

RESOLUTION NO. 1397

**A RESOLUTION OF THE DOYLESTOWN TOWNSHIP BOARD OF SUPERVISORS,
BUCKS COUNTY PA**

**ADOPTION OF THE DOYLESTOWN COMMUNITY JOINT PARK, RECREATION AND OPEN
SPACE PLAN CLOSING OUT THE COMMUNITY CONSERVATION PARTNERSHIPS
GRANT PROJECT (BRC-TAG-9-85)**

WHEREAS, Township of Doylestown in partnership with Doylestown Borough has prepared the *Doylestown Community Joint Park, Recreation and Open Space Plan* for the Doylestown Community; and,

WHEREAS, this plan provides a framework by which the community can come together in working towards a common vision for parks, recreation and open space; and,

WHEREAS, the purpose of the plan is to set forth an action program for improving the quality of life in the Doylestown Community through parks, recreation and open space; and

WHEREAS, this plan is intended to be a living document that will be responsive to changing needs and emerging opportunities; and,

WHEREAS, this plan will be used to guide future recreation park, open space development, improvement, operations and maintenance; and,

WHEREAS, this plan was financed in part by a Community Conservation Partnerships Program grant under the administration of the Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation, under contract number *BRC-TAG-9-85*.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the *Doylestown Township Board of Supervisors of the County of Bucks*

- a. The project was completed in accordance with the Grant Agreement.
- b. All project expenditures have been made and were in accordance with the Grant Agreement.
- c. The Plan and related materials are acceptable to the Doylestown Township Board of Supervisors.
- d. The Plan and related materials will be used to guide future recreation, park, open space and conservation acquisition, development, operations, and maintenance.

RESOLVED AND APPROVED THIS 19TH DAY OF FEBRUARY 2008.

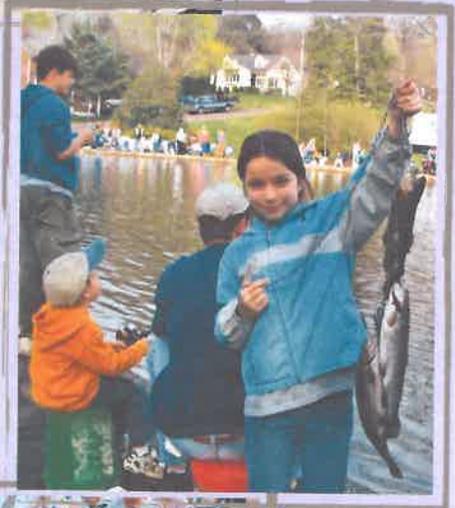
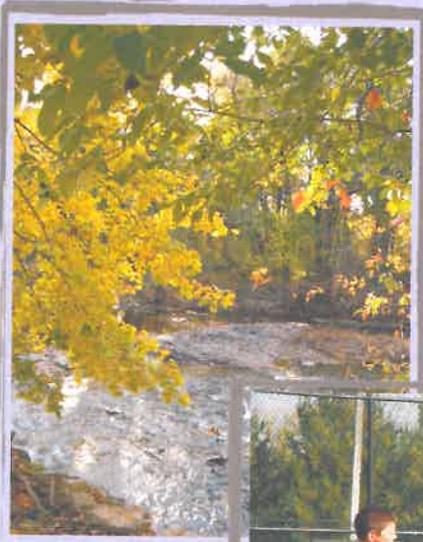
ATTEST:


Stephanie J. Mason
Secretary

TOWNSHIP OF DOYLESTOWN


Barbara N. Lyons, Chairman
Doylestown Township Board of Supervisors

Doylestown Community Park, Recreation and Open Space Plan 2007



... Where the Benefits are endless!

A joint project by Doylestown Township & Doylestown Borough

This plan was financed in part through a grant from the Keystone Recreation, Park, and Conservation Fund administered by the Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation. Doylestown Township and Doylestown Borough provided funds to match the grant.

Special thanks to the *National Recreation and Park Association* (NRPA) who graciously gave permission for the use of the Benefits message... *The Benefits are Endless*” as the theme for this plan document. This message is visually represented on each of the eight chapter pages.

“The Benefits are Endless”

Balance... Where we live work and play

Essential... For human development

Neighborhood.... Maintaining community connections

Endless... Learning in life’s outdoors

Fulfillment... For a lifetime

Identifying... With your community

Togetherness... The spirit of

Saving... Our cultural and historical richness

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Doylestown Community
Park, Recreation and Open Space Plan...
...where the benefits are endless

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Executive Summary: Doylestown Community Park, Recreation and Open Space Plan





Executive Summary

Doylestown Community Park, Recreation & Open Space Plan:

This plan sets forth an action program for improving the quality of life in the Doylestown Community through parks, recreation and open space. The plan serves as a guide and is not a law. It provides a framework by which the community can come together in working towards a common vision for parks, recreation and open space. It is intended to be a living document that will be responsive to changing needs and emerging opportunities. By having this plan in place, Doylestown Township and Doylestown Borough can make sound decisions to allocate resources effectively.

Few municipalities possess the scenic beauty, heritage and culture of Doylestown. From Central Park to the vibrant downtown along the Bike and Hike Path that connects the community, Doylestown exemplifies the kind of place where people want to live, work, visit and play. From resisting the redevelopment in the 1960's that saved our precious local heritage to the acquisition and development of Central Park, citizens and municipal officials came together time and time again to make bold and far reaching decisions that make the quality of life here what it is today. Accolades ranging from the National Trust for Historic Preservation naming Doylestown as one of the ten best small towns in America to **Money Magazine's** designation as one of the best places to live in the United States all testify to the importance of Doylestown. The implementation of this plan will help to improve and sustain a valuable aspect of our community – parks, recreation and open space - for the residents of today as well as for many generations yet to come.

Benefits of Parks, Recreation and Open Space

Enhances the quality of life in a community. Increases property values. Spurs economic vitality. Deters crime and substance abuse. Adds life to your years... and years to your life. Improves the fitness and wellness of the residents. Reduces the isolation of the elderly. Helps children grow up great. Builds strong family bonds. Fosters a sense of community. Protects the environment. Conserves natural resources. Preserves land.

Creating the Plan

The collaboration of citizens representing diverse interests from both the Township and the Borough served as the foundation for developing this plan. The Plan Study Committee worked on behalf of elected and appointed municipal officials, the Central Bucks School District, Bucks County, the cultural arts, business, museums, sports, and the environment. The committee was charged with the responsibility of overseeing the development of the Plan. The purpose of the plan was to:

1. Expand and update the previous township and borough municipal park, recreation and open space related plans.
2. Research all aspects of the Doylestown Community related to acquisition, planning and design of park and recreation facilities and open space areas, maintenance management, operations, recreation programming, service delivery, funding mechanisms and priorities.
3. Provide recommendations and cost estimates on priorities, policies, and costs for parkland, recreation facilities, programs, services, maintenance and management.
4. Create a joint park, recreation and open space plan for the Doylestown Community with an action plan for implementation.

Process

The Doylestown Community hired a team of community and recreation planners and landscape architects to work with the Plan Study Committee to develop the plan. The planning team assessed community needs, parks, open space opportunities and threats, recreation facilities, programs and services, management, and financing. Based upon the findings, the team worked with the Committee to develop goals and recommendations. The final step was to establish a plan of action that sets forth a schedule for moving ahead with the recommendations. The whole process was strongly rooted in public participation.

Public Involvement

Public involvement included six components: the Plan Study Committee, citizen participation at the work sessions, Key Person Interviews, public forums on specific topics, a community-wide public opinion survey, newsletter articles and public meetings. Combined, the process harnessed public opinion from the general citizenry, community organizations, and special interests. The responses elicited information from both organized groups who typically vocalize their needs as well as individual citizens. Those interviewed represented a range of people from individuals, small groups involved with community matters and large organizations with thousands of members.

Findings

The findings of the public participation process included the following themes:

Community Pride: Evident

Residents expressed pride in living here as well as appreciation for the efforts of both the Township and the Borough in providing high quality public services.

Resident Satisfaction

Four out of five survey respondents expressed satisfaction with parks and recreation. About 70 percent have a positive public impression about parks and recreation.

Municipal Collaboration & Partnerships: Important

Residents like the Borough and the Township working together. The Central Bucks School District is also an important part of government working together. Partnerships among the public and private sectors in parks and recreation are a key to success.

Community: Involved

Many people volunteer. There is a high level of expectation in terms of community services.

Town Center: Vibrant and Challenging

The Town Center brings people of all ages together, both residents and visitors. The Borough's attraction brings opportunities and challenges that officials address creatively and strategically.

Bike and Hike Path: Treasured

Complete the Bike and Hike Path as soon as possible. The residents and visitors love it!

Amphitheatre: Needed

Residents place a high priority on the construction of an amphitheater in Central Park.

Sports Fields and Gyms: Shortfall

The Doylestown Community needs more sports fields and indoor recreation facilities. With over 8,000 participants in community sports year round, there are not enough athletic fields or gyms. And it's not just youth sports saying this: About 40 percent of the survey respondents agree. This is a very high response given the fact that not all of these respondents or their household are in sports.

Performing Arts Center: Private Sector Initiative

If a performing arts center were to be built here, it should be undertaken by the private sector after a thorough exploration of its purpose, regional implications, and capital development and operating costs.

Natural Resources: Valued

About 84 percent of the survey respondents indicated that protecting natural resources and open space should be a high priority.

Year Round Recreation: Growing Interest

Residents of all ages and interests desire year round recreation in a variety of activities including fitness and wellness, environmental education, the arts, culture, and family recreation.

Public Recreation Programs & Services: Essential

The municipal recreation programs and services provide an essential public service that builds lifelong interests for the residents and serves as the springboard to more in-depth pursuits in recreation related businesses in the private sector in the Doylestown Community.

Promotion of Parks and Recreation: Builds Awareness

The residents want to know about parks and recreation opportunities on an up-to-date basis in all forms from the WEB to the parks and recreation newsletter and the newspaper.

Paying for Parks and Recreation: Concerns

With the tight fiscal climate, residents and elected officials alike are concerned about paying for parks and recreation

The Plan: Something for Everyone

Not everything can be achieved at once. A commitment of time, money, and articulate leadership needs to drive the implementation of the plan. And the municipalities cannot do it alone! A mix of public and private resources through a host of partnerships is essential to achieve success.

The Doylestown Community is facing two dichotomous challenges: one is the short window of opportunity at hand to acquire park land and preserve open space in the face of tremendous development pressure while the second is the fiscal challenge of a tight budget. Achieving a balance of parks and recreational opportunities that meets the broad needs of the entire community is the crucial goal. "Something for Everyone" was the mantra repeated throughout the planning process. The plan recommends the following actions over the next ten years:

1. **Build on Success.** Capitalize on the significant achievements of the Doylestown Community that took well over 100 years to achieve. Keep pace with changing demographics. Invest in the facilities at a level to maintain them as an asset.
2. **Complete the Bike and Hike Path.** Build the next 12 miles and link to trails in the region beyond Doylestown.
3. **Build a permanent amphitheater in Central Park.**
4. **Obtain additional park and build more sports fields.** Acquire 75 acres of land to build a sports complex.
5. **Encourage the exploration of a performing arts center by a non-governmental entity.**
6. **Explore the potential to merge the Township and Borough parks and recreation systems.** Build on the successful models of the Bike and Hike Path, summer concert series and the Community Council on the Arts.

7. **Achieve balance in parks and recreation.** Expand programs and facilities in all areas of recreation to offer residents the opportunity of leading active healthy lives at all ages.
8. **Expand recreation programs in accordance with staff capacity.** Include township/borough program collaboration, Doylestown Arts in Parks and Recreation, environmental education, and community wide fitness and wellness.
9. **Work with the Central Bucks School District as a partner in community recreation.**
10. **Formalize a park maintenance management system.**
11. **Provide adequate funding for parks and recreation.** Consider a long-term financing program for park land acquisition, open space conservation, the bike path system, and recreation facility development. Strive to be on par or better with statewide municipal investment in operating parks and recreation.
12. **Assume a leadership role in the community to advance parks, recreation and open space initiatives.** Use parks and recreation as a community-planning tool. Continue to create, sustain and enhance effective working relationships with allied community organizations in the arts, sports, and conservation. Foster collaboration among the public and private sectors.

Funding Plan

The implementation of the recommendations of this plan will make a significant positive impact on the Doylestown Community's livability through the social, environmental, economic, and environmental benefits, but not without investment. Projects range in cost from volunteer time to thousands of dollars for operations and maintenance to millions of dollars for land acquisition and facility development.

- Continue to operate within the limits of municipal resources and partner more in parks and recreation to get the most out of every dollar.
- Develop an impact statement for any new project or program. Investigate alternatives for supporting the identified project through non-tax dollars. Only undertake the project if sufficient resources are available for ongoing costs.
- Seek state and federal grants for park planning and development.
- Establish partnerships for recreation facility development and operation.
- Consider developing a long-term financial plan for major actions such as land acquisition and facility development.

Implementation Schedule

In order to address the significant parks and recreation needs of the Doylestown Community in the future, the implementation schedule has to be clearly focused. The focus needs to be on achieving a balanced system of conservation, parks, and recreation – “Something for Everyone”. The schedule is based on a philosophy that municipal government cannot do everything on its own and that more can be accomplished through public and private partnerships and funding alternatives to local tax dollars. Opportunities arise and needs change requiring adjustments to the schedule. In summary, the implementation schedule is focused as follows:

Short Term: 2008-2010

- Master plan Central Park including the recently added 42 acres of parkland and with consideration of the aging Kid’s Castle.
- Evaluate the lease with Delaware Valley College to determine the potential use of the currently farmed land for active recreation.
- Negotiate with Bucks County to obtain a long-term lease on Turk Park. Master plan the park to make the best use of the park for community sports.
- Explore potential land to conserve open space and add parkland for community and neighborhood parks and a sports complex.
- Continue to work with community organizations in a collaborative fashion. Identify projects and actions that can be undertaken to advance services for the overall good of the Doylestown Community.
- Conduct a sports field assessment and develop a sports turf management plan to maximize the condition of existing fields.
- Develop a park maintenance management system.
- Manage the Town Center as a park. Consider retaining a firm (perhaps through grant funding) that specializes in the use of public spaces to assist in creating strategies to manage the successful pedestrian area.
- Appoint a Study Committee for the purpose of advancing the amphitheater concept for Central Park. Create a vision and mission for the amphitheater. Establish a promotional program to foster partnerships and potential fundraising efforts. Visit other amphitheaters to see what works. Insure that the amphitheater is designed as a park hub rather than just a structure alone. Retain an architect, a landscape architect and associated design professionals in the art of amphitheater design and construction to design the amphitheater hub.
- Support the efforts of the Bike and Hike Path Committee to further develop the Bike and Hike Path.
- Advocate for Bucks County to undertake a countywide greenway plan as the county plan will open funding opportunities for Doylestown trails and greenways.
- Explore the potential for further merger of parks and recreation between the Township and the Borough. Apply for a Pennsylvania Department of Conservation & Natural Resources Peer-to-Peer grant to undertake the study.
- Develop a 25-year capital improvement plan for Fanny Chapman Pool.
- Establish an employee development program including training and compensation to insure the retention of a high caliber work force.

- Evaluate the roles and responsibilities of the Parks & Recreation Boards for the purpose of implementing this plan and better defining how the boards should function.
- Work towards a partnership with the Central Bucks School District in areas of common interest such as recreation facilities and environmental education.

Medium Term 2011-2013

- Develop a long-term financing plan for funding major capital projects such as land acquisition and major facility development.
- Create another neighborhood park in the Borough. Continue to explore the establishment of neighborhood parks in the Township.
- Master plan additional park and open space areas.
- Carry out recommendations in phases from the master plans of Central Park and Turk Park particularly with adding and enhancing sports fields.
- Assist the efforts of the Fanny Chapman Board in pool improvements and potentially seeking grants.
- Continue to pursue parkland acquisition.
- Continue to work towards conservation of open space in order to prevent loss to development.
- Add further linkages to the Bike and Hike Path.
- Implement the recommendation of the Peer-to-Peer Study regarding joint recreation programs and services.
- Put into place the recommendations of the formalized maintenance management system.
- Develop a formalized marketing system. Include on-going needs assessment, advertising and promotion.
- Continue development of park projects initiated in planning stages of preceding years.
- Focus on fitness and wellness programming to both serve the public and as a source to tap grant funding.

