Assistance.....	27
Appendix 3: Sample Parkland Dedication Selection Form.....	27

EXCERPT FROM SECTION 503 OF THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE

Source: <http://mpc.landuselawinpa.com>

Section 503. Contents of Subdivision and Land Development Ordinance. The subdivision and land development ordinance may include, but need not be limited to:

...

(11) Provisions requiring the public dedication of land suitable for the use intended; and, upon agreement with the applicant or developer, the construction of recreational facilities, the payment of fees in lieu thereof, the private reservation of the land, or a combination, for park or recreation purposes as a condition precedent to final plan approval, provided that:

(i) The provisions of this paragraph shall not apply to any plan application, whether preliminary or final, pending at the time of enactment of such provisions.

(ii) The ordinance includes definite standards for determining the proportion of a development to be dedicated and the amount of any fee to be paid in lieu thereof.

(iii) The land or fees, or combination thereof, are to be used only for the purpose of providing park or recreational facilities accessible to the development.

(iv) The governing body has a formally adopted recreation plan, and the park and recreational facilities are in accordance with definite principles and standards contained in the subdivision and land development ordinance.

(v) The amount and location of land to be dedicated or the fees to be paid shall bear a reasonable relationship to the use of the park and recreational facilities by future inhabitants of the development or subdivision.

(vi) A fee authorized under this subsection shall, upon its receipt by a municipality, be deposited in an interest-bearing account, clearly identifying the specific recreation facilities for which the fee was received. Interest earned on such accounts shall become funds of that account. Funds from such accounts shall be expended only in properly allocable portions of the cost incurred to construct the specific recreation facilities for which the funds were collected.

(vii) Upon request of any person who paid any fee under this subsection, the municipality shall refund such fee, plus interest accumulated thereon from the date of payment, if the municipality had failed to utilize the fee paid for the purposes set forth in this section within three years from the date such fee was paid.

(viii) No municipality shall have the power to require the construction of recreational facilities or the dedication of land, or fees in lieu thereof, or private reservation except as may be provided by statute.

INTRODUCTION

Many Pennsylvania municipalities are experiencing growth pressures. New housing developments eat up open spaces previously enjoyed by communities. New residents stress existing park facilities and create demands for new and expanded recreational opportunities. Municipalities can manage these park and recreation demands by putting an ordinance in place to require the establishment of new parkland or park capital investments as part of each new development.

Pennsylvania municipalities have the power under Section 503(11) of the state's Municipalities Planning Code ("MPC")¹ to require developers to dedicate land to the municipality *for public parks and recreation purposes*. Called "public dedication" in the MPC, this tool is often referred to as "mandatory dedication" by those in the land use planning field.

Under Section 503(11), municipalities may also provide the option for developers to choose from several alternatives to public dedication. However, municipalities may not mandate these alternatives. Developers may voluntarily agree to do one or more of the following instead of or in addition to public dedication:

- Pay a fee to the municipality to be used for providing "parks and recreation facilities" accessible to the new development. This is known as "fee-in-lieu" of land dedication;
- Construct recreational facilities; and/or
- Privately reserve land within the subdivision for park and recreation purposes.

More and more municipalities in Pennsylvania are adopting public dedication ordinances. Many of these are concentrated in high-growth counties surrounding metropolitan areas, such as Lancaster, Chester, Berks, Lehigh, Northampton, Cumberland, Dauphin, and York Counties.

The Pennsylvania Department of Conservation and Natural Resources ("DCNR") has compiled a sample list of adopted public dedication ordinances entitled "Mandatory Dedication Ordinances across the Commonwealth" that can be accessed at http://conserveland.org/lpr/library?parent_id=23144. In addition, a variety of ordinances can be downloaded at http://conserveland.org/lpr/library?parent_id=23144.

Public dedication is based on the concept of impact fees: Development creates increased demand for municipal services or facilities. Requiring developers to provide amenities or funding for expanded or enhanced public amenities is an efficient and equitable way to offset some of the impacts of new development.

Prior to 1988, Pennsylvania communities seeking funds from developers for park and recreation facilities and certain other public improvements based these required contributions (known as "exactions") on MPC language that did not provide clear

authorization.ⁱⁱ Some developers objected to what they saw as municipalities' "arbitrary and abusive application" of vague exaction rules. Act 170 of 1988 revised and reenacted the MPC in part by specifically allowing municipalities to require dedication of land for park and recreation purposes. The law's intent was to establish "basic 'ground rules' ... to limit municipal discretion."ⁱⁱⁱ This was a good result for municipalities who previously had steered clear of imposing exactions for fear of running afoul of the law; and it was a good result for developers, who now could anticipate what could legally be required of them.^{iv}

Although there has been little or no litigation relating to this particular section of the MPC, in recent decades the United States Supreme Court has weighed in on the general issue of developer exactions. The Fifth Amendment to the U.S. Constitution^v reads in part, "...nor shall private property be taken for public use, without just compensation." In a series of cases interpreting this so-called "Takings Clause" of the Fifth Amendment, the Supreme Court has limited the ability of state and local governments to impose land use controls on private landowners. In *Nollan v. California Coastal Commission*,^{vi} the Court declared that developer exactions violate the Takings Clause unless there is an "essential nexus" (i.e., logical connection) between the contributions required of the developer and the public impact of the proposed development.^{vii} In *Dolan v. City of Tigard*,^{viii} the Court added to the nexus test, ruling that an exaction of property from the developer (i.e., requiring parkland to be set aside) must be "roughly proportional" in nature and extent to the impact of the proposed land development.^{ix}

These cases underscore the importance of documenting municipal park and recreation needs and having a well-supported municipal recreation plan prior to implementing a carefully constructed public dedication ordinance.

PREREQUISITES TO USING PUBLIC DEDICATION AND ITS ALTERNATIVES

In order to legally adopt a public dedication ordinance and impose a park and recreation exaction on a developer, the municipality, or several adjoining municipalities operating on a regional basis,^x need to do several things:

- Adopt a recreation plan;
- Adopt a subdivision and land development ordinance ("SALDO"),^{xi} and
- Include in the SALDO a section providing for public dedication.

Recreation plan

Municipalities must prepare and adopt a park and recreation plan containing sufficient background analyses to justify a particular public dedication standard. Park standards – and the methodology for determining the standards – should be clearly outlined in the park and recreation plan. Several ways that municipalities can

determine park standards are described below under the heading “Dedicating Land for Public Parks and Recreation Purposes.”

Generally, a park and recreation plan should contain the municipality’s goals and objectives for parkland, park facilities and recreation. These goals and objectives should relate to the municipality’s character, population density, and public demand for local recreation opportunities. The plan should compare local recreation preferences against the community’s supply of local recreation opportunities so that the plan can recommend specific local improvements and programs to meet localized demands.

From the goals and needs, the park and recreation plan should derive corresponding levels of public service and set specific criteria (e.g., secure X acres of new community parkland per 1,000 population) to ensure that the supply of parkland keeps pace with community growth. The plan should also establish guidelines for acquiring acceptable parkland relating to a potential parcel’s size, location, proximity to new development, and accessibility. Finally, the plan should recommend and justify the adoption of a public dedication ordinance.

More sophisticated plans will also include a capital improvements plan for acquiring and developing the parkland as lands are dedicated or fees-in-lieu revenues accumulate.

The park and recreation plan may be a freestanding document or may be included as a chapter (or chapters) of the larger municipal comprehensive plan.

A good example of a scope of work for a comprehensive recreation plan is described in the DCNR publication “Comprehensive Recreation, Park and Open Space Plan” (see http://conserveland.org/lpr/library?parent_id=28478). Smaller or more rural municipalities interested in creating a local park system may want to follow the simpler scope of work described in the DCNR publication “Mini Recreation and Park Plan” (see http://conserveland.org/lpr/library?parent_id=28478).

Municipalities can separately adopt a joint park and recreation plan or incorporate a joint plan within a regional comprehensive plan.^{xii} The “Official Comprehensive Recreation & Open Space Plan” for Upper and Lower Saucon Townships in Lehigh and Northampton Counties respectively is an example of a multi-municipal comprehensive recreation plan (see http://conserveland.org/lpr/library?parent_id=28478).

Several small municipalities that operate on a joint basis incorporated a “mini” recreation plan into the “Southern Berks Regional Comprehensive Plan”. Elements of the mini recreation plan are spread over several chapters of the comprehensive plan, which involved a broader scope than just parks, recreation and open space (see http://conserveland.org/lpr/library?parent_id=28478).

Subdivision and land development ordinance

To take advantage of the public dedication provision of the MPC, municipalities need to pass a SALDO, and this ordinance needs to provide for public dedication. The park standards in the SALDO should be consistent with those recommended in the municipality's official parks and recreation plan.

In some cases, counties administer the SALDO for local municipalities. In these situations, the local municipalities may need to lobby their county commissioners to adopt suitable public dedication sections within the county SALDO. The municipality should furnish the county with its specific public dedication standards or adopt a county standard. Lancaster County has included a public dedication provision in its countywide SALDO, and Centre County is considering such an approach for several of its municipalities within the Nittany and Penns Valley Regions as a result of their multi-municipal comprehensive plans. Additionally, the municipality should develop an effective means of communicating its desires during the development review process so that the county can act on its behalf when deciding whether or not to accept dedication of land, fees-in-lieu-thereof or another alternative.

Public dedication requirements cannot be imposed on land development plans (preliminary or final) that are pending prior to enactment of a public dedication ordinance. Only new plans may be made subject to the ordinance.

DEDICATING LAND FOR PUBLIC PARKS AND RECREATION PURPOSES

The MPC requires that a municipality's SALDO contain "*definite standards*" for determining the amount and location of land required to be dedicated (section 503(11)(ii)). Moreover, the MPC (as well as the before-mentioned Takings Clause cases and their progeny) requires that these standards "*bear a reasonable relationship to the use of the park and recreation facilities by future inhabitants of the development or subdivision*" (section 503(11)(v)). Because these phrases and concepts (together with the phrase discussed in the section below, "*accessible to the development*") are not defined in the MPC, municipalities have taken a variety of approaches to determine appropriate standards.

Determining how much parkland a community needs

Most municipalities start by deciding how much parkland they want to provide per 1,000 residents. The Pennsylvania Governor's Center for Local Government Services notes in its guide to subdivision and land development^{xiii} that this is a logical way to develop "definite standards," because it ties recreation demand and the acreage requirement directly to the number of residents generated by a given development.

Many municipalities consider in their analysis the National Recreation and Park Association's ("NRPA") former recommendations on how much of each type of

recreation facility should be provided per 1,000 people. The upper range of those guidelines recommended that, for each 1,000 residents, a municipality provide ½ acre of mini-parks; 8 acres of community parks; and 2 acres of neighborhood parks.^{xiv} Although these population-based standards have been criticized by many planners as a cookie-cutter approach to planning (and were in fact dropped in the most recent NRPA guidelines), they still provide a useful baseline *so long as communities tailor them to their particular needs*. For instance, one publication on public dedication notes:

Most [criticism of the park space standards] focuses on the shortcomings of the standards in failing to consider local conditions. Despite all of these warnings there does not appear to be a widely accepted alternative to quantifying the amount and type of park space required to provide a quality recreation service. Refining these space standards would require the incorporation of citizens needs and preferences (needs assessment) in the formulation of new contemporary community standards. Such an approach, building on the historical basis of space standards but incorporating contemporary needs, is a legally defensible approach whose time has come. The unilateral adoption of the NRPA standards without incorporating contemporary community needs is an approach whose time is past.^{xv}

Tailoring the NRPA base standards to a particular community could involve citizen surveys or looking at historic park provision or usage patterns. For instance, Peters Township (Washington County) analyzed its historic ratio of parkland to development and determined that it historically had provided 18 acres per 1,000 people in the municipality, and this became the basis for their formula. This approach ensures that future residents enjoy the same level of service as existing residents over time.

However, many municipalities have no history of park acquisition and yet their existing and future residents deserve local recreation opportunities. A rural municipality that has historically not considered parkland to be a community priority may be confronted with newfound public outcry for local recreation opportunities. Most of these communities will rely upon some accepted standard that has been advocated by a recognized authority (NRPA, a county, or even an adjoining municipality). For example, Lancaster County has suggested that at least ten acres of parkland be provided for each 1,000 residents within its 60 municipalities.

Many early adopters of public dedication used a “0.02 acres of parkland per dwelling unit” as their standard. However, more recently this standard is usually found to be deficient when confronting the public demand for parks in growing communities.

Types of parkland

In determining how much parkland a municipality will need, it is important to understand that there are several basic types of parks. For example, the Commonwealth of Pennsylvania maintains a park system with the following mission:

The primary purpose of Pennsylvania State Parks is to provide opportunities for enjoying healthful outdoor recreation and serve as outdoor classrooms for environmental education. In meeting these purposes, the conservation of the natural, scenic, aesthetic, and historical values of parks should be given first consideration. Stewardship responsibilities should be carried out in a way that protects the natural outdoor experience for the enjoyment of current and future generations.^{xvi}

In contrast, the emphasis of local municipal parks is likely to be on serving the daily recreation needs of local residents. Rather than attempting to provide for “state” or “county” sized parks, municipal officials generally strive to provide convenient accessibility and meet the regular, close-to-home recreation needs of local residents. Often municipal parks are provided in close association with local public school districts.

Municipalities may seek to provide what the NRPA labels as *community parks*. These parks are sometimes the showpiece of municipality’s park system and feature multiple sets of athletic fields and courts, playgrounds, open play areas, picnic pavilions, and other related amenities. In larger, more affluent communities with more mature park systems, swimming pools can also be a part of the community park. Often a municipality will have only one of these parks, but in larger communities several community parks can be provided. These tend to be the biggest of municipal parks and can be developed in conjunction with larger public school campuses like middle and high schools. These parks typically are 10 to 50 acres in size and are often provided at a rate of between 5 and 10 acres per 1,000 residents. Their service area usually is municipality-wide in rural areas; however, where multiple community parks are provided, the service area can be smaller. In general, citizens typically must drive to community parks, so parking is of particular concern. Communities that are creating their initial park system may seek to create a community park first, as it focuses community attention on a single achievable result with tangible benefits offered to all citizens and voters.

Municipalities may seek to develop a series of *neighborhood parks* that are smaller and more closely integrated within residential areas. Here, limited open areas might have a playground, one or two athletic courts, and a multi-purpose field. Pedestrian access is of primary concern so that children have nearby play areas that are safely accessible. These parks typically are 1 to 5 acres in size and usually are provided at a rate of between 1 and 2 acres per 1,000 residents. Their service areas often are limited to sites that are easily accessible on foot. Neighborhood parks may have been built in conjunction with neighborhood elementary schools, based on the former public school district practice of locating elementary schools within ¼ to ½ mile of residences served. Hence, urban areas and older suburbs tend to have neighborhood park facilities while newer communities do not. In any event, neighborhood parks are an important component of a municipal park system that is well within the discretion of local officials to consider when adopting a public dedication ordinance.

Municipalities may look to provide for *tot-lots* and *pocket parks* that place parks even closer to the doorsteps of users. These facilities are less than one acre in size and are often part of a specific high-density community. They may contain a playground or an athletic court. Some municipalities feel that scattered, small recreation sites demand too much effort to maintain properly and prefer fewer, but larger, park and recreation facilities. Some urban municipalities are using the redevelopment process to have developers put in “green space,” such as “passive” parks and gardens, which may require less maintenance.

Linear parks, often called “*greenways*,” are gaining in popularity. Hiking and biking trails consistently rank high, when the public is asked to prioritize local recreation needs, and local governments have begun to take notice. While linear parks are usually opportunity-based (along a creek, abandoned railway, utility right-of-way, etc.), some municipalities are actively pursuing these types of parks without these opportunities.

Using public dedication and fees-in-lieu for trails

Municipalities may pursue dedicated land, or more commonly, fees-in-lieu, to create recreational trail systems. To do this, a municipality should include trails in its park and recreation plan with goals, standards, data and analysis just as would be included for any other park type. Trails should be listed in the public dedication ordinance as “park and recreation facilities” (as contrasted with transportation-oriented facilities) with acreage requirements just as with any other park-type.

If the municipality’s trail plan or official map shows that the developer's land includes a future trail corridor, the dedication ordinance should require the developer to dedicate the appropriate land for the trail within the development (not exceeding the acreage standard set forth in the ordinance). If a planned trail lies beyond the development site, the municipality may request that the developer contribute a fee-in-lieu that can be used to acquire and secure the off-site trail corridor. Although technically the municipality cannot mandate the fee, developers will often prefer paying the fee rather than dedicating land within their development.

The 119-page publication, *Trail & Path Planning: A Guide for Municipalities* (<http://dsf.chesco.org/planning/lib/planning/trailguide/trailguideentire.pdf> or http://conserveland.org/lpr/library?parent_id=18436), is a valuable resource on this topic. An example of trail land dedication standards can be found in New Hanover Township’s (Montgomery County) subdivision and land development ordinance (http://conserveland.org/lpr/library?parent_id=23144).

Finally, some municipalities place a premium on the protection of open space as a local recreation mandate. Here, public dedication can be used to supplement a host of conservation options so long as these open spaces are accessible for public enjoyment.

While the preceding types of parks all can be considered, municipalities usually focus on one or just a few of these types. Local officials should only adopt policies that seek the types of parks the municipality truly wants and intends to provide.

Sidewalks, complete streets and a question

Municipalities can require sidewalks and set standards for their installation as a condition for approval of a plat without need for the public dedication provisions of Section 503(11) of the MPC. If a municipality requires the provision of sidewalks in its SALDO, and installation of sidewalks is a standard practice in the municipality, then the municipality should be on solid ground in requiring sidewalks as a matter of course. Even if sidewalks have not previously been required or constructed in a municipality and the municipality has just made them a requirement in its SALDO, the municipality should be on solid ground in enforcing this so long as it consistently does so and has amended its SALDO appropriately.