Long Term 2014-2017

- Focus on management and support of the system.
- Continue Bike and Hike Path development.
- Prioritize and implement projects resulting from plans.
- Continue to adjust services to meet the changing demographics and public needs with year round residents as the top priority.
- Continue to pursue parkland acquisition.
- If parkland is secured for another community park, create a master plan and phase in development. Develop the park as a true community park with a combination sports complex, lifetime recreation facilities, conservation areas, and cultural arts including public art evocative of Doylestown.
- Continue to implement resource and open space conservation measures.
- Continue to fund major capital improvement items through long term financing strategies.

Chapter 1: Plan Overview



Balance

... Where we live work and play



Chapter 1: Plan Overview

The **Doylestown Community Park, Recreation and Open Space Plan** will guide park and recreation improvements in the Doylestown community over the next ten years. It addresses all aspects of public recreation from facilities to finances, from programs to parks, and from ideas to options.

Building Upon Success

This plan recognizes that Doylestown Township and Doylestown Borough have worked creatively and successfully in establishing a connected parks, recreation, and open space system. This plan calls on the community through its elected officials to continue to make the kind of bold decisions and investment in parks and recreation made over the last 20 years. By implementing the parks and recreation strategies suggested in this plan, the Doylestown community will enhance the sense of place here and foster feelings of community that will attract and retain businesses, residents, and visitors for decades to come. Throughout the public participation process, the residents expressed the vision of a green and connected community, conservation of natural resources, year-round recreation, safe places to walk and bike, facilities for the arts and sports, and recreation opportunities for people of all ages and interests.

Doylestown consistently ranks as one of the best places to live in Pennsylvania as well as in the United States according to **Money** magazine. The National Trust for Historic Preservation named Doylestown Borough as one of the ten best small towns in America. The parks and recreation opportunities, cultural institutions, and the sheer beauty and charm of the community are contributing factors to the high quality of life in our community.

The **Doylestown Community Park, Recreation, and Open Space Plan** creates a vision for the future, not merely a tune-up for what exists today. It provides a vision for Doylestown as a green and connected community with year-round recreation opportunities for people of all ages, interests, and abilities. The recommendations of this plan are based upon an investigative and educational process to identify recreation initiatives and opportunities that are important to the people who live, work and visit here.

This plan is timely. It is driven by a strong community participation process in which elected and appointed officials came together with citizens in a public conversation about how to improve the community through parks, recreation, and open space. As the Township completes its development and the Borough continues its notable revitalization, a fiscal “belt-tightening” is underway. Finding ways to provide services and facilities in response to ever increasing public expectations in an emerging climate of fiscal austerity is the major challenge

of this plan. The Township and the Borough have a track record of success in creative and productive collaboration that is supported by the generous time and commitment of elected and appointed officials and dedicated citizens. They contribute their time, expertise, and energy for parks, recreation, the arts, culture, special events, sports, and bike path development. Strengthening community connections is an important aspect of this plan for parks and recreation over the next ten years.

Parks and Recreation:

- **Builds lifelong respect for health and fitness**
- **Increases property values**
- **Deters crime and substance abuse**
- **Protects the environment and preserves natural resources**
- **Establishes strong family bonds, the foundation of our society**
- **Attracts and retains businesses and residents**
- **Connects the mind, body and spirit of people leading active lifestyles**

Planning Process

This plan was rooted in public participation and consisted of an assessment of the Doylestown community parks and recreation systems; development of conclusions and options; establishment of goals and implementation strategies; and creation of an action plan with a time frame for implementation. The planning process addressed five areas.

1. Community recreation needs
2. Parks and recreation facilities
3. Programs and services
4. Administration, management, and maintenance
5. Financing

Public Participation

The public participation process included five components: a study committee, key person interviews, focus groups, a community public opinion survey, and public meetings. This process provided valuable information from those in the community who are involved in various parks and recreation related efforts, as well as the general public. Through these components, the needs of both the general citizens and community organizations that provide recreation services were considered.

The planning process focused on how to achieve a park and recreation system that will serve the community well by providing the following:

- Opportunities for residents of all ages, interests, and abilities throughout their lifetime.
- Services and facilities for both the general citizenry and organized groups, year-round.
- Programs that include a range of interests such as the fine and performing arts, social activities, volunteer opportunities, fitness and wellness, intellectual stimulation, environmental education, and individual/team sports.
- Both active and passive parks and recreation facilities.
- Safe and convenient access to parks and recreation throughout the community.
- An economic development tool to position the Doylestown community for business in the 21st Century.

Planning Goals

The Plan Study Committee along with municipal parks and recreation boards and municipal officials set forth the following planning objectives at the outset of the project:

1. Use public input to help establish the future direction for park acquisition, development, and recreation programming.
2. Work towards achieving a balanced park and recreation system that serves the needs of the entire community.
3. Set priorities for the plan recommendations. Move ahead in an orderly, practical, results-oriented manner.
4. Identify issues and make recommendations for reasonable, achievable solutions.
5. Define opportunities for enhancing inter-governmental cooperation, developing and sustaining other partnerships with emphasis on community/school collaboration.
6. Identify resources and alternative funding and management strategies for plan implementation.
7. Solidify the role of municipal government in providing recreation programs and opportunities in this community that hosts a multitude of recreation providers.
8. Incorporate park maintenance in the mainstream of parks and recreation planning.
9. Build upon previous plans and programs developed by Doylestown Township and Doylestown Borough.

Related Plans

The Doylestown Community Park, Recreation and Open Space Plan incorporates information from previous and ongoing planning efforts related to state, regional, and municipal plans. These include the following:

Pennsylvania's Recreation Plan 2004-2008 established the following statewide goals for parks and recreation based upon extensive citizen participation and study of recreation needs throughout the Commonwealth:

- Create healthy and livable communities through conservation, parks and recreation.
- Conserve open space, natural, and cultural resources.
- Connect and link community destinations through parks, recreation, and bike paths and increase opportunities for quality outdoor experiences.
- Care for existing facilities for present and future generations through proper maintenance and stewardship.
- Build capacity for parks and recreation through partnerships and innovative ways of doing business to empower stakeholders to help meet recreation needs.
- Institute more cooperation and coordination among all levels of government, schools, and the private sector to ensure the effective and efficient provision of natural, cultural, historic, and recreation resources, facilities and programs.
- Promote the economic, tourism, and societal benefits of parks and recreation and their impact on the quality of life.

Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania (2004) was developed by the Brookings Institution and is serving as an action plan for the Commonwealth. The report calls for strategically investing in the state's older communities such as the cities, boroughs, and first ring suburbs. Doylestown Borough is cited as a model community in this publication as a vibrant borough in a state where other boroughs are experiencing population decline and empty town centers.

Horizons, The Year 2025 Regional Land Use Plan for the Delaware Valley (2003) is the Delaware Valley Regional Planning Commission's plan for preserving farmland, natural resources and open space. It calls for the:

- Protection of natural resources.
- Creation of connections between existing parks, streams, and woodlands to establish an interconnected network of open space.
- Creation of connections between existing and emerging population centers to parks and open space.
- Provision of additional land for recreational activities.
- Conservation of open space for its visual aesthetic, scenic vistas and opportunities for relief from the man-made that connects people to the natural environment

Bucks County Park and Recreation Plan (1986) makes recommendations for parks and recreation facilities throughout Bucks County. This included the recommendation for two linear parks: one following the Neshaminy linking towns with a band of open space in the stream corridor and the other through the Pine Run area.

Neshaminy Creek Watershed Conservation Plan (1997) established a conservation management plan for the Neshaminy Creek in collaboration with Doylestown Township, Doylestown Borough, Chalfont Borough, and New Britain Borough. The plan recommends a greenway for recreation and creek protection.

Doylestown Township Strategic Plan (1999) developed a strategy for making local government services responsive to the health, safety, and welfare needs of the community through the professional management of the Township. The plan suggests developing alternative revenue sources, promoting communication, building a sense of community, and increasing efficiency and effectiveness in municipal operations.

Doylestown Township Open Space Plan (1998) identified vulnerable natural resources and open space, prioritized open space to be protected and offered a strategy for implementation. The plan is now being updated. Goals included: preservation of the Neshaminy Creek corridor, Fordhook Farm, Delaware Valley College farmland, and farmland preservation in the northern portion of the Township.

Doylestown Borough Open Space Master Plan (1999) inventoried open space and parkland both protected and vulnerable, and cultural and historic resources. The plan identified priorities for the protection of vulnerable land that would be important for parks in neighborhoods and for connections for the Bike & Hike path. A focus of the plan was establishing parks in every neighborhood as well as participating in the establishment of a regional open space system. The plan also made recommendations for the Doylestown Community Bike & Hike System and a pathway connecting Doylestown to New Hope.

Doylestown Borough Comprehensive Plan Revision (1997) created a strategic plan to guide the stewardship, management, and growth of the Borough through 2007. The plan made recommendations for parks, open space, and trail connections. This included providing parkland in the northwest section of the Borough, keeping the town center “clean and green” and connecting the community through bike paths.

Doylestown Township Comprehensive Plan (1989) addressed township growth, natural resource protection, recreation, transportation, community facilities and services. This plan made the recommendation for the purchase of land in the center of the Township for a park, the development of a greenway along the Neshaminy, and the preservation of the Pine Run Reservoir as a natural area.

Doylestown Community Joint Comprehensive Pedestrian/Bicycle Transportation Plan (1994) sets forth a plan to safely connect the principle population centers, places of work, schools, commercial areas, historic and cultural sites, parks and recreation areas, mass transit, and other inter modal connections in Doylestown Township and Doylestown Borough. Twelve miles of bike path have been constructed. Another 10 miles are planned.

Central Bucks Athletic Facilities: Report on Facilities Availability and Cooperative Use Options (1994) examined the availability and adequacy of recreation facilities in the Central Bucks area and looked at ways the development use and maintenance of recreational facilities might be accomplished more efficiently and equitably. The study made recommendations for coordinated field administration, scheduling and maintenance, continued acquisition of fields by municipalities, and allocation of costs based on municipal youth population shares and field contributions.

Doylestown Township Park, Recreation and Open Space Plan (1992) updated the 1972 plan and made recommendations to: preserve important natural and cultural features; develop Central Park; meet the requirements for the mandatory dedication of park land; and provide adequate recreation facilities and programs throughout the Township.

Frequently Asked Questions

Is this plan a law?

No, it is a guide. The elected and appointed officials in the Township and the Borough will use the plan to make informed decisions and set policy relative to parks and recreation.

What will the plan do?

Doylestown Community Park, Recreation and Open Space Plan will focus planning on community issues that can be addressed through parks and recreation. It provides a common framework for decision-making and sets forth recommendations and strategies to improve the quality of life in the community.

What will the plan *not* do?

The plan does not mandate or require actions. It does not preclude adding new projects based upon trends, evolving needs, and opportunities. The intent of the plan is to provide an overall framework and guidelines to improve the community through parks and recreation.

How will the plan be used?

The plan is intended to be a living document that will play a role in the decisions the municipalities make about parks, recreation, financing, management, trails, and related efforts. This plan serves as a reference document and a framework for overall municipal and collaborative planning and management.

The municipalities should review the plan annually prior to budget season. Through this review by designated officials, accomplishments, needs, and emerging opportunities should be determined. Actions should be adapted to changing circumstances in the pursuit of the goals identified. Budgets could then be based on the formulation of an action plan for the upcoming fiscal year. The plan will facilitate the municipalities and other interested entities working together on projects and programs in an effort to target resources to community needs.

A key factor in making Pennsylvania attractive as a place for businesses and workers to come and stay is quality of life. The industries Pennsylvania needs to retain and attract have a choice of where to locate. Increasingly, they judge a location not by traditional measures – tax rates, access to markets, the quality of the workforce – but as a place where the workers they need will want to call home. This means a clean, safe environment, vibrant towns and neighborhoods, opportunities for outdoor recreation and entertainment and abundant open space.

State Budget Message 2004

How will the plan be implemented?

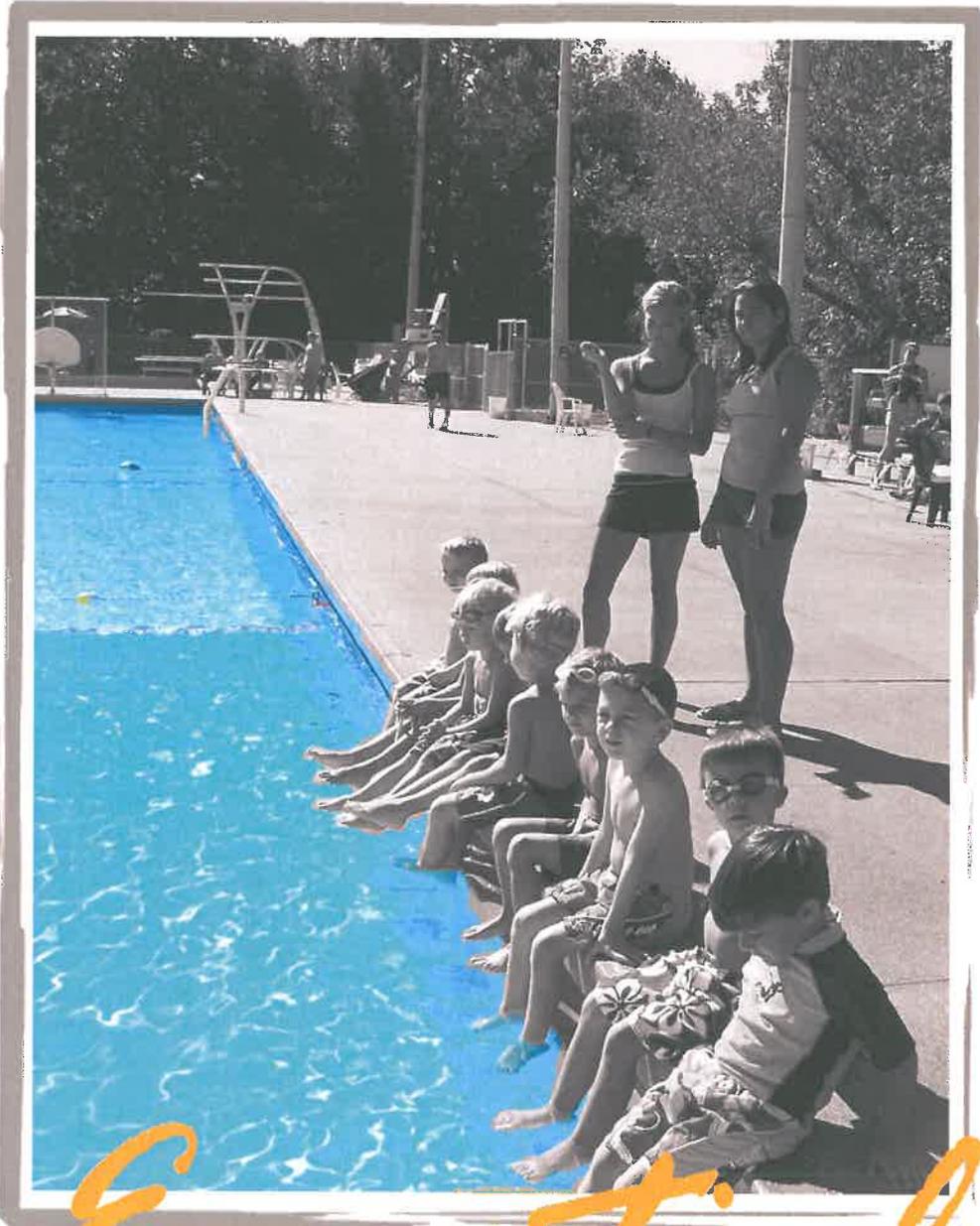
The recommendations will be phased in over the next ten years. An important objective of this plan is to foster the already successful tendency of the Borough and the Township to work collaboratively in parks and recreation. Expanded collaboration will result in maximizing the limited resources of the two communities through cost savings, attention to duplicated efforts, enhanced public service, and more accomplishments than either jurisdiction could do on its own. The municipalities will be more competitive in securing grants and other non-tax revenue sources. Recommendations range from those that cost little to large projects that would require grants and other resources.

Why is it important to have a quality park and recreation system?

Parks and recreation attract and retain businesses and increases property values. Recreation is the chief factor in establishing healthy family bonds, the foundation of our society. Recreation deters substance abuse and crime. Recreation adds years to our lives and life to our years. Parks protect our natural resources and provide clean air and water.



Chapter 2: Doylestown Community Profile



Essential

... For human development



Chapter 2: Doylestown Community Profile

The Facts and Figures

Background and Location

Location The Doylestown community is in the heart of Central Bucks County, about 25 miles north of Philadelphia. It is bordered by New Britain Borough and Warwick, Warrington, Buckingham, New Britain, and Plumstead Townships. The community is part of the Central Bucks School District.

Size The Borough and the Township comprise about 17 square miles in area. The Borough is almost completely surrounded by the Township.

History The community harkens back to 1745 when William Doyle established a tavern at State and Main Streets. The Doylestown community is historic and has a rich cultural heritage famous for the arts. Officially, the Township was established in 1818 while the Borough was incorporated in 1838. The Township has been mainly residential and agricultural in development. Due to the persistence of a citizenry that treasured its heritage and architecture, the Borough escaped the redevelopment trend of the 1960's which resulted in the razing of historic buildings. The Township developed in the 1970's, much later than other suburban Philadelphia communities that experienced the post World War II growth. Today, the community has access to regional employment centers making it a very desirable community in which to live.

Today The county seat for Bucks County is Doylestown Borough. The Township and the Borough are nearly fully developed. The local economy is stoked by services such as health care, education, retail, tourism, and other professional enterprises. The community is frequently cited in publications as one of the best places to live or visit in the region, state, and nation. Challenges include an emerging climate of fiscal austerity due to a stabilizing tax base, affordable housing for future generations as housing values escalate, continued provision of high quality public service, and the continued development of the parks and recreation system.

Government

Types: Township of the Second Class. Borough.

Elected Officials: In the Township, the Board of Supervisors has five members who are elected to six-year terms and together represent the entire Township. They serve both legislative and executive functions. Doylestown Borough has a mayor and nine council members, who are elected to four year terms from three wards.

**Appointed
Officials:**

The Township has a Park and Recreation Board, a Shade Tree Commission and an Environmental Advisory Council. The Borough has a Parks and Recreation Board, the Fanny Chapman Pool Board and a Shade Tree Commission. The Township and the Borough have a joint Performing Arts Council, Bike and Hike Committee and Comprehensive Park, Recreation and Open Space Plan Study Committee.

Municipal

Administration: The municipalities each have a professional manager to carry out policy and manage daily operations.

Demographic Trends

Doylestown Township is continuing to experience a double digit rate of population growth. The Borough, after experiencing a decreasing population, is seeing growth that outpaces the state as a whole.

Population Trends

Nearly 27,000 people live in the Doylestown community. About 2,000 are institutionalized in Bucks County Correctional Facilities located in Doylestown Township. Those incarcerated do not use community facilities outside of the prison. **Table 1** presents the population between 1980 and 2000. Between 1980 and 2000, the Township population increased by 49 percent, over 14 times the rate of Pennsylvania's growth. The Borough lost 5.6 percent.

The population changes in the Township and the Borough mirror what was happening across Pennsylvania between 1980 and 2000. Outer lying townships increased in population by 49 percent while borough populations decreased by 9.8 percent. Doylestown Borough fared comparatively better with its smaller loss. The loss of population in Pennsylvania's older communities including Doylestown Borough was the result of many factors including competition with new mall developments in suburbia, and a recession which combined to take its toll on older communities.¹ Combined, this trend shows what was happening in Central Bucks County: the decentralization and spreading

¹ Brookings Institution. *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania*. Washington, D.C.: Brookings Institution Center on Urban and Metropolitan Policy, 2003. pp 28.

out of the population. More houses were built outside the town center while population in the older Borough declined.

What Doylestown Borough had that many other boroughs did not was a committed group of local business owners and civic minded residents who banded together to resist and prevent the loss of the historic fabric of the community in the federal “redevelopment” programs of the 1960’s. They saved the historic character of the community which is so vital to the new population trend of increased growth projections through 2020 as well as to the overall livability of this community.

Table 1 Pennsylvania, Bucks County, and Doylestown Population 1980-2000				
	1980	1990	2000	% Change 1980-2000
Pennsylvania	11,864,904	11,881,643	12,281,054	3.5%
Bucks County	479,211	541,174	597,635	24.7%
Doylestown Township	11,824	14,510	17,619	49%
Doylestown Borough	8,717	8,575	8,227	-5.6%
Township & Borough	20,541	23,085	25,846	25.8%

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

The population projections in **Table 2** show a continued double digit rate of growth in Doylestown Township at 21.6 percent between 2000 and 2020. The Borough will also experience population gain but on a smaller scale of 4.3 percent. Overall the Doylestown community will gain nearly 4,200 people through 2020 of which more than 4,000 will be in the Township according to the Delaware Valley Regional Planning Commission.

Table 2 Bucks County and Doylestown Population Projections 2005-2020					
	2000	2005	2010	2020	% Change 2005-2020
Bucks County	597,635	625,050	652,800	709,150	18.7%
Doylestown Township	17,619	18,570	19,520	21,430	21.6%
Doylestown Borough	8,227	8,350	8,450	8,580	4.3%
Township & Borough	25,846	26,920	27,970	30,010	16.1%

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census, Bucks County Planning Commission, Delaware Valley Regional Planning Commission.

Age

As interests change throughout one’s lifetime, it is important to look at the age groupings in order to target services. **Table 3** represents population by major age group changes between 1990 and 2000 as well as comparisons with Bucks County and Pennsylvania. As a percentage of the population, the Doylestown Community has fewer children and youth and more people 65 years and older than Bucks County or Pennsylvania. The age group of 20 to 44 showed a significant decrease of nearly

eight percent in the Township and five percent in the Borough. This is evidence of Pennsylvania's "Brain Drain", the loss of bright young people to other areas. Despite a robust economy, Pennsylvania suffered a net migration loss of 20,038 people holding bachelor's, master's or professional degrees from 1999 through 2001. Most of that net loss, 13,056, was among people 20 to 29 years of age, according to the study by Gordon F. DeJong and Michele Steinmetz of Penn State University found. The study also concluded that the state faced a serious erosion of its educated young people. Pennsylvania's brain drain migration has a corrosive effect on the economic and social well-being of the state according to this study².

The United States Census Bureau considers any change of 2.5 percent or more to be significant. Other significant changes include:

- Population aged 65 and older increased by over four percent in the Township.
- An increase of about six percent in people ages 45 to 64 in the Borough. Anecdotal information and observation indicate that this increase follows a national trend of "empty nesters" and pre-retirement age people flocking to small towns and urbanized areas with lots of activities and walkable places. The Township's population in this category also increased by 2.6 percent.

An important factor influencing these age group trends is the escalating cost of housing in this community. Both real numbers for house prices and interviews with residents found that younger people just starting out with their careers and families cannot afford the housing prices here. One of the real fears that people expressed in the public participation process was the reality that their children may not be able to afford to live here.

Table 3
Percent of Population by Age Group*

Age Groups	Doylestown Township %		Doylestown Borough %		Bucks County %	PA %
	1990	2000	1990	2000	2000	2000
Under 5	4.6	5.6	5.6	4.6	6.4	5.9
5-19	19.8	19.8	13.5	13.4	21.4	20.6
20-44	38.7	30.9	37.9	33.1	35.3	34.7
45-64	23.1	25.7	17.8	23.6	24.3	23.1
65+	13.7	18.0	25.0	25.5	12.4	15.6
Median Age	36.8	41.5	39.7	44.2	37.7	38.0

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census
*Due to rounding, percentages do not add up to 100%

Graying of Doylestown

The Doylestown community's median age of 41.5 in the Township and 44.2 in the Borough is higher than the median age of both Pennsylvania at 38 and Bucks County at 37.7. The median age in the community increased by about five years in the 1990's. Two

² Robbins Richard. *Study Shows State's "Brain Drain" Unabated*. Tribune Review Publishing Company. July 13, 2003.

milestones occurred in 2006: the first baby boomers turned 60 and more than half of all boomers were age 50 or older by May. People ages 45 to 54 have the highest average household income and the highest household spending of any age group. Old age is still a long way off as 50 year olds can expect to live another 30 years (women, 82.5 and men, 78.5).³ Nearly half of Doylestown's population is 45 years of age and older.

Different Generations - Different Views of the World

Longer lives have produced several generations with different views of the world: Traditionalists, Baby Boomers, Gen X and Gen Y as defined in **Figure 1. Generations and Implications**. Their formative experiences have molded specific preferences and beliefs among these different age groups. Each group has its own attitudes, sensibilities, issues, and cultural expectations. Clarifying the needs and desires of all generations is essential in public service. Finding out how to reach and involve different generations of people in parks and recreation in a positive manner is complex. For example, one generation, Gen Y, has three segments: adults, teens, and children. For program planning and outreach, understanding client groups is essential.

Population Target Groups

Population figures help guide age group planning. **Table 4** presents the raw number of citizens by age group. For example, one of the community's prime target groups for recreational services is the age group 5 to 14. This group has 3,211 people so this is the target audience for programs for this age group. The family life stage age group of 35 to 54 has about 8,161 people suggesting that family oriented programming is important. About 5,266 people are 65 and older suggesting that community recreation services should include this group. Doylestown appears to be youth-centered. This is evident in news articles, public discussions, private enterprise devoted to the youth market, and issues related to public gatherings in the Borough. It is important to note that about 6,000 people are 19 and under and nearly 21,000 people are 20 or older.

Age Group	Township	Borough	Combined
Under 5 Years	989	377	1366
5-14 Years	2,472	739	3,211
15-19 Years	1,025	359	1,384
20-34 Years	2,317	1,541	3,858
35-54 Years	5,787	2,374	8,161
55-64 Years	1,856	744	2,600
65- 84 Years	2,487	1,562	4,049
85 Years+	686	531	1,217

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

³ Ad Age.Com. Implications of Latest Baby Boomer Milestone. <http://www.adage.com> July 5, 2005.

Figure 1 Generations⁴ and Implications⁵

Traditionalists – *Born before 1946.* Affected by the Great Depression. Hard work. Self-sacrifice. Respect for authority and institutions. Earned their material comforts the good old-fashioned way. **Reaching this group:** Stress frugality & their right to enjoy the fruits of their labor. Use endorsements of well-known people with wisdom of experience.

Baby Boomers – *Born 1946 – 1964.* The next generation of senior citizens. Born into prosperity and affluence. “Permissive” upbringing. Feel special and privileged. Challenge authority. Champion the unconventional. Focused on self-fulfillment. Strong sense of entitlement and self-worth. **Reaching this group:** Stress family and family activity. Supply products and services that make boomers feel like young active winners.

Gen X – *Born 1964-1980.* Lived with social and economic obstacles that are harder than those faced by Traditionalists and did not exist for Boomers. Technology and media opened them to wider choices in lifestyle than previous generations. Sophisticated and savvy about the world. Skeptical. **Reaching this group:** Use candor, humor, and pragmatic approaches.

Gen Y (Echo Boomers) – *Born 1980-2000.* Group so large and complex that it is viewed as three distinct groups: adulthood, teens and tweens. Multi-cultural diversity. Broader definition of family. Affected by violence and scandal: 9/11, Columbine, Iraq, terrorism, and political scandals. More watchful and careful about their personal safety. Mistrustful of the media. Information Age influence: shorter attention spans, boredom and over-stimulation. **Reaching this group:** Use technology: videos, computers, WEB. Capitalize on hope and optimism. Inclusive multi-cultural programs and services. Participative planning enabling people to be heard through pulling together.

Family Structure

One of the most marked changes in Pennsylvania’s population in recent years has been the alteration of the family structure. Households have experienced a decline in married couples and households with children. Households with single people, single heads of households and single parents have increased. Between 1990 and 2000, the following changes occurred:

- Percentage of married-couple householders in the Township decreased from 75.2 percent to 74.1 percent and from 53.9 to 48.3 percent in the Borough.
- Householders living alone increased from 39.9 to 44.4 percent in the Borough. The Borough’s high percentage of householders living alone is due to the retirement communities including Heritage Towers and Center Square Towers. In comparison, about 21 percent of Bucks County householders live alone. Householders living alone in the Township remained stable at about 22 percent.

⁴ Paul, Pamela. September 2001. *Getting Inside Gen Y, American Demographics*, Volume 23(9) pp 42-49.

⁵ Smith, J. Walker and Clurman, Ann. 1997. *Rocking the Ages: the Yankelovich Report on Generational Marketing.* (New York, NY: Harper Business).

- About 30 households indicated the grandparents are the primary caretakers of their grandchildren.
- About 55 percent of households with children in the Township and 61 percent in the Borough have “all parents” in the work force, that is, all parents may include birth or adoptive parents and step parents.

Income

Table 5 shows the income comparisons for the Township, the Borough, the County, and the State. About 950 people in both the Township and the Borough lived at the poverty level according to the 2000 United States Census. The increase in household median income in Bucks County, Doylestown Township and Doylestown Borough represent real economic gains beyond the cost of living. For example, the median household incomes in 1990 of the Township (\$52,212) and the Borough (\$32,942) would be worth \$66,553 and \$41,940 respectively in 1999 according to the consumer price index. As **Table 5** shows, the actual median household incomes in 1999 were 22 percent higher in the Township and 10 percent higher in the Borough than they would be based on adjustment according to the consumer price index.

Area	Household	% Change 1990-1999	Family	Per-Capita	% Individuals in Poverty
Pennsylvania	\$40,106	37.9	\$49,184	\$20,880	11.0%
Bucks County	59,727	37.8	68,727	27,430	4.5
Doylestown Township	81,226	55.6	93,984	38,031	3.7
Doylestown Borough	46,148	40.0	71,988	32,249	4.4

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

Education

Doylestown is a well-educated community. Education is an important community value as evident in the support for the public school system as well as in the number of families who send their children to independent schools. Educational attainment is the strongest indicator of an individual’s income potential, attitudes, and spending habits. The trend nationally is toward higher levels of education. Doylestown has about twice the percentage of residents with college degrees as well as advanced or professional degrees than the state does as a whole. **Table 6** represents the educational attainment levels for the municipalities, the county and the state.

	High School Graduate + %	Bachelor's Degree %	Advanced or Professional Degree %
Pennsylvania	59.5	14.0	8.4
Bucks County	57.3	19.8	11.4
Doylestown Twp.	40.9	29.5	18.6
Doylestown Borough	47.9	25.3	16.6

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

Race

About 95 of every 100 citizens is Caucasian in Doylestown. Diversification increased by only one percent in the Township and 1.3 percent in the Borough in the 1990's as shown in **Table 7**. People of color represent about five percent of the population.

	Doylestown				Bucks County		Pennsylvania	
	Township		Borough		1990	2000	1990	2000
	1990	2000	1990	2000				
White	96.1	95.2	97.3	96.0	93.9	92.5	88.5%	85.4%
African American	2.5	2.6	1.0	1.3	2.7	3.3	9.1	10.0
Latino – of any race*	1.1	1.4	1.2	1.2	1.6	2.3	1.8	3.2
American Indian	.1	.1	.1	.1	.009	.1	.1	.1
Asian	1.0	1.3	1.2	1.4	1.5	2.3	1.1	1.8

*Numbers do not total 100% because the Latino group includes multiple races.