Pedestrian and bicycling modes of transportation and recreation seem likely to grow in popularity in the coming decades as supply and demand trends for fossil fuels push energy prices higher. Newer planning policies already are starting to emphasize “complete streets” that are located and designed to accommodate all users, enabling pedestrians, bicyclists and motorists of all ages to safely move along and across streets. (For more information, see <http://completestreets.org>.) Communities may wish to consider the complete streets approach when devising street design standards and parkland dedication or fees-in-lieu-thereof requirements.

It is an interesting question as to whether a SALDO can be structured to require – in a legally defensible way and without recourse to public dedication – trails or bikeways as part of a land development’s circulation system. Please send thoughts and experiences regarding this question to aloza@conserveland.org.

Sample Schedule of Municipal Park Standards		
Park Type	Acres per 1,000 Population	Recommended Service Area
Community Park	8 acres	2 mile radius
Neighborhood Park	2 acres	½ mile radius
Tot Lot	½ acre	¼ mile radius
Linear Park	1 acre	Community wide
Open Space	1 acre	Community wide
Total	12.5 acres	NA

Determining how much parkland each new development must contribute

In addition to determining how much and what types of parkland will be needed to service new development, municipalities will have to *calculate how much parkland*

each new development must contribute to satisfy the parkland standard. The following presents a hypothetical example using a simple methodology based on a per household or dwelling unit standard:

Assumptions in Hypothetical Example:

- Municipality intends to provide for local parkland at a rate of 10.5 acres per 1,000 residents (based on targets of 8 acres of community parks, 2 acres of neighborhood parks, and ½-acre of mini-parks); and,
- The average household size within the municipality is 2.63 persons (derived from U.S. Census Bureau reports).

Preliminary Calculation:

Dividing the targeted 10.5 acres by 1,000 persons is the equivalent of .0105 acres per person ($10.5 \div 1,000 = .0105$). Multiplying that number by 2.63 persons per household equals **.028 acres** (1,220 sq. feet) **per household** ($.0105 \times 2.63 = .028$).

Adjusting the Calculation to Factor in Facilities:

If raw land was all that was needed to provide for local parks, then the .028 acres per household would enable the municipality to establish and expand parks at a rate that would keep pace with the projected growth in demand for park facilities. But local parks are more than raw land; they require infrastructure, improvements and recreational equipment. Consequently, municipalities seek to factor these development costs into the acreage calculation.

For local parks, the cost of developing parkland is often found to roughly equal the value of the raw parkland. This leads some experts to recommend that municipalities consider *doubling the preceding acreage figure* to derive a public dedication standard that would effectively meet expected demand for developed parks. For instance, under the hypothetical example above, the municipality would require that each new housing unit be required to dedicate .056 acres of parkland ($.028 \times 2 = .056$).

In certain metropolitan areas of the Commonwealth, raw land values are so high that the cost of parkland improvement may be substantially less than that of the raw land costs. For example, if parkland development costs are projected to be one-third the raw land value, rather than doubling the initial acreage per household calculation, a municipality would instead multiply the calculation by 1.33. Conversely, there may be situations where parkland improvement costs will substantially exceed parkland values. The municipality should determine the appropriate multiplication factor using projections of park development costs and with assistance from certified park and recreation professionals and/or community planners.

The “Southern Berks Regional Comprehensive Plan” follows an approach similar to the above hypothetical example. Buckingham Township (Bucks County) also follows a similar approach and elaborates on it. The Township requires a minimum of 1,565 square feet of recreation land per dwelling unit, based on an underlying goal of providing 12 acres of parkland per 1,000 persons. This acreage goal is based on the

old NRPA standards combined with a township-wide service needs assessment. Additionally, the township requires the dedication of parking spaces so that the recreation facility can be truly accessible. The ordinance further requires set percentages of the dedicated land to be suitable for different types of park uses. For example, 65% of the dedicated land needs to be suitable for community park use, 25% for neighborhood playground use, and 10% for mini-park use.

Municipalities may set different standards for active parkland versus “passive” parks. Natural or open space-oriented parks do not require as much improvement; therefore, their development costs might only be a small fraction of the raw land value. In the hypothetical example noted above, if natural areas were the focus of the municipality, rather than heavily improved community or neighborhood parkland, it might be projected that park development costs only 20% as much as the raw land value. With this assumption, each household or dwelling unit would need to provide only .0336 acres of parkland ($.028 \times 1.2 = .0336$).

However, in most cases the municipality will include at least some component of significantly improved parkland when adopting a public dedication ordinance. The “Official Comprehensive Recreation & Open Space Plan” (http://conserveland.org/lpr/library?parent_id=28478) for Upper and Lower Saucon Townships (pages 86-92) presents a suitable methodology for calculating public dedication standards when a municipality proposes a combination of improved parkland and unimproved natural open spaces.

Another methodology for establishing public dedication requirements is to tie the amount of land to be dedicated to the size of the lots developed. Subdivisions containing smaller lots are required to set aside more land for recreation. See, for example, § 320-53 (“Community facilities, park land and open space”) of the North Coventry Township (Chester County) SALDO (http://conserveland.org/lpr/library?parent_id=23144). North Coventry requires developments averaging less than ½-acre per dwelling unit to dedicate or reserve 20% of the development for parkland, whereas developments averaging 1.1 acres per dwelling unit need to set aside 12% of the net acreage.

The above examples are not one-size-fits-all. Municipalities need to develop goals and standards appropriate for their particular communities.

How close does the dedicated land need to be to the new development?

The MPC requires that the dedicated land must be *accessible* to the new development AND the *location* of the land selected must bear a reasonable relationship to the use of the facility by future inhabitants of the development (sections 503(11)(iii), (v)).

NRPA guidelines can be consulted to determine sample service radii for tot lots, neighborhood parks, community parks, and other facilities desired in the municipality. For instance, a neighborhood playground might contain 3-5 acres of

land, be located within 2,000 feet of the new development, and have no substantial physical barriers or impediments to accessibility (such as a major road to cross). Certain recreation facilities, such as an off-site tot lot might even need to be adjacent to or connected by a sidewalk to the new development to be considered truly accessible. The municipality's recreation plan and/or the SALDO should include this information.

Some of the more developed and sophisticated municipalities identify *park service districts* within which neighborhood parks may be targeted. These usually relate to a predetermined service radius (say ½ mile) and/or areas within which children can safely walk and ride their bicycles to and from a park without having to cross a busy highway or some other physical barrier.^{xvii}

Municipalities appear to have flexibility in determining what is a “reasonable relationship” between the location of land to be dedicated and its future use by inhabitants of the development. But bear in mind that in its guide, *Subdivision and Land Development in Pennsylvania*, the Center for Local Government Services suggests that “developers should not be expected to [pay fees-in-lieu] for the development of a *neighborhood* park 3 miles away.”^{xviii} This is because neighborhood parks generally have a ¼ to ½ mile service radius.

On the other hand, applying fees-in-lieu to a *community-wide* facility 2 miles away would be appropriate, because community parks generally have a 1 to 2 mile service radius. Likewise, if the municipal park and recreation plan provides for one centralized community park, the entire municipality arguably could be used as a service area.

Similarly, municipalities that have identified and planned for linear parks or natural areas as part of the municipality's park and recreation system can use public dedication or fees-in-lieu thereof to acquire and protect such resources as indicated in their comprehensive recreation plans. For example, if a particular linear park is planned within a given neighborhood and fees are collected for that purpose from a prospective developer in that neighborhood, then such fees should be spent within that neighborhood. However, if a linear park is planned to serve the entire municipality, then fees collected anywhere within the municipality can be applied towards that linear park.

FEES-IN-LIEU OF DEDICATION OPTION

With a well-drafted ordinance in place, public dedication of land may be *mandated* of developers. If a municipality prefers an alternative to land dedication – fees-in-lieu of dedication, constructing recreational facilities, reserving private land, or a combination of these – the municipality may *ask* the developer for the alternative and the developer *may consent*.

Uses of fees-in-lieu

A good municipal recreation plan will identify key locations for local parks. Appropriate locations require a combination of particular conditions. For example, community and neighborhood parks are often athletics-oriented, requiring lands that are flat and well-drained. Parks must be located in convenient and physically accessible locations that will not generate adverse impacts on adjacent properties. Where linear parks or natural areas are important components of a park and recreation plan, the municipality often is seeking to protect natural and cultural features that are unique to a particular area. These considerations limit suitable park sites to a narrow set of locations. In most cases a proposed development would not contain one of these locations, and consequently, a developer would be hard pressed to provide the land that would meet the municipality's requirements.

The MPC addresses this problem, allowing municipalities to collect fees-in-lieu of parkland dedication. A municipality can save these fees until enough capital has been acquired to purchase the targeted parkland (keeping the 3-year deadline noted below in mind). Alternatively, the fees-in-lieu of parkland can be used to provide infrastructure or buy recreational equipment for new parks, and/or make improvements to existing facilities. The sites must be accessible to future residents of the new development. Fees *cannot* be used to simply maintain existing facilities or purchase maintenance equipment.

How much can be charged as a fee-in-lieu of dedication?

The MPC requires that fees charged "bear a reasonable relationship to the use of the park and recreation facilities by future inhabitants of the development or subdivision" (section 503(11)(v)). Whether the fees-in-lieu are used to help finance a public pool, a community center, or a neighborhood park, the municipality's recreation plan should spell out how these types of facilities will be accessible to residents of the new development.

As with land dedication, the MPC requires that the subdivision and land use ordinance contain "definite standards" for determining the amount of fees-in-lieu that may be imposed (section 503(11)(ii)). In short, the fee-in-lieu should bear a direct relationship to the value of the type of land that would otherwise have been dedicated.

Some municipalities simply state in their ordinances that the fee-in-lieu shall be equal to the average fair market value of the land otherwise required to have been dedicated, as determined at the time of filing of the subdivision application. The burden for determining this value may be placed on the developer, with the municipality able to dispute or verify the value.^{xix} Other municipalities calculate an average per acre value in the municipality and post this amount in an annually-updated schedule of fees and charges.

For example, the previously described hypothetical example determined that each new dwelling unit in the municipality was required to dedicate .056 acres of parkland. Assume that the municipality undertakes an appraisal that determines that an acre of

“undeveloped” land within the neighborhood is worth \$60,000. We can calculate that the fee-in-lieu of dedication in this case should be \$3,360 per dwelling unit ($\$60,000 \times .056 = \$3,360$).

The fee-in-lieu option can generate significant revenue. As of 2007, for instance, Newtown Township (Bucks County) requires dedication of 3,000 sq. feet of recreational land per dwelling unit or a fee-in-lieu contribution of \$5,165/unit. A recent professionally conducted real estate appraisal performed for Upper Saucon Township (Lehigh County) determined that an acre of undeveloped open space within the township’s planned conservation area was valued at between \$25,000 and \$35,000, while an acre within the planned residential neighborhoods was valued at \$180,000 to \$210,000. In turn, the township’s fee-in-lieu was estimated at \$8,390 per dwelling unit. The Southern Berks plan suggests a fee of \$2,080 per unit, which it estimates will generate almost \$4.5 million for park and recreation facilities by the year 2020.

Some municipalities balk at setting fees so seemingly high – that is until they come to understand that if they don’t collect these amounts, they are still obligated to provide parkland and recreation facilities and will have to generate all of the necessary funds through other sources. Of course, fees-in-lieu of dedication is only one of several sources of potential park capital improvement revenue. Tax dollars, volunteer efforts, grants and donations can all supplement public dedication funds. But local officials need not apologize or feel guilty for requiring public dedication or collecting fees-in-lieu, as these policies are meant only to keep pace with their obligations to provide such facilities!

Deposit requirements and time limits

Fees-in-lieu must be deposited into an interest-bearing account, with the interest becoming part of the account. The account should specify for which park and recreation facilities the money is earmarked. The money must actually then be spent on those facilities.

Municipalities have three years to use the monies for the earmarked purpose. If the fees collected are not spent within three years, the developer may request a refund of the money plus accrued interest (section 503(11)(vii)).

Fees-in-lieu can’t be required but can be incentivized

As noted above, both the municipality and the developer must agree in order to pursue the fee-in-lieu option instead of land dedication. Because recreation land close to population centers is very expensive and difficult for some municipalities to acquire, it may be more beneficial for those municipalities to require land dedication.

On the other hand, municipalities not looking to expand their base of parkland might be more interested in receiving fees-in-lieu of land dedication. The Appendix to this publication contains a sample “Open Space Dedication Selection Form” allowing

developers to voluntarily select fees-in-lieu of land dedication (if that is the option the township prefers in that particular situation).

Municipalities can provide incentives for developers to pursue the fee alternative instead of land dedication. For instance, the municipality could set the fee below the market value of the land dedication requirement.

In addition or alternatively, the municipality could defer collection of the fees until the time building permits are issued – rather than collecting fees in a lump sum from the developer at the time of development plan approval. (Because the MPC does not specify when or how fees-in-lieu should be collected, this remains up to the municipality.) The municipality could further incentivize the fee alternative by tying fee payment to when the developer can expect significant cash flows – such as when occupancy permits are granted.

The downside of this approach for municipalities is that someone needs to monitor and administer these multiple payments. And because municipalities have three years from the payment date within which to use the funds, the question arises as to when the three-year clock should start running. Obviously, a local government isn't going to want to keep track of 100 different 3-year deadlines triggered by issuance of 100 individual occupancy permits.

One possibility might be for a municipality to add the words “unless a longer period of time has been agreed to by the developer” to the section of its public dedication ordinance providing for the three-year deadline, in order to expressly permit the developer to voluntarily extend the time period. The municipality then presumably could ask the developer to agree in writing to set a realistic timeframe with the clock not starting until *all* the fees attributable to a particular development have been collected.

Alternatively, municipalities could work to have developers provide “voluntary contributions” instead of paying fees-in-lieu. This eliminates some of the strings attached to fees-in-lieu (such as limiting their use to a particular service area, prohibiting use of the funds for park maintenance, and the three-year deadline).

Municipalities often are able to convince prospective developers to either dedicate land or provide a fee-in-lieu thereof based upon the municipality's specific preferences for that development. The guide section found below and labeled “Working cooperatively with developers” provides suggestions for helping municipalities obtain their preferred option.

CONSTRUCT RECREATIONAL FACILITIES OPTION

Again, only public dedication can be mandated, but the municipality may allow developers the option to build park and recreation facilities *instead of* dedicating land or build park and recreation facilities *in addition to* dedicating less land. For instance,

if the public dedication ordinance required the developer to dedicate seven acres of land, perhaps both the developer and the municipality would prefer a compromise whereby the developer donates only four acres but builds a basketball court and tot lot on the grounds.

It can be very cost effective for both the municipality and developer to have contractors who are working on site preparation at a new development prepare and grade a nearby municipal athletic field while their equipment is in the vicinity. Likewise, contractors may be able to pour foundations and construct improvements programmed for the proposed park. Developers often welcome such opportunities, as they can select specific recreation amenities that will “fit” their target customers and help to market their proposed units.

Some municipalities integrate this approach as a predetermined option within the SALDO, while others require the granting of a waiver.

Whatever the final “package,” the recreation facilities built should bear a reasonable cost relationship to the value of the acreage that otherwise would have been required to be publicly dedicated.

PRIVATE RESERVATION OPTION

During the subdivision approval process, the municipality and the developer can decide to designate, or “reserve,” a tract of private land for park and recreation purposes. The land remains privately owned and is not dedicated to the municipality. The subdivision plan then shows the location of the future facility, such as a tot lot. A written agreement between the developer and municipality spells out the responsibilities of the developer or homeowners association with regard to building and maintaining the future facility. The benefit of this option is that the municipality can potentially avoid maintenance costs for the privately-owned park and recreation facility. The downside is that the municipality will not have as much control, the private facility will not be eligible for state-funded park improvement grants, and the agreement may not permit people who don’t live in the development to use the facility, depending upon the wording of the agreement.

Again, as with the previous two alternatives, the municipality can make this option available to developers but cannot mandate its use.

The private reservation option need not be limited to using a homeowners association. Municipalities can approve the transfer of ownership of private reservation lands to other suitable entities who may be better equipped to manage these lands over time. A tot-lot that serves only the most immediate residents of the neighborhood might be logically owned and controlled by the homeowners association. However, a passive nature-based park with little physical improvement might be a good candidate for ownership and maintenance by a local conservancy. In contrast, a large athletic field complex might be best managed by the public school district. Municipalities should

consider the potential viability and desirability of alternative ownership/management arrangements as part of the development review process.

COMBINATIONS OF OPTIONS

A municipality may allow developers to partially or fully substitute public dedication of land requirements with any combination of fees-in-lieu, construction of facilities and private reservation options.

For example, in the case of a hypothetical large-scale land development, a municipality's SALDO might require the developer to dedicate 15 acres of parkland. In lieu of this dedication requirement, the municipality and developer might instead agree that the developer will:

- Pay a fee-in-lieu equal to the value of five improved acres of community parkland that is to be provided away from the subject property but within a reasonable service area for residents of the proposed development;
- Dedicate to the municipality four acres of the land to be developed for a new neighborhood park;
- Design and install those recreation facilities necessary to achieve a neighborhood-based level of amenity within the four-acre park; and,
- Transfer a half-acre of land to the homeowners association for a picnic area as well as a two-acre woodland within which the development's drip-irrigation community sewage disposal system outfalls.

This is but one example of the countless combinations that could be used to maximize the public benefit.

IMPLEMENTATION ISSUES

Amending a subdivision and land development ordinance to provide for public dedication

Like any ordinance to be adopted by a municipality under the MPC, local officials should carefully consider proposed SALDO revisions (language and standards) with professional guidance from community planners, park and recreation professionals, and solicitors. Such discussions and deliberations should take place in full public view with ready opportunity for public input. SALDO language should bear a direct relationship to the municipality's adopted park and recreation plan. Sections 504, 505, and 506 of the MPC specify applicable procedures for adopting and amending a SALDO. (Chapter 5 of the MPC can be accessed at: http://mpc.landuselawinpa.com/mpc_full5.html.)