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

People with Special Needs

Table 8 presents the statistics regarding people with special needs in the community. The Doylestown Community has a lower proportion of people with disabilities than Bucks County or Pennsylvania. The only exception is the population aged 65 and older residing the Borough. This is presumably due to the retirement housing that would have a higher proportion of people with disabilities located in the municipality, one of the reasons that people move into retirement housing. Nearly one out of two citizens 65 years and older in the Borough is reported in the census as having a disability. About 3,200 people in the community report having a disability. This does not include children younger than five.

According to the Americans with Disabilities Act, a disability is defined as a substantial limitation in a major life activity. It is commonly measured as difficulty on performing activities of daily living (personal care tasks), instrumental activities of daily living or difficulty (household management), and in performing more general mobility-related activities.

	Doylestown Township Number / %	Doylestown Borough Number/%	Bucks County	Pennsylvania
Ages 5-20	129 / 3.7%	54 / 4.7%	6.2%	7.5%
Ages 21-64	966 / 10.3%	645 / 14.2%	14.9%	17.5%
Ages 65+	572 / 26.7%	812 / 46.5%	34.9%	39.4%
Total*	1,667 / 9.5%	1,511 / 18.4%	21.8%	17.2%

* - percentage of the total population

Housing

Table 9 shows information about housing. Housing is generally an indicator of affluence. Those who can afford to own their own homes are more affluent than those who rent. The exception to this rule of thumb is retirement housing which is significant in Doylestown. About 20 percent of the Borough's housing is comprised of structures with 20 or more units. Only six percent of the structures in Bucks County overall have 20 units or more. About 30 percent of renters pay 35 percent or more of their income in rent, which is higher than the county's rate of 27 percent. Housing values have been skyrocketing in this Central Bucks community. New townhouse prices in the Borough spiked by over 50 percent in less than a year in 2004-05. People are concerned about the affordability of homes for future generations.

	Doylestown Township	Doylestown Borough	Bucks County	Pennsylvania
Owner Occupied %	83.6	48.3	77.4	71.3%
Renter Occupied %	16.4	51.7	22.6	28.7%
Detached single family homes %	65.4	37.8	64.1	55.9%
Median House Value	\$253,200	\$180,800	\$163,200	\$97,000
Median Gross Rent	\$1,160	\$775	\$736	\$531

Source: Penn State Data Center and U.S. Bureau of the Census 2000 Census

Public Opinion

This planning project included a five part public participation process: a Study Committee, key person interviews, focus groups, public meetings and a community wide direct mail survey.

Study Committee

Residents representing a broad base of community interests participated on the Study Committee. They included representatives from the Township and the Borough, elected and appointed officials, Parks and Recreation Boards, natural resource conservation, senior adults, families, organized sports, service clubs, Central Bucks School Board, and general community interest. The Study Committee met monthly throughout the planning process.

Key Person Interviews

The Doylestown Township Parks and Recreation Department, Doylestown Borough, and the Plan Study Committee identified interviewees:

- Township and Borough officials
- Planning boards
- Parks and Recreation Boards
- Performing Arts Committee
- Bike & Hike Path Committee
- County Planning Commission
- County Public Works Department
- County Parks Department
- Bucks County Area Agency on Aging
- Business owners
- Library
- Mercer Museum
- Michener Museum
- Central Bucks Chamber of Commerce
- Delaware Valley College
- Bucks Beautiful
- Central Bucks Healthy Communities Team
- Parks and recreation managers and staff in the Township and the Borough
- Public Works managers and staff in the Township and the Borough
- Assistant Borough Manager
- Township Program Coordinator
- Borough Recreation Coordinator
- Central Bucks School District: Superintendent and a Board Member
- Doylestown Athletic Association (DAA)
- Central Bucks Athletic Association (CBAA)
- Catholic Youth Organization Sports (CYO)
- Heritage Towers
- Centre Square
- Central Bucks YMCA

- County Theatre
- Fanny Chapman Board
- Girl Scouts
- Boy Scouts
- Schade's Little Store
- Cycle Sports

Focus Groups

The planning team held focus groups with the organized sports groups, teens, community arts organizations, and active senior adults. The purpose of the forums was to determine the ideas, opportunities, and issues regarding the particular needs and interests of the target group.

The planning team held a work session with the Central Bucks School Superintendent. The purpose of this session was to determine areas of common interests and potential collaborative projects in the future and to learn about the District's future plans with ramifications for parks and recreation.

Public Meetings

Two public meetings were held to launch the project: one in the Borough and one in the Township. Public meetings were held regarding the draft plan and the adoption of the plan.

Community Direct Mail Survey

To achieve statistical significance with a high level of confidence, the study needed to generate 361 surveys in the Township and 350 completed surveys in the Borough based upon the number of households in each community. The returned surveys exceeded these numbers with 415 from the Township and 408 from the Borough. A direct mail survey of 1,587 households yielded a statistically reliable and valid response of 52 percent. Direct mail surveys typically garner a three to five percent (3% - 5%) response rate. The summary of the survey findings is reported in the Appendix.

Findings of the Public Participation Process

Overall the public participation process revealed a great deal of pride, love and enthusiasm for Doylestown. The following points summarize the findings and are presented without respect to priority:

1. **Genuine pride and appreciation for the high quality of life in the Doylestown Community.** People expressed appreciation for the efforts of both the Township and the Borough to provide high quality community services. About 70 percent of the survey respondents reported having a positive impression of parks and recreation in the community. About four out of five survey respondents expressed satisfaction with community parks and recreation.

2. **Residents like the Borough and the Township working together in community endeavors.** Residents would also like to see the School District as part of parks and recreation planning and operation. This is particularly true for community arts and sports organizations. Residents view the Township and the Borough as one integrated community.
3. **Residents invest their own time and expertise in making the community an even better place.** The number of volunteers, volunteer hours, and contributions that support community parks and recreation is remarkable. At the same time, there is a very high level of expectation among the citizenry regarding facilities, services, and programs that extends beyond the human and financial resources available. Most often this expectation comes from those who are not involved in civic projects according to anecdotal information presented in the key person interviews, forums, surveys, and conversations during park visitation.
4. **The Bike & Hike Path is a treasured aspect of the parks and recreation system.** Residents want the path system to be completed as soon as possible including linkages to destinations beyond Doylestown such as to New Hope and Peace Valley Park.
5. **The success of the town center in drawing people 24/7 also brings challenges.** The vibrancy of the Borough is a model to communities everywhere. Wherever people gather, there are usually conflicts. The Borough has been committed to addressing the issues and user conflicts in a small space.
6. **Natural resource protection ranks high with the residents.** About 84 percent of the survey respondents stated that protecting natural resources and open space should be a municipal priority.
7. **Additional sports fields and gyms are needed.** Community sports organizations serve well over 8,000 players, some of whom play in more than one sport. League officials report growing participation, four season play, more girls playing, players at older and younger ages, and newer sports emerging as organized leagues such as lacrosse. As an emerging sport, lacrosse is growing intensely at the same time that no fields are available. Area soccer, baseball, and lacrosse teams all use fields in other communities. The Township, the Borough, the School District, and representatives from surrounding municipalities all report a shortage of fields.

Thirty-seven (37%) percent of the respondents stated that sports fields improvements should be a high priority and another 36 percent said they should be a priority for a total of 73 percent. This is a high response rate in community recreation surveys in which the response for additional sports fields generally falls below 20 percent. Gym time is very limited to the degree that a community basketball organization has purchased a gym in Hatboro while other organizations rent gym time in Lower Southampton, King of Prussia, and Solebury from schools or commercial enterprises. School district improvements have resulted in additional gyms in other municipalities within the district borders. While sports field lighting was suggested, this has been a contentious issue in the community given the level of development. Any field or game court lighting should be considered on a case by case basis as part of the master planning or facility improvement process.

8. **A performing arts center continues to be of interest to arts enthusiasts in the Doylestown community.** For this plan, a focus group was held with officials from the James J. Michener Art Center, the Mercer Museum, the County Theatre, Doylestown Township and Doylestown Borough; business owners in the field of entertainment; and artists from the studio and performing arts. Findings that emerged included:
- An arts center in Doylestown has been under discussion since 1988, including a feasibility study that was undertaken. Many people have spent countless hours in this effort for over 17 years.
 - The focus has been on the creation of the physical structure. Little attention has been directed towards the operation, financing, and management of such a facility.
 - A performing arts center should be a regional facility, not a local Doylestown one.
 - The Township and the Borough cannot undertake the development and operation of a performing arts center as a municipal function due to cost and staffing limitations.
 - Further exploration of a performing arts center could be undertaken by a private community or regional organization. The PennDOT site represents a potential location. The future of this site will be determined in conjunction with the Heritage Conservancy (future owner of the site) over the next few years as PennDOT vacates the property. Should any private group wish to pursue the concept of establishing a performing/studio arts center, it would be to their advantage to set forth a schedule to establish a plan to *develop, operate, program, manage and finance* it by 2009 and to work with the Borough and the Heritage Conservancy in the planning process.
9. **The need for an amphitheater in Central Park emerged in interviews, focus groups, and the survey.** About 66 percent of the survey respondents said that the amphitheater should be a priority.
10. **Year-round recreation is a priority.** Focus has been on outdoor recreation. There is a need for indoor facilities for a variety of activities ranging from gyms for youth sports to fitness and wellness facilities for the aging population and facilities and services in the arts, culture, and family recreation. School facilities are very limited in terms of times available. About 57 percent of the survey respondents indicated that developing an indoor recreation center is a priority or a high priority.
11. **Municipal parks and recreation serves as a catalyst for developing lifelong interests.** The community has many recreation opportunities. An important finding emerged from the public participation process: municipal parks and recreation has a significant role in creating lifelong active lifestyles through basic community recreation programming and opportunities. They offer important feeder services from which residents move onto higher level leisure pursuits such as at the Music Conservatory and the museums. A plethora of recreation opportunities is available to the residents of this community from the County, the Township, the Borough, the YMCA, the cultural institutions such as the Mercer and Michener Museums, scouts, community organizations, the School District, and private enterprise.

12. **Special events are the top program area for reaching the broadest base of citizens.** Analysis of the survey findings show that Oktoberfest, the arts festival and the summer concert series reach a broad segment of the population.
13. **Promoting parks and recreation is important to the community.** Creating an image and identity for municipal parks and recreation has been underway for the last ten years. The public participation process shows that there is a high level of recognition about community parks and recreation. In a market where people are deluged with information, seeking new ways to advertise is increasingly challenging. Community members appear to like the WEB site and articles in the local newspapers as well as direct mail, including the recreation guide.
14. **Financial Concerns.** Given the challenging economic times and the tight fiscal climate within the Township and the Borough, citizens and elected officials are concerned about paying for municipal services.
15. **Partnerships are important.** Citizens recognize that the Township and the Borough cannot accomplish everything in parks and recreation on their own. Partnerships with a host of community organizations are crucial. Building upon relationships with community providers and the school district should be a major initiative of this plan.

Analysis

Doylestown is a vibrant community with a high quality of life, outstanding municipal services, cultural resources, a top-notch educational system for pre-schoolers through graduate studies close to home, a highly respected hospital, multi-modal transit system including non-motorized connected pathways, and an affluent, well-educated, and interested citizenry.

The population is aging. The baby boomers are emerging as an active, healthy, well-educated and engaged group of people. The community continues to be family oriented as well as a retirement destination. Population changes warrant planning ahead for adult park and recreation consumers who comprise 72 percent of the population. The large number of senior citizens that will emerge as the baby boomers retire is the single most significant demographic change that parks and recreation managers must address in planning.

Our changing society has resulted in issues that impact services for children and youth: child custody, abuse, discipline issues, juvenile justice, violence, substance abuse, and other major concerns that were not in the picture just a few years ago.

The public participation process found areas for improvement which include the need for additional sports fields and improved athletic field maintenance, the need for an arts center, and interest in fitness/wellness and environmentally oriented programming. Concern about the preservation of open space and the pressure to develop the larger remaining parcels was raised throughout the public participation process. Development forecast shows that another 4200 people will be moving in to the community over the next 15 years. Planning for parks, recreation facilities and services for the new population is important.

Residents are concerned about taxes especially in light of the Central Bucks School District building construction program of recent years that resulted in significant tax increase.

Conclusions and Recommendations

The following conclusions and recommendations are numbered for ease of discussion and do not reflect the rank order of importance.

- 1. Adopt natural resource protection and open space conservation as a priority.** Explore how to preserve the remaining open spaces through easements and planning tools. Consider how to add parkland to accommodate additional sports fields and facilities that balance nature and recreation for citizens to lead active lifestyles. There is some urgency here due to development pressures. Add natural resource management as a maintenance function in the municipalities.
- 2. Focus on planning for an increasing population.** Another 4200 residents will be moving into the community through 2015.
- 3. Plan for an active aging population.** Community demographic composition is changing resulting in the need to focus planning efforts on the changing composition of the population: primarily towards an active aging population and families.
- 4. Include people with special needs in all aspects of planning, service delivery and facilities design and operation.** About 3,200 citizens over the age of five reported having a disability in the 2000 U.S. Census. People with special needs should be represented on the parks and recreation boards. Both municipalities strive to accommodate people with special needs in all programs and facilities. Collaboration with community organizations and social service agencies regarding service to those with special needs could be considered.
- 5. Balance facility development for lifetime and self-directed recreation.** Municipal parks and recreation in Doylestown needs to achieve balance in its facilities and services. This includes providing facilities and services for organized sports, natural resources protection, programmed recreation, and self-directed recreation.
- 6. Explore how to add sports fields.** Involve sports groups, both municipalities, and the school district. Explore the acquisition of additional park land on which to locate sports fields. Update the Central Park master plan to determine how athletic facilities could be added through the use of land contiguous to the park. Lighting at existing and future parks, where appropriate can enable extended use of playing fields to meet the current and future demand.
- 7. Encourage private organizations or citizens to develop a strategy for the establishment of an arts center.** Include the development of a vision, a mission statement, and a feasibility study for how the center would be managed, operated, and financially supported over time.

8. **Establish methods for public outreach for monitoring the pulse of the community on a regular basis when the plan is being implemented.** The public participation process found that involving the public regularly beyond organized appointed committees provides fresh eyes and information to guide decision-making.
9. **Continue Township and the Borough collaboration with parks and recreation planning, programming, management, facilities, and services.**
10. **Explore and procure funding sources that are a mix of public and private funding.** Work with all levels of government and the private sector to secure additional funding to help realize the goals of this plan. Recognize that there is a limited pool of private sector resources in the Doylestown Community for which numerous sources compete to obtain financial support.

Chapter 3: Open Space-Parks, Greenways, Trails, Natural Areas, Agricultural Areas and Historic Areas



Neighborhood

... Maintaining community connections

Chapter 3: Open Space-Parks, Greenways, Trails, Natural Areas, Agricultural Areas and Historic Areas



Neighborhood

... Maintaining community connections



Chapter 3: Open Space - Parks, Greenways, Trails, Natural Areas, Agricultural Areas, and Historic Areas

The Doylestown Community has been on the path of growth for many years. As more land has been developed, for both residential and non-residential uses, less open space remains. In 1998 and 1999, both Doylestown Township and Doylestown Borough prepared Open Space Plans. These plans identified the current open space available at that time. They also identified natural resources, cultural resources, historical resources, areas vulnerable to development, and opportunities for open space preservation. With grants from the Bucks County Open Space Fund and with the generosity of some landowners that permitted the municipalities to purchase conservation easements on land at less than the appraised rates, both the Township and the Borough preserved approximately 740 acres of open space in the late 1990's and early 2000's.

Open Space Conservation

What is Open Space?

Open Space is a term that includes all parcels or areas of land or water set aside, dedicated, designated, or reserved for public or private use or enjoyment or for the use and enjoyment of the land by the land owners, occupants and their guests, or for the general benefit of the community as preserved lands. Open Space is the general "umbrella" category, which includes active and passive parks, recreational facilities, greenways, trails, natural areas, agricultural and historic areas in the community.