Working cooperatively with developers

The subdivision and land development review process does not have to be a battleground between the municipality and the developer. Diane Kripas's article "Mandatory Dedication – Just One Source of Many"^{xx} recommends a number of steps municipalities can take to work more collaboratively with developers to get the most out of their public dedication ordinances:

Develop the required recreation plan and identify neighborhood and community park needs. Legal challenges can result when the question of where the fees are spent arises. Fees should be directed towards acquisition or development of facilities that will serve the new residents. Unless a municipality can "sell" the concept of one centrally located community park, it is at risk of being challenged that this park is not benefiting new developments outside its service radius.

Adopt an ordinance that is coordinated with your plan and has fair and reasonable language. All developers should be treated equally. However, if a developer is willing to do more for parks than the ordinance requires (without the local government delaying the subdivision process or "strong-arming"), then the municipality should give that developer extra publicity. In a sense, this is a donation and should be treated like one.

Use other revenue sources to buy the most suitable land and have a list of capital improvement projects available for developers. Generally, land appropriate for active recreation is also appropriate for prime building lots. Parting with these lots can be a struggle. As long as the fees are not considered excessive, developers tend to prefer writing a check to losing lots. Buy the land before it's gone, develop a color-rendered drawing of your desired park, and show developers where their money will go or even allow them to select specific facilities that they will construct as their contribution. You cannot require a developer to give you fees or develop facilities. You have to "sell" the alternatives.

Be prepared – establish what you want as early in the planning process as possible. To ask for open space at the final plan approval stage will go nowhere. The sooner you tell the developer what your plan says about that neighborhood, whether fees or land would be best, and especially, what benefits new residents will receive from a new park, the more likely you will achieve success. Good relations with developers can make it easier to have discussions with them at the sketch plan stage, the best time to communicate your interests.

Parks and recreation staff and boards, planning commissions, and elected officials need to work together on desired open space contributions. Involvement by park and recreation staff is essential right from the outset. You should work together with the planning commission to review the plan, provide comments, and work with the local governing body to determine what is best for the park and recreation needs of future residents.

A public dedication program should be only one source of revenue used to support park capital improvement programs. Most Pennsylvania municipalities do not have sufficient land or facilities for current residents. Why should new residents be the sole contributors to a municipality's future park system? This may seem easier than applying for grants or soliciting for donations, but the development community will be more cooperative if a municipality is tapping all sources (taxes, grants, donations, etc.) to meet present and future recreation needs.

The above section was adapted and excerpted in part with the permission of the author.

Multi-municipal planning and public dedication

More municipalities are choosing to plan for park and recreation needs at the regional level. Some municipalities prepare regional recreation plans and then implement individual municipal park and recreation systems and programs. Others create longstanding cooperative efforts that are administered by regional staff and agencies.

Public dedication is an approach that can be implemented at the local, regional or county level. The "rules" about how these regulations are justified, created, and administered still apply, no matter the level. For example, land acquired or fees collected for a park to serve the region can be allocated on a regional level; but land acquired or fees collected for a municipal-level park would need to be allocated within that municipality.

(State grants for recreation planning, programming, peer-to-peer, feasibility, acquisition, and construction give preference to multi-municipal projects where there is a commitment to regional cooperation. Multi-municipal park and recreation planning especially makes sense when school districts that serve more than one municipality already offer some level of recreation service within multiple communities.)

Public dedication in residential, commercial or industrial zoning districts

Some municipalities have significant park and recreation demands generated by non-residents (e.g., commercial/industrial athletic league programs). However, the MPC is silent on whether public dedication can be imposed on *non-residential* developments. The MPC refers to public dedication as serving "inhabitants of the development or subdivision," and it is unclear if this term encompasses *employees* (see section 503(11)(v)).

Nevertheless, a number of municipalities do impose public dedication requirements on commercial and industrial development. Newtown Township (Bucks County), for example, imposes a dedication standard of 750 sq. feet of parkland per 1,000 sq. feet of building area or requests a fee-in-lieu payment of \$1,291 per 1,000 sq. feet of non-residential building area.

An alternative approach that has been suggested is to tie the non-residential land dedication standard to the number of parking spaces used by employees in a development. In this guide's hypothetical example, .056 acres were required for every 2.63 residents (average household size) in a development. Similarly this non-residential approach could require .056 acres for every 2.63 parking spaces of employees who are not municipal residents and who use local park and recreation facilities.

There is disagreement in the planning field about whether or not public dedication should be applied to commercial or industrial uses, and it does not appear that this disagreement will be settled anytime soon. Therefore, to improve the odds that its public dedication ordinance will stand the test of time, a municipality that decides to require public dedication for commercial and industrial land uses should specifically document the recreational needs of commercial and industrial users who are not residents within the municipality and devise a methodology to determine their level of demand. Then it should create a standard that exacts the amount of parkland needed to serve future employees and make sure that such parks are readily accessible to the employees.

Ensuring that dedicated or privately reserved lands are maintained for park and recreation purposes

When parkland is to be privately reserved or dedicated and owned by a party other than the municipality, the municipality should require legal agreements (likely to involve conservation easements or deed restrictions) with such parties ensuring that the lands are held and managed in perpetuity for park and recreation purposes. Local solicitors should carefully evaluate such agreements prior to their execution. The municipality should also ensure that a suitable level of public access is afforded to the site as warranted by the size and type of park or open space.

APPENDIX 1: ONLINE RESOURCES

Public Dedication Ordinances and Related Material

Like all municipal ordinances, a public dedication ordinance can be relatively simple or quite complex. As municipalities' needs, staff, and goals vary, so will their public dedication ordinances. There probably are as many different examples of public dedication ordinances as there are municipalities that have adopted these regulations.

Adams County Public Dedication of Land for Parks Model Ordinance

Adams County Planning Commission

This is a county model ordinance that municipalities can use to create their own dedication of land and fees-in-lieu ordinance. It was printed in Adams County Vision for Parks, Recreation, and Open Space (Dec. 1997).

Download at http://conserveland.org/lpr/library?parent_id=23144

Adams County SIMPLE Model Ordinance for Public Dedication

Adams County Planning Commission

Adams County developed this model public dedication ordinance for use by the small municipalities within the county. Go to page E-6. It was printed in Adams County Vision for Parks, Recreation, and Open Space (Dec. 1997).

Download at http://conserveland.org/lpr/library?parent_id=23144

Mandatory Dedication Ordinances across the Commonwealth (2/2008)

Pennsylvania Department of Conservation and Natural Resources

A summary of public dedication ordinances adopted by municipalities across Pennsylvania

Download at http://conserveland.org/lpr/library?parent_id=23144

Moon Township - Land Dedication Requirements

Moon Township, Allegheny County

Moon Township's public dedication and fees-in-lieu ordinance.

Download at http://conserveland.org/lpr/library?parent_id=23144

New Hanover Township – Public Dedication and Fees-in-Lieu Provisions

New Hanover Township, Montgomery County

An excerpt from the New Hanover Township Subdivision and Land Development Ordinance. Includes standards for dedication of trail land (“Section 835. Standards for Park and Recreation Areas; Fee in Lieu of”).

Download at http://conserveland.org/lpr/library?parent_id=23144

Newtown Township Fee Schedule

Newtown Township, Bucks County

This is the complete fee schedule for Newtown Township. Go to Part 9 of this document to see the fees associated with land dedication and fees-in-lieu.

Download at http://conserveland.org/lpr/library?parent_id=23144

North Coventry Twp Public Dedication and Fees-in-Lieu Ordinance

North Coventry Township

This document is an excerpt from North Coventry Township's Subdivision and Land Development Ordinance pertaining to public dedication and fees-in-lieu. Of particular note in this ordinance is that the dedication requirements are tied to the size of the lots to be developed rather than the more typical dwelling unit approach.

Download at http://conserveland.org/lpr/library?parent_id=23144

PA Municipal Code Chapter 5

This chapter of the MPC covers proper methods for adoption and amendment of subdivision and land development ordinances. Specifically, Sections 504, 505, and 506 specify applicable procedures for adopting and amending a SALDO.

Download at http://conserveland.org/lpr/library?parent_id=23144 or visit http://mpc.landuselawinpa.com/mpc_full5.html

Southern Berks Regional Comprehensive Plan

Berks County

A good example of a Regional Joint Comprehensive Plan. Go to Chapter VI for the topics related to public dedication of land and fees-in-lieu.

Download at http://conserveland.org/lpr/library?parent_id=23144

Township of Spriggettsbury - Fee in Lieu Ordinance

Spriggettsbury Township, York County

The Township of Spriggettsbury's adopted fees-in-lieu ordinance

Download at http://conserveland.org/lpr/library?parent_id=23144

Township of Spriggettsbury - Public Dedication Ordinance

Spriggettsbury Township, York County

Spriggettsbury Township's adopted public dedication ordinance.

Download at http://conserveland.org/lpr/library?parent_id=23144

Township of Spring - Public Dedication Ordinance

Township of Spring, Berks County

Spring Township's public dedication ordinance.

Download at http://conserveland.org/lpr/library?parent_id=23144

Whitemarsh Township Public Dedication Ordinance

Whitemarsh Township, Montgomery County

Whitemarsh Township's adopted public dedication ordinance.

Download at http://conserveland.org/lpr/library?parent_id=23144

Recreation, Park and Open Space Plans and Related Material

Comprehensive Recreation, Park and Open Space Plan

PA Department of Conservation and Natural Resources

A park and recreation plan may be a free-standing document or it may be included as a chapter (or chapters) of the larger municipal comprehensive plan. A good example of a scope of work for a comprehensive recreation plan is provided in this document.

Download at http://conserveland.org/lpr/library?parent_id=28478

Growing Together: A Comprehensive Plan for Central Lancaster County

The Lancaster Inter-Municipal Committee

The Park and Open Space Plan excerpt from the regional comprehensive plan adopted by 11 municipalities in central Lancaster County as of spring 2007.

Download at http://conserveland.org/lpr/library?parent_id=28478

Mini Recreation and Park Plan

PA Department of Conservation and Natural Resources

Smaller or more rural municipalities interested in creating a local park system may want to follow the simpler scope of work described in this DCNR publication.

Download at http://conserveland.org/lpr/library?parent_id=28478

Saucon Region Official Plan

Upper and Lower Saucon Townships

Harry B. Roth and Susan and Steve Landis

A multi-municipal comprehensive recreation plan for the Saucon Region of Lehigh and Northampton Counties.

Download at http://conserveland.org/lpr/library?parent_id=28478

Southern Berks Regional Comprehensive Plan (Rec. excerpt)

Berks County

This is an example of a “mini” recreation plan adopted by several small municipalities in southern Berks County that operate their recreational facilities on a joint basis.

Download at http://conserveland.org/lpr/library?parent_id=28478

Other Online Resources

Trail and Path Planning: A Guide for Municipalities

Chester County Planning Commission

This is an excerpt from the 119-page guide. Published in 2007. Included are excerpts from ordinances and detailed drawings on how trails and sidewalks are to be constructed.

Download at http://conserveland.org/lpr/library?parent_id=18436

Go to <http://dsf.chesco.org/planning/lib/planning/trailguide/trailguideentire.pdf> to download the entire Guide.

APPENDIX 2: LOCATING EXPERT ASSISTANCE

Municipalities interested in developing a comprehensive park and recreation plan and a public dedication ordinance should turn to the following professionals or organizations for assistance:

- Community planners who are members of the American Institute of Certified Planners (AICP);
- Certified Park and Recreation Professionals;
- Pennsylvania Recreation and Park Society;
- Pennsylvania Planning Association; or
- Attorneys with knowledge of community planning issues.

Contact the DCNR Bureau of Recreation and Conservation, for funding assistance to develop a park and recreation plan for your community and/or to prepare a public dedication ordinance. Find a DCNR Regional Recreation and Parks Advisor by calling 717-787-7672 or going to http://www.dcnr.state.pa.us/brc/Regional_Map.pdf.

APPENDIX 3: SAMPLE PARKLAND DEDICATION SELECTION FORM

I, _____ (applicant), choose to pay a fee-in-lieu of dedicating open space or parkland for the proposed _____ subdivision, located at _____. I recognize that the Township's public dedication fee is revised annually, with the fee of \$_____ [*fill in appropriate fee here*] per acre for the year 2009. I agree to pay the fee for future final plan phases in effect in the year when they are filed for review. Failure to sign this selection form will mean that the Township assumes I will be dedicating parkland. Choosing to sign this form does not commit the Township to accepting a fee-in-lieu of parkland dedication.

Witness

Date

Applicant Name

Date

Company

Title

ENDNOTES

ⁱ 53 P.S. § 10503(11). The responsibility and power to plan and regulate land use in Pennsylvania lies exclusively with local government, including counties. This is the result of the Pennsylvania General Assembly delegating to municipal and county governments a portion of the state's "police power" with respect to planning and land use controls to protect public health, safety, and welfare. Responsibility for land use planning and for regulating development is exercised through the authority granted to local officials by the Municipalities Planning Code (except in Philadelphia and Pittsburgh).

ⁱⁱ Section 509(a) and (k) stated only that as a prerequisite to final approval, and in lieu of the completion of any improvements, municipalities could require developers to provide enough financial security to cover the costs of any required improvements.

ⁱⁱⁱ Letter from Philip E. Robbins, Pennsylvania Department of Community Affairs, to Virginia Rickert, Palmer Township Board of Supervisors (November 19, 1992), at p. 4, citing L.P. Symons, Esq., Local Government Commission report (198_).

^{iv} Municipalities may not legally impose offsite exactions unless they are specifically authorized by the MPC:

No municipality shall have the power to require as a condition for approval of a land development or subdivision application the construction, dedication or payment of any offsite improvements or capital expenditures of any nature whatsoever or impose any contribution in lieu thereof, exaction fee, or any connection, tapping or similar fee except as may be specifically authorized under this act. (Section 503-A(b).)

Municipalities may, however, condition subdivision approval on *onsite* improvements or fees-in-lieu thereof. See Soliday v. Haycock Twp., 785 A.2d 139, at 144-45 (Pa. Cmwlth. 2001).

^v Passed in 1791.

^{vi} 43 U.S. 625 (1987)

^{vii} In Nollan, the Court held that the California Coastal Commission violated the "nexus" standard when it required that the Nollans grant a public beachfront easement over their property in exchange for obtaining a building permit.

^{viii} 512 U.S. 374 (1994)

^{ix} The United States Supreme Court in *Dolan* applied a new, two-part test for determining whether an exaction imposed upon a developer or landowner is unconstitutional. As enunciated in the *Nollan* case, an "essential nexus" first must exist between a legitimate government interest and the permit condition imposed by the local government. Second, there must be a "rough proportionality" between the exaction and the impact of the proposed development. Applying this test, the Supreme Court ruled that the city of Tigard, Oregon, had not justified its requirement that the owner of a plumbing and electrical supply store (1) dedicate the portion of her property lying within the 100-year floodplain for an improved storm drainage system, and (2) dedicate an additional 15-foot strip of land adjacent to the floodplain as a pedestrian and bicycle path. The total amount of land the city wanted to be dedicated amounted to about 10% of petitioner's property.

^x See Ch. 30, MPC

^{xi} Some counties administer a subdivision and land development ordinance on behalf of all or some of their municipalities.

^{xii} Multi-municipal plans detailing how municipalities can plan and program parks cooperatively often are given priority for DCNR planning grants.

^{xiii} Subdivision and Land Development in Pennsylvania, Planning Series #8 (2003).

^{xiv} Recreation, Park and Open Space Standards and Guidelines, NRPA (1985), p. 56-57. For each type of recreational facility, NRPA guidelines also provide location criteria (e.g., mini-parks should be less than ¼ mile from a residential setting) and list the optimum size for each facility (e.g., a mini-park should be between 2,500 square feet and 1 acre). See Park, Recreation, Open Space and Greenway Guidelines, NRPA (1995-96), p. 94-95.

^{xv} Acquiring Parks and Recreation Facilities Through Mandatory Dedication, R. Kaiser and J. Mertes (1986), Appendix E, “Park Space Standards.”

^{xvi} Quoted at <http://www.dcnr.state.pa.us/stateparks>

^{xvii} Following are several municipalities where a park service district approach has been implemented:

City of Allentown, Lehigh County

East Hempfield Township, Lancaster County

Lampeter-Strasburg Region

Strasburg Borough and Strasburg & West Lampeter Townships, Lancaster County

Manheim Central Region

Manheim Borough and Penn & Rapho Townships, Lancaster County

Manor Township, Lancaster County

Muhlenburg Township, Berks County

Newberry Township, York County

Silver Spring Township, Cumberland County

Springettsbury Township, York County

West Manchester Township, York County

^{xviii} Subdivision and Land Development in Pennsylvania, Planning Series #8 (2003).

^{xix} For instance, the model public dedication ordinance appended to Adams County’s Vision for Parks, Recreation, and Open Space states:

The determination of the fair market value of the two types of space (primary recreation and greenway or natural resource) shall be the responsibility of the applicant and shall be acceptable to the governing body of the Municipality. If the Municipality should dispute the applicant’s fair market value, it may either retain a certified appraiser at the applicant’s cost to verify and/or adjust the applicant’s fair market value to the appraiser’s value, or it may require mandatory dedication of the required acreage and/or a portion thereof and the remaining portion amount in fee-in-lieu of dedication. (Section 610.04.)

^{xx} Pennsylvania Recreation and Parks (Spring 1992), pp. 17-19, Diane W. Kripas, CLP.