This Park, Recreation and Open Space Plan builds upon the previous work accomplished by the Township and the Borough in open space planning. As a result of the implementation of the Open Space Plans adopted by the Township (1998) and the Borough (1999), the open space portion of this plan departs from open space planning "from scratch". Each municipality has been assertively pursuing the preservation of open space in this climate of fast-paced development and escalating

property values. The municipalities have been conducting outreach to landowners of significant properties. Often these properties have been preserved. Other times, landowners were not willing to part with their properties or engage in discussions regarding future preservation. These discussions are complex and time intensive. Potential open space parcels still remain in both the Township and the Borough. Both municipalities have the expertise to pursue the property owner outreach and this should continue. They could also draw upon the expertise of the Heritage Conservancy when additional assistance is needed.

Many of the key parcels identified as being prime parcels for open space acquisition in these prior studies have been preserved either through outright acquisition, conservation easements, or dedication as open space from developers as required during the subdivision and land development process. Some of these include the Varcoe Tract, the Historical Society parcel and town greens in Lantern Hill in the Borough, land from Judge Edmund Ludwig, land along Pine Road, land along Pebble Hill Road, 24 acres adjacent to Central Park, and other lands dedicated as a part of the subdivision and land development process in Doylestown Township.

In their Open Space Plans, both the Township and the Borough identified methods, plans, and policies to preserve open space and protect resources. These included:

- Natural resource protection standards – in zoning ordinances
- Cluster development options with an open space requirement – in zoning ordinances
- Require more open space as part of major developments
- Encourage density where appropriate to provide larger open spaces
- Preservation of important land through purchase
- Zoning to enhance existing parkland
- Increase awareness about environmental quality and protection / formation of an Environmental Advisory Council
- Neshaminy Creek - River Conservation Plan
- Preservation of the Neshaminy Creek and Greenway
- Comprehensive Plan, Park and Recreation Plan, and special studies
- Edison Village and Neshaminy Creek access
- Bike and Hike Path Planning and Implementation
- Programs to increase education and awareness of open space issues
- Acquisition of conservation easements
- Gifts and donations of open space
- Negotiate Right-of-First Refusal agreements for open space, where appropriate
- Fee Simple Purchase of open space parcels

Many of the key parcels identified as being prime parcels for open space acquisition in these prior studies have been preserved either through outright acquisition, conservation easements, or dedication as open space from developers as required during the subdivision and land development process. Some of these include the Varcoe Tract, Dairy Queen Woods, the Historical Society parcel and town greens in Lantern Hill in the Borough, and land from Judge Edmund Ludwig, land along Pine Road, land along Pebble Hill Road, 24 acres adjacent to Central Park, and other lands dedicated as a part of the subdivision and land development process in Doylestown

Township. Potential open space parcels still remain in both the Township and the Borough, just as development pressure continues to increase for these same parcels and land values are escalating. **Map 1** depicts the existing public open space areas.

One of the major land holdings in the Borough that has been identified as a potential acquisition site for a future park is the PENNDOT complex on Broad Street. This site has been the topic of many studies and meetings in the community over the last several years as PENNDOT has announced its desire to relocate its complex to another municipality in the region. It is adjacent to Belvedere at Doyle Square, which is a Traditional Neighborhood Development (TND) on the site of the former Mrs. Paul's factory. It is also located along the Broad Street Corridor, which has recently undergone extensive construction and has become a gateway into the Borough. And finally, it is located in close proximity to the downtown area of the Borough, all of which together make the site a prime target for future open space acquisition.

The Doylestown Community has been very fortunate to have institutional and private lands also serve as "open space" in the community. Unfortunately, since these lands are not under municipal ownership and have not all been subject to deed restrictions and/or permanently preserved, they may not remain as open space in the future. These lands include the Doylestown Country Club, the significant land holdings of Delaware Valley College (some of which have been sold off over the years), the lands owned by the Central Bucks School District, the Mercer Museum Wooded Lawn Areas, and cemeteries. The Doylestown Cemetery, located in the heart of the Borough, is a significant open space area and is used by the residents for passive recreation, primarily walking and jogging, on a regular basis. The golf course at the Doylestown Country Club and "extra" land holdings by Delaware Valley College could potentially be prime targets for development in the future and this potential needs to be addressed.

Private Open Space Areas

Numerous privately owned open space areas exist within the Doylestown Community, mainly as undedicated open space within developments. Other private open space areas, as highlighted earlier, include the Doylestown Country Club, cemeteries, open space areas owned by homeowners associations, and other private recreation facilities. While these areas are not necessarily open and available to the general public, they provide great value in aesthetic views for the community and preserve natural and open space areas surrounding residential and other development. For the locations of existing private open space areas, please see **Map 1**.

In addition to these areas traditionally defined as private open space, the community also contains many areas that are perceived as open space, not because of their use by the public, but because of their traditional use as agricultural lands, woodland areas or due to their cultural and historical significance. Fordhook Farm, located adjacent to Delaware Valley College, was used by the Burpee Seed Company as their test gardens for new seeds and plants and also as the family estate. It has great cultural and historical significance in the community and was noted in the **Open Space Plan** as one of the main parcels in the Township to be targeted for preservation through acquisition or limited development options. This property is currently vulnerable to

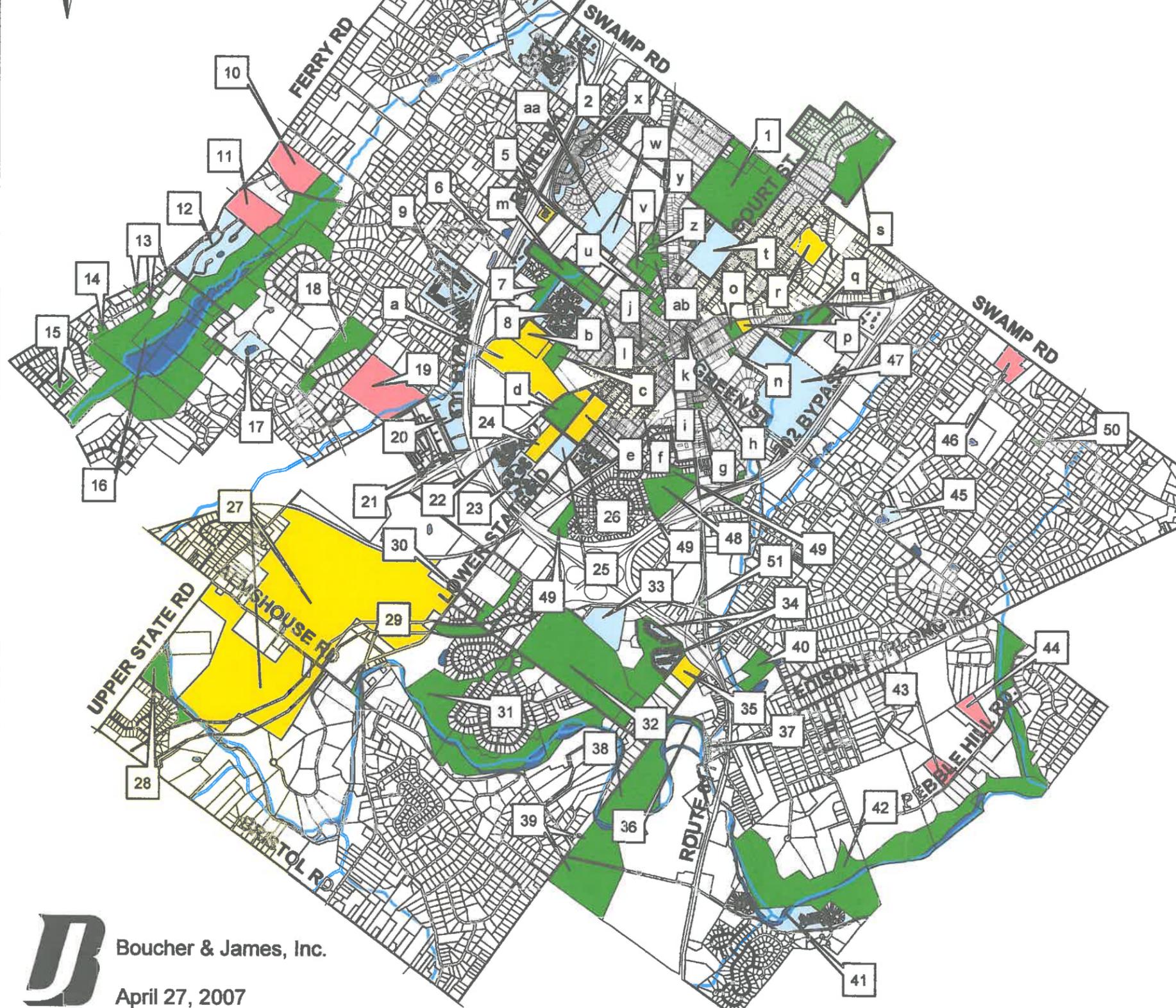
potential development. Other parcels, such as the Patchwork of Farms (several small farms and landholdings leased to farmers and currently in agricultural use) in the northern portion of the Township and the agricultural land holdings in the Pebble Hill Road portion of the Township were also identified for preservation and protection through the purchase of easements and donations of easements in exchange for tax benefits. These farms were noted as worthy of preservation in the **Doylestown Township Open Space Plan** due to their value as farmland, their scenic value, and their potential to also preserve environmentally sensitive lands. Again, these parcels are vulnerable to development pressures.

Parks

The purpose of the parks and recreation facilities assessment is to determine if Doylestown's parks and recreation facilities meet community needs and what improvements, expansion, and changes are needed to meet future recreation requirements, including linking facilities with the Bike and Hike Path and greenway system. **Map 1** illustrates the inventory of parks, recreation and open space in Doylestown Township and Doylestown Borough. The following is an assessment of current public facilities within Doylestown Township and Doylestown Borough. In addition to the formal park, recreation and open space areas, it should be noted that the Borough's town center also functions as a community park. It is a central gathering space for people of all ages. Many festivals and special events are held throughout the year.



Park, Recreation and Open Space Areas Existing Within Doylestown Borough and Doylestown Township



Public Park, Recreation and Open Space Areas

- | | |
|---|--|
| <p>DOYLESTOWN TOWNSHIP:</p> <ul style="list-style-type: none"> 1 Fonthill Museum & Moravian Tile Works/Mercer Woods 7 Victorian Gardens 13 Covered Bridge Crossing 14 Hagan Court 15 The Ridings 16 Pine Run Reservoir & Open Space 18 Irongate Open Space 28 Cedarcrest Farm 29 Castle Valley Park 30 Valley View 31 Neamand Park 32 Central Park 36 Thiessen Open Space 37 Bridge Point Park 38 Fish & Game Assn. Shooting Range 39 Turk Park 40 Sauerman Park 42 Dark Hollow Park 48 Bucks County Historical Society | <ul style="list-style-type: none"> 49 Doylestown Hunt 50 Spring Valley Road Open Space 51 Triangle Park |
|---|--|

Conservation Easements

- | | |
|--|--|
| <p>DOYLESTOWN TOWNSHIP:</p> <ul style="list-style-type: none"> 10 Eves Property 11 Ludwig Property 19 Fox Property | <ul style="list-style-type: none"> 43 Aloa Property 44 Arrison Property 46 VanDine Property |
|--|--|

Educational Facilities

- | | |
|--|--|
| <p>DOYLESTOWN TOWNSHIP:</p> <ul style="list-style-type: none"> 5 Bucks County Schools Intermediate Unit no. 22 24 Central Bucks Tennis Courts 27 Delaware Valley College 35 Kutz Elementary | <p>DOYLESTOWN BOROUGH:</p> <ul style="list-style-type: none"> a Lenape Middle School b Doyle Elementary e Central Bucks West High School p Our Lady of Mt. Carmel Elementary r Linden Elementary |
|--|--|

Private Park, Recreation and Open Space Areas

- | | |
|---|--|
| <p>DOYLESTOWN TOWNSHIP:</p> <ul style="list-style-type: none"> 2 Baliwick Office Campus 3 Charing Cross 4 Doylestown Racquet Club 6 Georgetown Commons Professional Center 8 Westwyck 9 Old Colonial Greene 12 Pine Run Community 17 Brennaman Point 20 Stonington Farms 21 800 West State Street 22 Villages of Doylestown 23 Teversall 25 Central Bucks YMCA 26 Chestnut Grove | <ul style="list-style-type: none"> 33 Hart's Woods 34 Doylestown Station 41 The Greens 45 Mercer Gate 47 Doylestown Country Club |
| | <p>DOYLESTOWN BOROUGH:</p> <ul style="list-style-type: none"> f Conservancy Lot on West Ashland Street h Mercer Museum Wooded Lawn Areas t Doylestown Cemetery w Center Square Towers Forested Wetlands x Sandy Ridge Twins Common Open Space aa Lantern Hill Open Space ab Belvedere Open Space |



Map 1

The analysis of parks and recreation facilities was completed by the planning team through:

- On-site fieldwork.
- Evaluation of park and facility conditions.
- Consideration of the citizen survey and key person interviews findings.
- Assessment of the distribution of parkland throughout the community.
- Identification of trends and community needs.
- Developing options to meet the needs of citizens now and in the future through parks, recreation facilities, and trails.

Seven Factor Assessment

Seven factors guided the park and recreation facility assessment including:

1. Amount of parkland
2. Configuration of parks
3. Park locations
4. Connection between parks
5. Recreation facilities
6. Conditions
7. Park and facility trends

Park Factor 1: Amount of Parkland

The assessment of parkland is based upon its capacity for active recreation. Active recreation lands provide close-to-home opportunities for the community for organized and self-directed outdoor recreation activities and league play. For the locations of existing parks, please see **Map 1**.

Doylestown Township has six parks, two of which are leased. The four parks owned by the Township total 145.94 acres and range in size from 3.8 to 125.5 acres. Central Park is the largest park with 125.5 acres but 30 of these acres are leased to Delaware Valley College for farming. Other parks owned by the Township are Castle Valley Park, Sauerman Park, and Triangle Park. The Township leases 57 acres of land from Bucks County for Turk Park. However this lease is tentative. It could be terminated with only 30 days notice. This deters substantial investment in the property for park and recreation purposes. Any grant program to fund park improvements requires a minimum 25 year lease. Discussions with Bucks County about a long term lease have not progressed due to other County priorities. Bridge Point Park is a Natural

Resource Area/Reserve of approximately 2.25 acres which is also leased from Bucks County. The township's total owned and leased parkland is 205.19.

Doylestown Borough has approximately 84 acres of parkland ranging from .2 acres to about 35 acres distributed over 10 parks. The largest parks are Veteran's Memorial Park (Maplewood Park) with 35 acres and Chapman Park and the Fanny Chapman Pool complex with approximately 23 acres.

The Central Bucks School District is a major provider of facilities for community recreation. The School District has about 113 acres of land in the Township and the Borough which is used for community recreation and sports. This land is not permanently dedicated for recreation purposes. Theoretically, its use could change at any time given school district needs. While the school district has been generous in permitting the recreational use of school lands for community sports, the sports areas are not protected for this purpose. There has been a trend statewide that school districts have been limiting or prohibiting the use of school fields for community sports. The use of school district facilities for community sports and recreation has been an ongoing and increasingly important issue in the Doylestown Community, as the demand for both indoor and outdoor recreational facilities has increased. The perception of the community is that the school district facilities are publicly owned and maintained and they should be made available for use by the public

Doylestown is fortunate to have several Bucks County parks in the community as well as several hundred acres in natural resource and undeveloped open space. These lands are based upon the nature of the resource itself and are preserved for conservation. While they are used for recreation, they are first and foremost for cultural and natural resource protection, not active recreation.

For the past 30 years the NRPA (National Recreation & Park Association) has promoted 10.5 acres per 1,000 population as the *minimum* standard for parkland for active recreation in communities. This standard does not include parkland that is for natural resource protection or passive recreation. **Table 10** shows the active parkland acreage and its protection status as recreation lands for the Township, the Borough, and the School District. The community now uses about 400 acres of land for active recreation. Of that, about 269 acres are permanently protected for recreation.

Table 10			
Active Parkland and Protection Status			
Jurisdiction	Parkland Acreage	Acreage Protection Status	
		Permanently protected for recreation	Not permanently protected
Doylestown Township	232.94	175.94	57
Doylestown Borough	83.91	83.91	0
Central Bucks School District	113.39	0	113.39
TOTAL	430.24	259.85	170.39

*Includes 30 acres in Central Park that is currently leased to Delaware Valley College for agricultural use.