Appendix C

FUNDING SOURCES

Grant	Description	Contact Information
American Legacy Foundation Initiative for Tobacco Control	Provides grants of up to \$200,000 for anti-smoking projects.	202-293-5960
Baseball Tomorrow Fund	The Baseball Tomorrow Fund, a joint initiative between Major League Baseball and the Major League Baseball Players Association, offers grants to nonprofit and tax-exempt organizations involved in youth baseball and softball programs.	www.mlb.com www.baseballtomorrowfund.com
Bowerman Track Renovation Program Offers Grants	Provides matching cash grants of up to \$50,000 to community-based, youth organizations that seek to refurbish or construct running tracks. The program distributes approximately \$200,000 in matching grants each year.	http://www.nike.com/nikebiz.jhtml?page=26&item=bowerman
Child and Adult Care Food Program (CACFP)	Provides meals and snacks for after school and evening youth recreation programs.	www.dot.state.pa.us
Department of Community and Economic Development – Single Application Grants	This program is designed to offer convenience and save time. The one-step online form allows you to apply simultaneously for one or more of Pennsylvania’s community and economic development financial assistance programs.	Pennsylvania Department of Community and Economic Development Commonwealth Keystone Building 400 North Street, 4 th Floor Harrisburg, PA 17120-0225 1-800-379-7448 www.inventpa.com (select single application from “Find Specific Initiatives and Programs”)
Department of Conversation and Natural Resources – Community Conservation Program	Whether it’s rehabilitating a community athletic field, building a safer playground, preparing a watershed or greenways plan, developing an abandoned rail corridor or protecting a critical natural or open space area, this program has grants to meet local recreation and conservation needs.	www.dcnr.state.pa.us
Department of Conversation and Natural Resources – Growing Greener Program	These funds augment the Community Conservation Partnership grants. The money will be allocated over several existing grant programs to help communities and organizations meet their conservation and recreation goals.	www.dcnr.state.pa.us
Department of Conservation and Natural Resources –	Provide funds to develop and maintain recreational trails and trail related facilities for motorized and	www.dcnr.state.pa.us

Pennsylvania Recreational Trails Program	nonmotorized recreational trail use .Federal funding for the program is through the Federal Highway Administration (FHWA) and the Transportation Equity Act for the 21 st Century (TEA 21).	
Department of Conservation and Natural Resources – River Conservation Program	The program provides technical and financial assistance to municipalities and river support groups to carry out planning, implementation, acquisition and development activities related to river conservation. A registry is established to recognize local river conservation efforts.	www.dcnr.state.pa.us
Federal Grants Clearinghouse	Provides information on hundreds of federal grants that can be used to support youth recreation programs.	www.afterschool.gov
International Society of Arboriculture	Information to assist with landscaping/tree plantings	http://www.isa-arbor.org
Local Government Academy	Serving all of Southwestern Pennsylvania, the Local Government Academy’s purpose is to promote excellence in government by providing educational opportunities to assist public officials, employees, and citizens in effectively meeting the needs of their communities.	800 Allegheny Avenue, Suite 402 Pittsburgh, PA 15233 412-237-3171, 412-237-3139 (fax)
NFL Community Football Fields Program	Provides grants of up to \$100,000 for capital improvement projects to improve or create football fields in low and moderate –income neighborhoods.	212-455-9881
NFL Youth Football Fund	Provides grants of \$500 to \$2,500 to purchase equipment, repair fields, establish new football programs, and improve existing programs.	www.nrpa.org
National Gardening Association Youth Garden Grants	Provides grants of over \$750 for seeds, tools and gardening supplies for children to learn and work in outdoor gardens.	www.kidsgardening.com/grants.asp
National Fish and Wildlife Foundation	Provides grants for conservation and environmental education projects.	www.nfwf.org
Pennsylvania Council on the Arts		www.artsnet.org/pca/pca.html
Pennsylvania Department of Environmental Protection – Environmental Stewardship and	Funding to clean up abandoned mines, restore watersheds, and provide new and upgraded water and sewer systems.	1-877-PAGREEN www.dep.state.us

Watershed Protection		
Pennsylvania Department of Environmental Protection – Non-point Source Pollution Control	Funding for projects that restore or protect impaired water through education, monitoring or practices to control or reduce non-point sources of pollution.	Bureau of Watershed Management 717-787-5259
Pennsylvania Department of Environmental Protection – Source Water Protection Grant Program	Grants for the start-up and development of local, voluntary source water protection programs.	Bureau of Watershed Management 717-787-5259
Pennsylvania Department of Environmental Protection – Stormwater Management Program	Grants and technical assistance for planning and implementing stormwater control	Bureau of Watershed Management 717-772-5661
Pennsylvania Department of Environmental Protection – Stream Improvement Program	State provided design and construction projects to eliminate imminent threats due to flooding and stream bank erosion	Bureau of Waterways Engineering 717-787-3411
Pennsylvania Department of Environmental Protection – Wetlands Replacement Program	Funding and technical assistance for the restoration of wetlands	Bureau of Watershed Management 717-787-6827
PA Cleanways	A non-profit organization that helps communities take action against illegal dumping and littering.	105 West Fourth Street Greensburg, PA 15601 724-836-4121, 724-836-1980 (fax) www.pacleanways.org
Pennsylvania Fish and Boat Commission – Technical Guidance Program	Allows public organizations to partner with commission to provide low-cost public boat access, boat docks, or fishing piers.	Gregory Smith 814-359-5150, 814-359-5153 (fax) gregsmith@state.pa.us www.fish.state.pa.us
Pennsylvania Humanities Council		www.pahumanities.org
Pennsylvania Recreation and Park Society (PRPS) RecTAP Program	Provides technical assistance grants of up to \$1,500 to help recreation and park boards and departments with specific issues. No matching funds are required.	www.prps.org
Pew Charitable Trust	Provides grants in a number of program areas including environment, culture, and health and human services.	www.pewtrusts.com/grants
Target Stores and Tiger Woods Foundation	Provides Start Something Scholarships for youth to use for summer camps, music lessons, sports	www.startsomething.target.com/info/index.asp

	entertainment, travel expenses, and so on. Programs enrollment forms are available at Target Stores.	
U.S. Department of Agriculture Summer Food Service Program (SFSP)	Provides funding for breakfast, lunch, and snacks for children ages 18 and under at summer playgrounds, camps, and other recreation programs.	www.frac.org
U.S. Department of Education	Provides information on grants to apply for in cooperation with school districts.	www.ed.gov/funding.html
U.S. Department of Health and Human Services	Provides information on available grants that can be used to fund recreation programs that improve health.	www.hhs.gov/agencies/grants.html
U.S. Department of Justice	Provides information on crime and violence prevention grants that can be used to support recreation programs.	www.oip.usdoj.gov/fundopps.htm
UPS Foundation Community Investment Grants	Allocates dollars to UPS region offices to invest in their communities.	www.ups.com
U.S. Soccer Foundation	The goal of the grantmaking program for fiscal year 2005 is to focus funding on those programs or projects that develop players, referees, and coaches with special emphasis on the economically disadvantaged in urban areas. The foundation's grants program is open to anyone with a soccer-specific program or project that benefits a not-for-profit purpose and meets the established focus for the 2005 grant cycle.	www.ussoccerfoundation.org
Western Pennsylvania Field Institute	The Western Pennsylvania Field Institute is a not-for-profit organization dedicated to making the outdoor recreation community a vibrant centerpiece of this region.	304 Forbes Ave, 2 nd floor Pittsburgh, PA 15222 412-255-0564
Western Pennsylvania Watershed Protection Program	Provides funding matches for the preservation and restoration of water resources and watersheds.	John Dawes 814-669-4847
Woman's Sports Foundation – GoGirl Grant Program	The GoGirlGo! Grant and Education Program is dedicated to the development and funding of girls' sports/physical activity programs that combine athletic instruction and programming with the delivery or educational information aimed at reducing risk behaviors.	www.womanssportsfoundation.org

Following are some foundations in western Pennsylvania that may provide grants for specific projects.

Allegheny Teledyne, Inc. Charitable Trust

c/o Allegheny Teledyne Inc.
1000 Six PPG Place
Pittsburgh, PA 15222
412-394-2836

www.scaife.com

Mostly local pa giving for projects related to youth, disabled, community arts, historical, or sports and camps. Letter form requests with a maximum of 2 pages may be submitted at any time. Include IRS tax-exempt document. Trustees meet in January, April, July, and October to award grants.

Bayer Foundation

c/o Bayer Corporation
100 Bayer Rd., Building 4
Pittsburgh, PA 15205
412-777-5791

www.bayerus.com/community/charity/index.html

About one-half local/Pa. giving for projects related to youth, disabled, seniors, community arts, historical, sports and camps, or economic development.

Full proposal may be submitted at anytime. Deadlines are 3/15 and 9/15.

The Eberly Foundation

610 National City Bank Building
Downtown Station PO Box 2023
Uniontown, PA 15401
724-438-3789

Grants are awarded for projects related to youth, community arts, historical, sports and camps, miscellaneous, or economic development. Submit requests in letter format at any time.

c/ **The Grable Foundation**

240 Centre City Tower
650 Smithfield St.
Pittsburgh, PA 15222
412-471-4550

Projects awarded for youth, disabled, families, seniors, community arts, historical, or camps and sport projects. Grants awarded in February, June and October. Use the Common Grant Application Format of Grantmakers of Western Pa as formal application.

Heinz (Howard) Endowment

30 CNG Tower
625 Liberty Ave.
Pittsburgh, PA 15222
412-281-5777 or 412-391-1040

www.heinz.org

Send a letter of inquiry before formal application. Projects must relate to families, youth, disabled, community arts, historical, or sports and camps.

Laurel Foundation

Laurel Foundation
Two Gateway Center
Suite 1800
Pittsburgh, PA 15222.
412-765-2400

Grants are awarded for youth, families, seniors, disabled, community arts, historical, conservation and ecology, sports and camps, or miscellaneous projects. No call is needed to discuss feasibility.

McCune Foundation

Suite 750
6 PPG Place
Pittsburgh, PA 15222
412-644-8779

Send letter of inquiry to Executive Director, 2 pages maximum. Grants awarded for youth, families, seniors, disabled, community arts, historical, sports and camps, or miscellaneous projects.

The Foundation Center has created a unique map that shows the different funding options by states associated with ARRA.

www.foundationcenter.org

SPARK (Sports Play and Active Recreation for Kids) provides health-specific grants. The SPARK program has created a unique grant finder that can help locate grant options. Grants to purchase equipment used to run a SPARK program may be available. Visit www.paspark.com for additional information. This is a high quality program that provides staff training and one of the few areas that funds can be obtained to purchase equipment.

The Tony Hawk Foundation

Provides funding for construction of skate parks
www.tonyhawkfoundation.org

Wal-Mart Good Works

www.walmartfoundation.org

Directory of Pennsylvania Foundations, 6th Edition

This publication provides information on foundations in Pennsylvania by regions. Published by Triadvocates Press and researched, compiled and edited by Damon Kletzien. Can be purchased for \$73.50 through:

Triadvocates Press
P.O. Box 336
Springfield, PA 19064-0336
Phone: 610-544-6927
Eax: 610-328-2805
Email: DirPaFdns@aol.com

Community Services Block Grant (Administration for Children and Families)

Public entities, including recreation and parks, can be partners in this block grant program. For more information, go to: www.acf.dhhs.gov/programs/ocs/csbg/index.htm or call 202-401-9344.

Common Grant Application Form (Delaware Valley Grantmakers)

230 South Broad Street 4C
Philadelphia, PA 19102
(215) 790-9700
Fax: (215) 790-9704

Email: dvg@libertynet.org

Website: <http://dvg.org>

This common grant application form is widely used throughout Pennsylvania. Many of the foundations like you to use this when applying for a grant. Go to the website to download a copy and get further instructions.

Common Grant Application Format (Sponsored by Grantmakers of Western Pennsylvania)Contact:

Grantmakers of Western PA

650 Smithfield St., Suite 210

Pittsburgh, PA 15222

(412) 471-6488

Fax: (412) 232-3115

Email: info@gwp.org

Website: <http://web.gwpa.org:4600/grantmakers:Website.grantmakers,home>

The Grantmakers of Western PA provide the materials needed to apply for many grants geared toward foundations in the western part of Pennsylvania. Visit their website for links to the common grant application and details on writing your grant application.

Grants.gov is the federal government's master system for listing and tracking grants. It includes all 50 states as well as federally funded programs.

RecTAP

The RecTAP Grant from the Pennsylvania Recreation and Park Society is designed to help organizations get expert advice with recreation and park problems. RecTAP matches recreation and Park Professionals with Pennsylvania municipalities to provide advice and assistance on specific issues that can be address within a limited amount of time.

RecTAP is a statewide technical assistance service focused on helping municipal recreation and park agencies that do not have the in-house expertise or time to resolve specific questions or problems. RecTAP's team of professionals has extensive knowledge and expertise in recreation and parks at all levels of government.

Grants have a maximum value of \$1,500. No matching funds are required.

Contact:

Kim Woodward

814-234-4272

kwoodward@prps.org

Finish Line Youth Foundation

Established in October of 1998, the Finish Line Youth Foundation encourages Sport.Life.Style in America's youth. Finish Line believes providing funding and assistance for education, sports and exercise will consistently propel kids in the right direction. These athletic and wellness programs place importance on living a healthy lifestyle, bolstering their confidence and leadership skills, and teaching them the importance of teamwork. Finish Line Youth Foundation strives to enrich the communities in which it operates.

http://www.finishline.com/store/corporate_info/youthfoundation.jsp

General Mills Foundation

Specifically geared towards programming related to nutrition and fitness. Great information on past grant recipients.

<http://www.generalmills.com/corporate/commitment/champions.aspx>

Healthy Youth Funding Resources

Link takes you directly to funding available for Pennsylvania.

<http://apps.nccd.cdc.gov/HYFund/list.asp>

LPGA*USGA Girls Golf Program

The program provides the opportunity to develop skills, progress in golf and have fun while establishing a life-long interest in the game. There is also a matching grants program, funded by the USGA, that is available to help with the costs associated with additional programming. The funds can be used for equipment, instruction, course and driving range access and the national registration fee (per girl \$10). Click on this link for more information.

http://www.lpga.com/content_3.aspx?mid=7&pid=8

NFL Grassroots program

The goal of the NFL Grassroots Program is to provide non-profit, neighborhood-based organizations with financial and technical assistance to improve the quality, safety, and accessibility of local football fields.

<http://www.lisc.org/whatwedo/programs/nfl/rfp.shtml>

Nike

Grants in various categories from cash grants to track renovation.

<http://www.nike.com/nikebiz/nikebiz.jhtml?page=26>

USGA Tee Level Clinic Matching Grant from Hook a Kid on Golf

The USGA provides matching grants to the National Alliance for Youth Sports program Hook a Kid on Golf. You must be a participating Hook a Kid on Golf site. To participate in Hook a Kid on Golf, go to their website or call. Upon registration ask about the grant program.

www.hookakidongolf.org

1-800-729-2057

US Soccer Foundation

Construction, coach and player development, and field improvements are the main focus areas.

http://www.ussoccerfoundation.org/site/c.gpLPJQOpHkE/b.879945/k.A80B/Grants_Overview.htm

USTA Adopt-a-Court Grant Program

<http://www.usta.com/communitytennis/custom.sps?iType=950&icustompageid=2520>

For courts in desperate need of repair with limited resources. Early May Deadline.

Women's Sport Foundation

GoGirlGo! Campaign to maximize the use of sport/physical activity as an educational intervention and social asset in order to enhance the wellness of girls as they navigate between childhood and early womanhood.

<http://www.womensportfoundation.org/cgi-bin/iowa/funding/featured.html?record=30>

Potential Grant Programs:

Department of Community & Economic Development (DCED)

Department of Conservation & Natural Resources (DCNR)

Community Development Block Grant

Department of Environmental Protection

Pennsylvania Council on the Arts

Mantis Awards for Community and Youth Gardens www.kidsgardening.com/grants/mantis.asp

USDA Forest Service Wood in Transportation www.fs.fed.us/na/wit

National Tree Trust www.nationaltreetrust.com

Land & Water Conservation Fund Grants www.dcnr.state.pa.us

Kaboom – Playground Grant www.kaboom.org

National Rec Trails Fund Act www.dcnr.state.pa.us

Pennsylvania Conservation Corps www.dli.state.pa.us

Surface Transportation Program Funds www.dot.state.pa.us

NRG Outdoors www.nrgoutdoors.org

NEA Funds Learning in the Arts for Children www.arts.gov/grants/apply/GAP09?LITA.html

Safe Routes to School (SRTS) Academy www.srtsacademy.org

NO Child Left Inside Act www.cbf.org/site

After School Archery Program www.afterschoolarchery.com

Saucony Run for Good www.sauconyrunforgood.com

Hooked on Hydroponic www.kidsgardening.com/grants/HOH.asp

Healthy Sprouts Awards www.kidsgardening.com/grants/healthysprouts.asp

Youth Garden Grants Program www.kidsgardening.com/YGG.asp

US Dept. of Education www.ed.gov/nclb/landing.jhtml?src=pb

For the Good of the Game Grants www.usga.org

Baseball Tomorrow Fund www.baseballtomorrowfund.com

21st Century Community Learning Program www.ed.gov/21stccle

Community Conservation Partnership Programs www.dcnr.state.pa.us

Head Start Body Start Play Space Grant www.aahperd.org/headstartbodystart

Hook A Kid on Golf www.nays.org

Shared Municipal Services www.Newpa.com

SNAG – Start New at Golf – Equipment www.snagpros.com

Annie’s Homegrown Garden Grants www.annies.com/grants_for_gardens

Together We Play www.playlsi/Together-We-Play

National Recreation & Park Association www.nrpa.org/grants

Cal Ripken Sr. Foundation Grants www.ripkenfoundation.org/grants/grant

Nike Bower Track Renovation Program

Rapides Foundation walking Trail Mini Grant

USA Football Equipment Grant

The Finish Line Youth Foundation

LPGA-USGA Girls Golf Program

United States Golf Association Grants

United States Soccer Foundation Program & Field Grants www.ussoccerfoundation.org/grants

Dick’s Sporting Goods Sponsorships & Donations

US Paralympics Grants

Achieve Healthy Communities www.achievecommunities.org

Urban Revitalization & Livable Communities Act

The Urban Park & Recreation Recovery Program

Tennis in the Parks

Sticks for Kids

Grow Your Park Initiative

The Recreational Boating & Fishing Foundation www.rbff.org

Take Me Fishing www.takemefishing.org

By going to www.nrpa.org/grants detailed information about the above programs under NRPA can be located.