Table 11 presents a list of the parks according to jurisdiction, park type, ownership, and acreage.

Table 11 Active Park Acreage by Jurisdiction, Park Type, and Acreage		
Park	Type	Acreage
Doylestown Township		
Castle Valley Park	Natural Resource Area/Reserve	3.8
Central Park	Community Park	125.5*
Sauerman Park	Neighborhood Park	13.64
Triangle Park	Special Use Facility	3.00
Turk Park**	Sports Complex	Leased 57.00
Total: Township	5 Parks	145.94 owned 57 leased 202.94 total
Doylestown Borough		
Chapman Park and Swimming Pool	Community Park	22.89
Hillside Park	Mini Park	0.76
Historical Society Park	Mini Park	0.08
Star Park	Mini Park	0.05
Wood Street Pocket Park	Mini Park	0.20
Burpee Park	Neighborhood Park	3.50
Veteran's Memorial Park (Maplewood)	Neighborhood Park	35.41
Community Gardens	Special Use Facility	0.80
William E. Neis Park	Sports Complex	6.14
War Memorial Field and Park	Sports Complex	14.08
Total: Borough	10 Parks	83.91
Central Bucks School District Sports Areas		
Central Bucks West High School	School	16.63
Doyle Elementary	School	15.00
Lenape Middle School	School	45.37
Linden Elementary	School	14.39
Central Bucks Tennis Courts ("The Cow Pasture")	School	10.00
Kutz Elementary	School	12.00
Total School District:	Total:	113.39***

*Another 30 acres is leased to Delaware Valley College for agricultural use **Leased from Bucks County
*** Includes buildings, parking lots and roads

Parkland Needs

Table 12 compares the parkland acreage for the major park types using the 10.5 acre per thousand population standard based on 2000 census population figures and forecast populations. This table presents the permanently protected lands. It shows that there is a deficit of 2.78 acres of community parkland and a deficit of 46.39 acres in neighborhood parkland for a total of 49.17 acres. Based on population projections for 2020 and the traditional standard of 10.5 acres per population, the parkland deficit will increase to about 92 acres based on the amount of parkland now permanently protected and the population projections for 2020. However, in 1996 the NRPA moved away from solely "the acre per population" standard: to advocate that communities set their own standard based upon their actual needs and conditions.

The 10.5 acre standard was devised before the establishment of year round sports; the increased popularity of soccer, field hockey, and lacrosse; the recent trend toward higher levels of female participation in organized sports; and the national epidemic of obesity with its associated health risks. Based upon the number of leagues, participants, sports, age groups, and trends in the Doylestown Community, a standard of 15 acres per thousand in the Township and 10.5 acres in the Borough should be considered. This would equate to the following additional parkland needs:

- **Township:** 94.74 acres of additional community parkland and 30.41 acres of additional neighborhood parkland.
- **Borough:** No additional community parkland is needed but an additional 12.4 acres of neighborhood parkland is required. Since the Borough has 58 acres of community parkland, some of which also serves as a neighborhood park at Veterans Park (Maplewood Park), the Borough actually will not have a parkland deficit.

Ways to mitigate this deficit:

- Review the lease on the 30 acres of land in Central Park to Delaware Valley College.
- Obtain a long term lease from Bucks County for the 57 acres of land at Turk Park.
- Work with the Central Bucks School District to permanently protect the recreational lands used for community recreation and design these as true community school parks.
- Acquire additional parklands.

Table 12 Parkland Acreage / Standards Analysis						
Park Type	Required Acres/2000 Population Twp: 17,619 Boro: 8,227 Both: 25,846	2000 Deficit (-) Excess (+)	Required Acres/2010 Forecast Population Twp: 19,520 Boro: 8,450 Both: 27,970	2010 Deficit (-) Excess (+)	Required Acres/2020 Forecast Population Twp: 21,430 Boro: 8,585 Both: 30,015	2020 Deficit (-) Excess (+)
Permanently Protected Lands						
Community Parks & Sports Complexes @ 8 Acres/1,000 Population	Twp: 141.00 Boro: 65.80 Total: 206.80	Twp: -15.50 Boro: +12.72 Total: -2.78	Twp: 156.16 Boro: 67.6 Total: 223.76	Twp: -30.66 Boro: +10.92 Total: -19.74	Twp: 171.44 Boro: 68.68 Total: 240.12	Twp: -45.94 Boro: +9.84 Total: -36.1051
Neighborhood & Mini Parks @ 2.5 Acres/1,000 Population	Twp: 44.05 Boro: 20.57 Total: 64.62	Twp: -30.41 Boro: -15.98 Total: -46.39	Twp: 48.8 Boro: 21.13 Total: 69.93	Twp: -35.16 Boro: -16.54 Total: -51.70	Twp: 53.57 Boro: 21.46 Total: 75.03	Twp: -36.94 Boro: -16.874 Total: -56.81
Totals	271.42	-49.17	293.69	-71.44	315.16	-92.91

In addition to the active park and recreation lands, the community also has open space, heritage conservation, and natural resource lands as shown in **Table 13**. These are used for natural and cultural resource protection, passive recreation, and connections for greenways and trails. They are not counted towards the national standards for active recreation lands. Some lands, such as the

PennDOT storage property in the Borough, could be converted to community recreational use. These lands total:

- Township: 219.72
- Borough: 29.48
- County: 660.46
- Total: 909.66

Table 13		
Open Space, Natural and Cultural Resource Lands		
Doylestown Township and Doylestown Borough		
Property by Ownership	Type	Acreage
Doylestown Township		
Castle Valley Park	Natural Resource Areas	3.80
Neamand Park	Natural Resource Areas	131.47
Bridge Point Park	Natural Resource Areas	2.25
Cedarcrest Farm	Open Space	18.20
Covered Bridge Crossing	Open Space	4.67
Doylestown Hunt	Open Space	9.54
Hagan Court	Open Space	3.30
Irongate Open Space	Open Space	23.21
Spring Valley Road Open Space	Open Space	0.75
The Ridings	Open Space	5.31
Thiessen Property	Open Space	1.38
Valley View	Open Space	7.14
Victorian Gardens	Open Space	8.70
Total Township		219.72
Doylestown Borough		
Doylestown Authority Tract	Open Space	1.00
Harvey Ave./Shady Retreat Road Forest	Open Space	18.61
PennDOT Storage Yard to be Abandoned	State owned/Heritage Conservancy agreement for land protection	6.50
Varcoe Open Space	Open Space/Natural Resource Area	1.50
Dairy Queen Woods	Natural Resource Area	1.87
Total Borough		29.48
Bucks County		
Doylestown Township		
Bucks County Historical Society	Cultural, Open Space	24.22
Dark Hollow Park	Open Space	212.20
Fish & Game Association Shooting Range	Open Space	34.00
Fonthill and Moravian Tile Works/Mercer Woods	Cultural, Open Space, Natural Resource Area	77.20
Pine Run Reservoir and Open Space	Open Space	293.65
Doylestown Borough		
County Property at Union and Broad	Open Space	1.63
Quasi-Public Resources		
Mercer Museum in the Borough	Cultural, Open Space	7.0
James Michener Museum in the Borough	Cultural, Open Space	10.56
Total County and Quasi-Public		660.46
Total:		909.66

While it appears that there is a large amount of parkland within the community, the actual amount available for active public recreation falls short of what is needed.

Park Factor 2: Configuration of Parks

Table 14 presents the park classification system for the Doylestown Community based upon National Recreation & Park Association guidelines. For the locations of park service areas, please see **Map 2**.

Mini-Park Service Areas

These parks are generally 0 - 5 acres in size and serve an area of 1/4 mile radius or less, depending on geographical and topographical features. These service areas generally cover individual neighborhoods and are used primarily by residents in (or employees that work within) the immediate vicinity of these tracts. These parks generally address a limited recreation need, and often include picnic facilities, passive recreation, minor playground facilities, and access to natural features. Mini-park service areas cover approximately 1/4 of the Doylestown Borough area, as available tracts tend to be smaller within the Borough. The major mode of transportation to these parks is from pedestrian and bicycle traffic, although some users do tend to drive from the immediately surrounding neighborhoods. No mini-parks are located within the Township, as the Township has developed in a much less dense manner than the Borough. Due to the different housing densities and population distribution, the Township tends to be more vehicular oriented than the Borough and the Township park facilities tend to be more “destination” parks than mini parks.

Neighborhood Park Service Areas

Neighborhood parks are generally 3 – 15 acres in size and have a wider range of activities and facilities that serve people from larger geographical and topographical areas (approximately 1/2 mile service radius). These facilities generally focus on the surrounding neighborhood, and are generally within walking and biking distance of visitors. On occasion, residents may drive from surrounding neighborhoods to use facilities in these parks, but this is rare.

Community/Regional Park Service Areas

Community parks are generally 15 to 20 acres or greater in size and serve a much larger area than mini and neighborhood parks (approximately one half to three mile service radius), and service areas can often extend into neighboring municipalities. Many park visitors drive from surrounding areas to take advantage of the facilities. Community parks contain large areas for passive and active recreation. It should be noted that Central Park, as it was originally designed in 1992, was intended to be a community park and a focal point of the Doylestown Township Park System. In 1997, Kids’ Castle was designed and then constructed with the assistance of volunteers over a period of two weekends. Since its opening, Kids’ Castle has continued to draw large crowds from throughout the region, to the extent that the nature of Central Park has evolved from the community park that it was originally designed to be to the regional park that it has now become.

School/Community Park Service Areas

Recreational areas at schools serve not only the students at those schools, but members of the surrounding communities as well. These recreational areas have approximately a two-mile service area and could be used to maximize available public recreation potential with minimal expense to the local municipality.

School/community parks located within Doylestown Township and Doylestown Borough include:

- Central Bucks Tennis Courts (aka The Cow Pasture)
- Central Bucks West High School
- Doyle Elementary School
- Kutz Elementary School
- Lenape Middle School
- Linden Elementary School

It should be noted that these facilities are all under the control of the Central Bucks School District and that there are no formal agreements insuring that these fields and facilities would be available for use by the athletic associations or the general public in future years.

Sports Complex Service Areas

Sports complex facilities are ideally about 100 acres in size and serve a variety of users from a wider geographical area than other types of parks. These facilities generally contain consolidated sports field and related facilities in a centralized location, making these parks ideal for sports tournaments. These activities attract large numbers of visitors, which stimulate the local economy in addition to acting as a showcase for municipalities. The consolidation of athletic fields makes these complexes easier to maintain and manage, more economical than having fields spread throughout numerous community parks, and more convenient to families who can drive to one location instead of multiple scattered fields. Sports complexes located within the Township and the Borough include:

- William E. Neis Park
- Turk Park
- War Memorial Field

Although William E. Neis Park is only 6.14 acres in size, when combined with the adjacent playing fields at Lenape Middle School and Doyle Elementary School, a sports complex of over 66 acres is created. The combined park and playing field area, that easily flows from one parcel into the other without obvious property line delineation is often perceived by both residents and park users to be one large sports complex, as is evident when major sports competitions and tournaments are held throughout the year.

School Campus/Community Fields: A Model Facility

The campuses of Lenape Middle School and Doyle Elementary School, when combined with the adjacent Doylestown Borough William E. Neis Park, are a model of community planning. Centralizing contiguous educational and recreational lands has resulted in a 66 acre campus that houses a core of sports fields in the community. It serves as home to the DAA field hockey, lacrosse and softball programs and all of the Lenape Middle School sports teams. The complex also includes soccer fields, a football field, baseball fields, and tennis courts for both general recreational use and use by the athletic associations for organized games and tournaments. The entire facility is connected to the community via the Bike and Hike Path. Consideration should be given to seeking additional lands contiguous to these lands. This would enable the community to address some of the problems regarding the needs for additional sports fields, parking and improved circulation.

**Figure 2: William E. Neis Park and Central Bucks School District
Aerial Photograph**

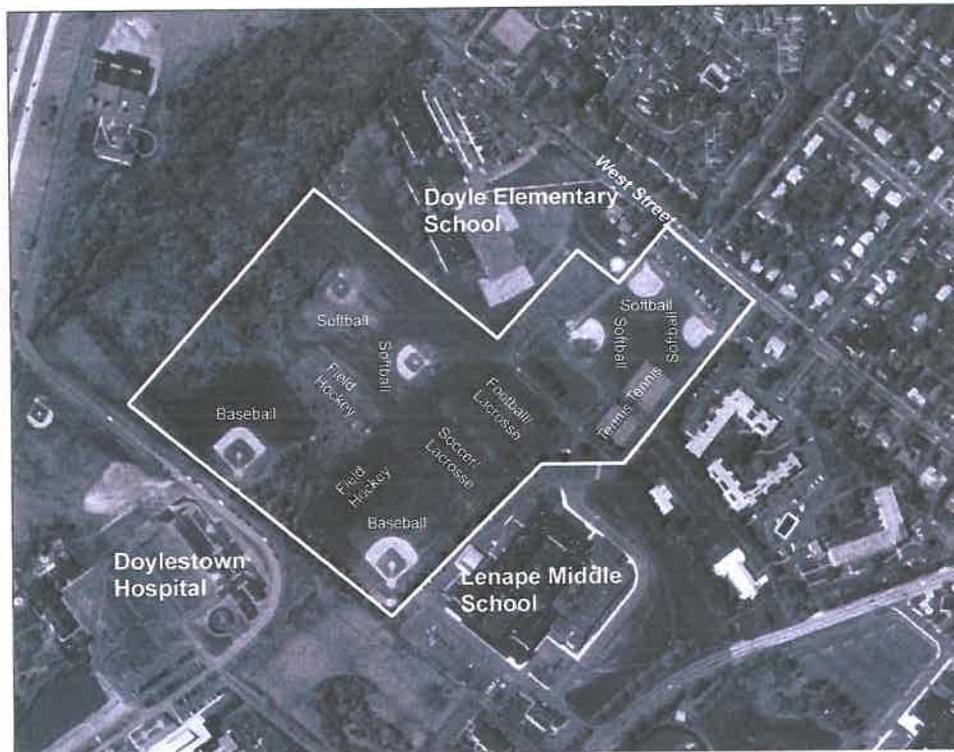


Table 14

Doylestown Township and Doylestown Borough Park Classification System

Type/Size/Service Radius	Definition	Benefits	Appropriate Facilities	Parks/Acres	Maintenance Level
Mini Park 0-5 acres ¼-mile service radius Township: 0 Borough: 4.67	Smallest park type, addresses limited recreation need.	<ul style="list-style-type: none"> Provides close to home recreation 	<ul style="list-style-type: none"> Playground Benches, seating area 	Township <ul style="list-style-type: none"> None Borough <ul style="list-style-type: none"> Hillside Park/.76 Historical Society Park/.08 Star Park/.05 Wood Street Pocket Park/.20 	High level of maintenance associated with well developed park and playground; reasonably high visitation.
Neighborhood Park 3-15 acres minimum ½-mile service radius Township: 13.64 Borough: 3.5	Focus of neighborhood; in walking/biking distance of visitors.	<ul style="list-style-type: none"> Provides access to basic recreation opportunities Contributes to neighborhood identity Establishes sense of community 	<ul style="list-style-type: none"> Play areas Ballfields Game courts Picnic/Seating Pathways Community gardens 	Township <ul style="list-style-type: none"> Sauerman Park/13.64 Borough <ul style="list-style-type: none"> Burpee Park/ 3.5 	High level of maintenance associated with well-developed park and reasonably high visitation.
Community Park 75+ acres ¼ to 3-mile service radius Township: 131.5 Borough: 58.3	Large park for active & passive recreation; serves residents community-wide. Accommodates large groups.	<ul style="list-style-type: none"> Variety of recreation opportunities for all ages and interests Space for organized, large scale, high participation events Family destination Fitness and wellness opportunities 	<ul style="list-style-type: none"> Play areas Organized sports facilities Pavilions Permanent restrooms Lighting Amphitheaters Pools, Rinks Parking 	Township <ul style="list-style-type: none"> Central Park/131.5 Borough <ul style="list-style-type: none"> Chapman Park & Swimming Pool/22.89 Veterans Memorial Park (Maplewood)/35.41 	Moderate level of maintenance associated with moderate level of development, budget restrictions, and inability to perform higher levels of maintenance. Try to get park friends or establish adopt-a-park.
School/Community Park 2-mile service area To be determined in terms of recreational acreage.	Parkland adjoining a school used for both recreation and education.	<ul style="list-style-type: none"> Combines two public entities for expanded year round recreation Maximizes public resources Expands recreation opportunities 	<ul style="list-style-type: none"> Youth-oriented game courts and ball fields Play areas Seating Pathways Lighting 	Township <ul style="list-style-type: none"> Central Bucks Tennis Courts Kutz Elementary Borough <ul style="list-style-type: none"> CB West High School Doyle Elementary School Lenape Middle School Linden Elementary School 	Moderate level of maintenance associated with moderate level of development, budget restrictions. Try to get cooperative agreement with school.
Sports Complex/ 100+acres Township: 26 Borough: 20.22	Consolidates sports fields and related facilities in a centralized location.	<ul style="list-style-type: none"> Economy of scale Improved management City showcase Attracts visitors who stimulate local economy 	<ul style="list-style-type: none"> Ball fields Lighting Spectator areas Restrooms, Concessions Landscaping Parking 	Township <ul style="list-style-type: none"> Turk Park/26 Borough <ul style="list-style-type: none"> William E. Neis Park/6.14 War Memorial Field/14.08 	State of the art maintenance applied to high quality facilities. Associated with high visitation; revenue generating facilities, tourism.

Table 14 (Continued)

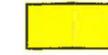
Doylestown Township and Doylestown Borough Park Classification System

Type/Size/Service Radius	Definition	Benefits	Appropriate Facilities	Parks/Acres	Maintenance Level
Special Use Facility Varies	Facility for a single purpose use.	<ul style="list-style-type: none"> Provides special focus recreation opportunities Contributes to community identity 	<ul style="list-style-type: none"> Depends on purpose 	Borough <ul style="list-style-type: none"> Community Gardens/8 	High level of maintenance associated with well-developed park and reasonably high visitation.
Greenways and Trails Length: -12 miles Developed -12 miles planned	Tie park areas together to form a contiguous park environment.	<ul style="list-style-type: none"> Connects community Reduces auto dependency Improves air quality Contributes most desired recreation facility for people throughout their lifetime Attracts visitors 	<ul style="list-style-type: none"> Pathways - multipurpose Trailheads Support facilities Signage 	Township & Borough <ul style="list-style-type: none"> Doylestown Hike & Bike Path Pine Run Link Park Neshaminy Creek Greenway 	Lowest level of maintenance. Focus on trailheads and trail safety.
Natural Resource Areas/ Preserve Township: 137.52 Borough: 3.37	Natural areas for the protection and management of natural environment.	<ul style="list-style-type: none"> Protect resources Provide wildlife habitat Offer opportunities for environmental education 	<ul style="list-style-type: none"> Trails Signage Support facilities 	Township <ul style="list-style-type: none"> Bridge Point Park/2.25 Castle Valley Park/3.8 Nearmand Park/131.47 Mercer Woods/ Borough <ul style="list-style-type: none"> Varcoe Tract/1.5 Dairy Queen Woods/1.87 	Lower level of maintenance.



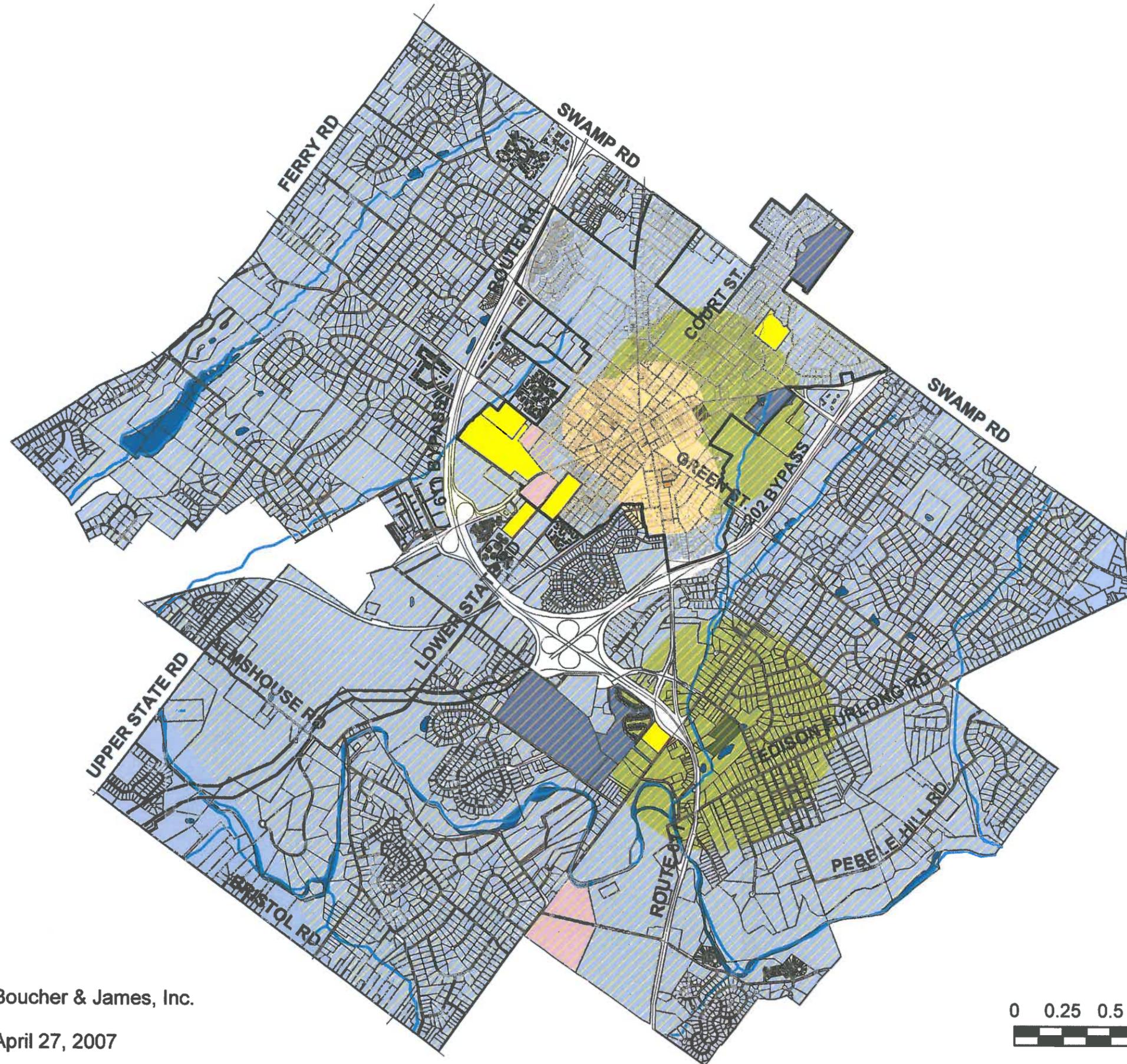
Park Service Coverage Areas

Park Types

-  Community Parks
-  Mini Parks
-  Neighborhood Parks
-  School/Community Parks
-  Special Use Facility
-  Sports Complex

Service Areas

-  Community Park Service Areas
-  Mini Park Service Areas
-  Neighborhood Park Service Areas
-  School/Community Park Service Areas



Park Factor 3: Location of Parks

Map 2 illustrates that all areas of the Doylestown Community are currently served by park and recreation areas. However, not all of the areas are served by mini-parks and neighborhood parks.

While it appears that many neighborhoods within the Doylestown Community have public open space, there are many areas that currently do not have available passive and active recreation facilities. Many areas within the community have an abundance of passive open space or neighborhood parks, while also incurring a deficit of active recreation areas and playing fields. No mini-parks and fewer neighborhood parks are located within the Township, as the Township has developed in a much less dense manner than the Borough. Due to the different housing densities and population distribution, the Township tends to be more vehicular oriented than the Borough.

Most of the area within the Borough is within the service area of a mini-park or a larger neighborhood park, except for the northwestern quadrant. This quadrant could be divided into two separate and distinct areas. The first is the area bounded by Old Easton Road, North Street, and Swamp Road. It should be noted that a mini-park is proposed in this area, as a part of a subdivision plan that has been approved. The second area is the area known as Sandy Ridge. This locale does contain areas of open space that are owned by the homeowners associations, and it is in close proximity to the Lantern Hill development. Lantern Hill was designed and constructed as a Traditional Neighborhood Development (TND) with community open space and recreational areas as an integral part of the development. There is no real area for recreation in Lantern Hill although there is a linkage via sidewalks and a bridge to the Doylestown Shopping Center and the Sandy Ridge Acres development. It should be noted that while Veterans Park is classified as a community park, it essentially functions as a neighborhood park for the community around it.

Neither the Belmont Square / Fairgrounds neighborhood nor the Old Orchard neighborhood in the Borough are served by mini-parks or neighborhood parks, yet both are served by the playground facilities and recreational offerings at Linden Elementary School. The Central Bucks School District owns the property and the site amenities. The Borough does not have control over its use. However, the site has been functioning and has been used as a neighborhood park for several decades.

In addition to the formal park, recreation and open space areas, it should be noted that the Borough's town center also functions as a community park. It is a central gathering space for people of all ages. Many festivals and special events are held throughout the year. Although the parking area at the northwest corner of the intersection of Main and State Streets has served as a "plaza" or gathering area for many generations, the parcel is privately owned and is not technically available to the general public, for use on a regular basis. The Courthouse Plaza, although centrally located, has not met the needs of the community as a central plaza / gathering area.

Park Factor 4: Connections between Parks

Bicycle/Pedestrian Friendly Communities

Doylestown Township and Borough currently have a number of bicycle and walking paths available for recreation. **Map 3** shows the existing and proposed network throughout the community. It also identifies and shows the activity hubs and destinations for the trails. A regional bicycle map of the Greater Philadelphia Area shows Sandy Ridge Road and Pine Run Road being favorable for bicycle activity along with a number of other roads as being suitable for moderately experienced bicycle riders. In addition, a joint comprehensive pedestrian/bicycle transportation plan was drafted in June 1994. This report gives recommendations for connecting local amenities with bicycle and walking paths. A comprehensive community-wide bike and hike system is one of Doylestown Township and Doylestown Boroughs' priorities for recreation development. The current Bike / Hike Path is designed as a spoke and wheel system, with over 12 miles of bike / hike paths already constructed. Paths are designed to connect hubs and points of interest and to connect to the center of the Borough. Paths tend to be the primary conduit for bike / hike transportation within the Township and outlying areas of the Borough, and sidewalks tend to be the primary conduit for bike / hike transportation within the Borough.

Doylestown Township and Doylestown Borough have both established a goal of working together to create a bicycle /pedestrian friendly community. Members of the both the Township and the Borough sit together on the Bike and Hike Committee, which functions as joint committee for the two municipalities. The overall plan for the Doylestown Community Bike & Hike System shows approximately 24 miles of trails, of which approximately 12 miles have been constructed to date. Future connections are proposed that would link the system to Peace Valley Park in the northwest and to future trails along the Route 202 corridor through Buckingham Township, Solebury Township, and New Hope Borough connecting to the Delaware & Lehigh Canal National Heritage Corridor. From that point, the potential would exist to connect to over 160 miles of trails.

Delaware Valley College is now linked, via a trail system to the Doylestown Train Station, as a part of the Destination Doylestown program. The college will soon be linked to the Doylestown Hike and Bike Path System and eventually to Central Park through the construction of additional paths, funded by a grant as a part of the Hometown Streets Safe Routes to School Program. Additional sidewalk and pedestrian connections are also currently being funded as a part of the Hometown Streets Safe Routes to School Program in the vicinity of Linden Elementary School and Doyle Elementary School.

Central Park is an overall community destination. The resident survey and key person interviews have indicated that there is a great desire in the community to have better pedestrian and bicycle connections to this park.



Parks, Bike/Hike Paths and Schools

-  Schools
-  Parks
-  Bike/Hike Paths

DOYLESTOWN BOROUGH

Doylestown Borough Parks:

- a. William E. Neis Park
- b. War Memorial Field and Park
- c. Historical Society Park
- d. Hillside Park
- e. Wood Street Pocket Park
- f. Burpee Park
- g. Chapman Park
- h. Veteran's Memorial Park (Maplewood)
- i. Star Park

Doylestown Borough Schools:

- j. Lenape Middle School
- k. Doyle Elementary
- l. Central Bucks West High School
- m. Our Lady of Mt. Carmel Elementary
- n. Linden Elementary
- o. Central Bucks Tennis Courts

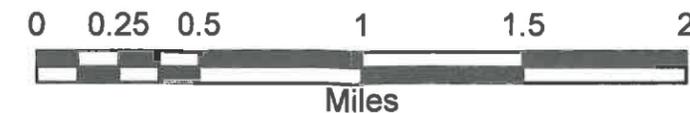
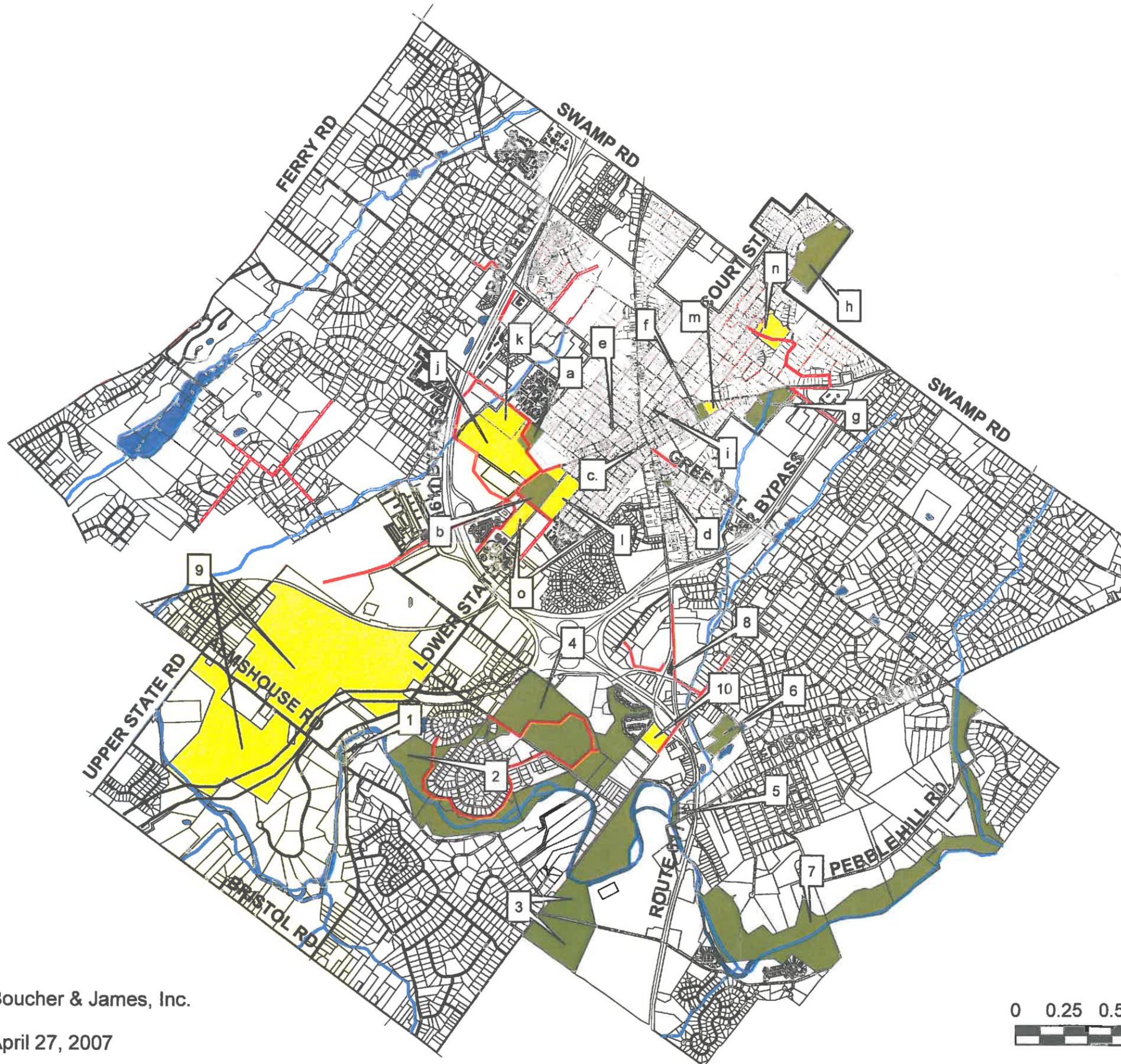
DOYLESTOWN TOWNSHIP

Doylestown Township Parks:

- 1. Castle Valley Park
- 2. Neamand park
- 3. Turk Park
- 4. Central Park
- 5. Bridge Point Park
- 6. Sauerman Park
- 7. Dark Hollow Park
- 8. Triangle Park

Doylestown Township Schools:

- 9. Delaware Valley College
- 10. Kutz Elementary





Doylestown has a network of 10 miles of completed trails and sidepaths for use by bicyclists and pedestrians. The Doylestown Community Bike and Hike System will continue the effort to develop the proposed additional trails as grants and donations permit.

Existing trails are presented as solid red lines, proposed trails as dashed red lines.

Map updated May 16, 2005

- Existing Trail
- - - Proposed Trail

LEGEND

- R5 Stations
- R5
- Bicycle Parking - Existing
- Bicycle Parking - Proposed
- Bike Shop
- County Courthouse
- Doylestown Hospital
- Library
- Municipal Building/Police Station
- PA State Bicycle Route
- Post Office
- Shopping Center
- Vehicle Parking
- State Highways
- Roads
- Water
- Schools
- Parks
- Historic district
- Proposed Route 202 Bypass



- #### Points of Interest
- Aldie Mansion
 - County Theatre
 - Edison Village Park & Historic Area
 - Fonthill Museum
 - James Lorah Memorial Home
 - Mercer Museum
 - James A. Michener Museum
 - Moravian Pottery & Tile Works
 - Senior Citizen's Center
 - Y.M.C.A.
 - Fanny Chapman Pool
 - Delaware Valley College The Farm Market



An extensive trail system currently exists in the park and connections to the park currently exist from Lower State Road, from Neamand Park and from neighborhoods along Wells Road. Recently, a pathway has been constructed through the Doylestown Station residential community and Township-owned open space to connect Kutz Elementary School to Central Park. Future connections are shown on the Bike & Hike Plan. These connections to Central Park have been designated as a priority.

The Neshaminy Creek River Conservation Plan has fostered greenway development. Implementation grants obtained through the PA DCNR Rivers Conservation Program (in conjunction with local matching funds from Doylestown Township) supported the trail system development through Castle Valley Park, Bridge Point Park and Neamand Park, as well as information kiosks in Castle Valley and Bridge Point Park that focus on watershed issues and education.

As a part of its 1986 Parks and Recreation Plan, Bucks County proposed a greenway that spans from the Delaware River, along the Neshaminy Creek north to Peace Valley Park in New Britain Township. The Neshaminy Creek Greenway will provide additional opportunities for connections beyond the Doylestown community.

Local Hubs

The major hubs throughout the community are best defined in the mission statement developed by the Hike & Bike Committee:

Bike & Hike Path Mission Statement

To safely interconnect principal population centers, places of work, schools, commercial areas, historical and cultural sites, park and recreation areas, mass transit and other inter modal connections in both Doylestown Township and Doylestown Borough.

These hubs include the downtown area of the Borough, the Michener Museum, the Mercer Museum, Fonthill and the Moravian Tileworks, the library, Delaware Valley College, the YMCA, all of the Central Bucks Schools within the Borough and the Township, all of the parks within the park systems of the Township and the Borough, Doylestown Hospital, the shopping centers, the movie theaters, the Senior Citizens Center, the residential neighborhoods, and the Bucks County Courthouse.

Regional Hubs

Beyond the local community, regional hubs have been identified as Peace Valley Park, the Neshaminy Creek Greenway, Dark Hollow Park, the Borough of New Hope, the Delaware & Lehigh Canal National Historic Park, and the City of Philadelphia.

Regional Linkages

Regional linkages in the municipalities include the Neshaminy Creek Greenway Trail and the Pine Run Link Parks. These trail systems connect to adjacent municipalities and Peace Valley Park located in New Britain Township to the Northwest, as well as Dark Hollow Park in Warrington Township, located to the southeast. Route 611 connects to a large number of surrounding municipalities, and the SEPTA rail R-5 train and the SEPTA bus route 55 ultimately connect the area with the City of Philadelphia. Two regional bus lines, DART and Bucks County Transport serve people in the region. In addition, stream corridors provide natural resource connections to surrounding municipalities and the entire Delaware Valley Watershed.

The Doylestown Train Station has become both a destination and a transportation center over the years. The complex currently includes a café and a restaurant, in addition to providing the opportunity for connecting bus routes to Philadelphia and New York City. The train station is now connected to the overall Bike & Hike System through the recently completed Destination Doylestown pathway. The opportunity now exists to transform the station into a true multi-modal transportation center with bicycles as a major mode of transportation. By providing and offering bike lockers, the opportunity would exist for people to get to the station via non-motorized means and continue on with their commuting or traveling utilizing public transportation.

One concern that was raised during the course of this study was the current inadequate public transportation system in the community. Senior citizens, residents who do not drive, and community members without access to cars cannot easily access the recreation and fitness facilities located in the community. A portion of the population of the community is essentially cut off from access to recreational opportunities simply because they do not have the ability to get to the facilities. Although public transportation does exist (in a limited form) in the community, it does not offer access to the major recreational facilities.

Park Factor 5: Recreation Facilities

Table 14 presents the recreation facilities in the Township and the Borough. A detailed analysis of each of the facilities is included after the chart. The larger, overall observations became evident through the analysis, the survey responses, the key person interviews, the public forums and the committee meetings. For a map of recreation facilities, please see **Map 1**.

Although **Table 15** Recreation Facilities indicates that there is an extensive number of recreational facilities in the Township and the Borough, the condition of the fields and courts are not always appropriate for the age groups and level of play of the participants. The issues are related to both safety standards and quality standards. Field maintenance and overuse of fields have been two topics that were articulated by residents in the surveys and by members of the community during the sports forum that was held as a part of this project.

Based upon the number of sports teams and participants that use the fields, it is not surprising that overuse is an issue. In many instances, some of the fields are scheduled and used so heavily during the playing seasons that they become packed down, huge divots and ruts are created during wet weather play, and they are not “playable” due to the extensive overuse. The fields themselves have become the victims of the popularity and success of the youth and adult sports leagues and associations in the community. It has become apparent that many of the existing sports fields in the community were not designed and constructed to accommodate the level of play and intense use that they now accommodate. Additional fields are needed to accommodate the need for safe playing fields for the existing sports programs in the community, as well as the future needs of the community.

Indoor recreation space has also been identified as a major issue through the public participation process. Indoor space is needed for all types of recreation programs. Indoor space also provides the potential to generate additional revenues through fees and charges. The athletic associations have demonstrated and documented a great need for additional indoor gym space for both traditional indoor sports, such as basketball and volleyball, and also for indoor practice during the winter months for sports that are traditionally played outdoors in the spring and summer months, such as baseball, softball, and soccer. Many local teams have not been able to obtain practice time in the local school gyms and have been renting time at private schools and facilities outside of the community.

The resident survey and the cultural arts forum revealed a need to provide additional facilities for the performing and visual arts. A permanent amphitheater and stage area in Central Park has been recommended as an opportunity to further enhance the current performing arts programs and offer additional opportunities for the community to have access to a greater range and variety of performers and performances.

Central Park has become a major regional park and is home to many activities, festivals, and events. The master plan for this park was prepared in 1992 and the park is now over ten years old. The original master plan was a planning tool that served the community well and the park has been developed mostly in accordance with the master plan. However, the community’s needs and wants have evolved over the years and the number of users of the park has far exceeded even those contemplated by the original Central Park Facilities Master Plan Committee. The park is now in need of an updated master plan that will take it and the community through the next ten to twenty years.

Kids’ Castle, located in Central Park, has been identified as a regional playground destination, but has also become a major victim of vandalism. As Kids’ Castle approaches its tenth anniversary, the Township will need to address concerns regarding the life-span of the playground structures and develop a long-term plan for its maintenance, repair and/or replacement.

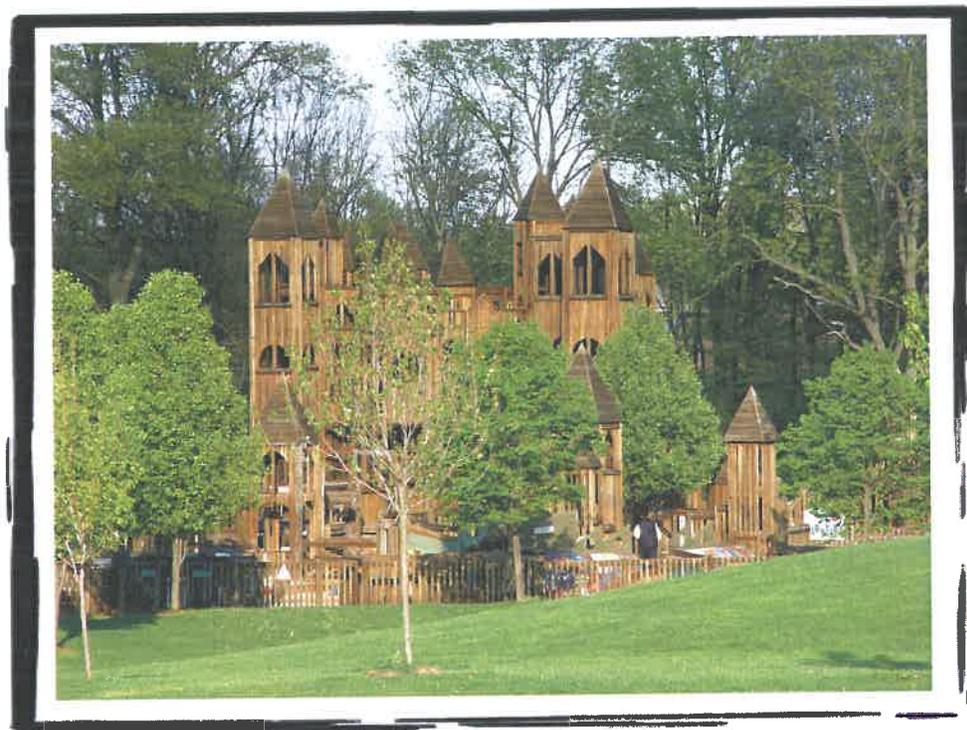
The Doylestown community is very fortunate in that there are park and recreation opportunities that exist within the community to supplement and augment those facilities and opportunities offered by the Township and the Borough. The Central Bucks Family YMCA offers both indoor and outdoor recreation opportunities. Local places of worship, such as Doylestown Presbyterian Church, Doylestown Mennonite

Church, Doylestown United Methodist Church, and others offer gym time and meeting rooms to sports teams and scouting groups for a nominal fee. Our Lady of Mount Carmel facilities are for groups affiliated with Mount Carmel only. Local private schools, such as Solebury School, offer gym time and groups and teams rent space at indoor facilities in Hatboro, Ambler, Southampton, Quakertown, Flemington and King of Prussia. The Doylestown Country Club offers golf and swimming to its members and the Doylestown Racquet Club features indoor tennis facilities.

In addition, a shooting range exists on land owned by Bucks County at Turk and Quarry Roads in the Township. This facility is adjacent to a branch of the Neshaminy Creek and in close proximity to both Central Park and Bridge Point Park. These two parks could be connected by a greenway trail, if not for the presence of the shooting range. It is strongly recommended that the shooting range be evaluated by a professional shooting range expert to determine if it meets safety standards both for range visitors and the surrounding area with actions implemented based upon the experts recommendations.

Park Factor 6: Park Descriptions and Conditions

Appendix A contains the descriptions and conditions for each park and open space area. Information about each site includes the size, active facilities, passive facilities, support amenities, general site observations and opportunities.



**Table 15
Total Available Recreation Facilities**

Outdoor Facilities	Softball	Baseball	Basketball	Soccer	Football	Multi-Purpose Fields	Lacrosse	Volleyball	Tennis	Swimming Pools	Playgrounds	Pathways	Picnic Facilities	Other
Mini Parks														
Doylestown Borough														
Wood Street Pocket Park											1 t		x	Skating in back parking lot
Hillside Park			½								1 t		x	
Historical Society Park														2 Game Tables
Star Park														Passive
Neighborhood Parks														
Doylestown Township														
Sauerman Park	1							1			1t	1n	x	Horseshoe pit, bird watching, outdoor classroom
Doylestown Borough														
Burpee Park	1		1					1			1p		x	2 shuffleboard which may be removed, pavilion, 1 street hockey court (on the basketball court)
Community Parks														
Doylestown Township														
Central Park			2	2			1		5		1t	1f	x	Amphitheater (natural hillside seating, with a portable stage), Kid's Castle, golf link, fitness stations, pavilions, bird watching, bocce, cross country skiing, sledding, Activity Center
Doylestown Borough														
Chapman Park & Swimming Pool			1			1		2		4	1 t	1f 1n	x	Pond-youth fishing, Fitness Stations
Veteran's Memorial Park (Maplewood)		2									1p 1t	1n	X	
Schools														
Doylestown Township														
Central Bucks Tennis Courts (The Cow Pasture)		1			1	3			6			1f		
Kutz Elementary	2					1								1 gym
Doylestown Borough														
Central Bucks West HS	3					2								2 gyms
Doyle Elementary	2		2			2					1p	1n 1f		
Lenape Middle School	2	2			1	4			4			1f		Batting Cage, 2 gyms
Linden Elementary			1			1					1p			1 gym, outdoor classroom

Table 15 continued
Total Available Recreation Facilities

Outdoor Facilities	Softball	Baseball	Basketball	Soccer	Football	Multi-Purpose Fields	Lacrosse	Volleyball	Tennis	Swimming Pools	Playgrounds	Pathways	Picnic Facilities	Other
Sports Complex														
Doylestown Township														
Turk Park	2	2 +1 tb			1	3		1			1t	1f 1n		1 swing set, exercise stations
Doylestown Borough														
William E. Neis Park	3								4			1f	x	Batting Cage
War Mem. Field & Park		1	1		1	1					1p		x	Track
Special Use Facilities														
Doylestown Township														
Triangle Park														Under construction
Doylestown Borough														
Community Gardens														Community Gardens
Natural Resource Areas/Preserves														
Doylestown Township														
Bridge Point Park												1f	x	Passive—bird watching, fishing, wheelwright shop
Castle Valley Park												1n	x	Fishing, bird watching, hiking, kiosks
Neamand Park												1f		Bird watching, fishing
Doylestown Borough														
Dairy Queen Woods														Passive
Varcoe Tract														Passive
Other														
Bucks County Hist. Soc.														Passive
Cedarcrest Farm														Passive
County Property at Union & Broad														Passive
Covered Bridge Crossing														Passive
Dark Hollow Park														Passive-walking, fishing, bird watching
Doylestown Auth. Tract														Passive
Doylestown Hunt														Passive
Fish & Game Assn. Range (Turk III)														Archery and Rifle range
Fonthill Museum & Moravian Tile Works														Passive—includes Mercer Woods
Hagan Court														Passive
Harvey Ave./Shady Retreat														Passive
Irongate Open Space												1f		Passive
Pine Run Reservoir and Open Space												1n		Passive—fishing, bird watching
Spring Valley Rd O.S.														Passive
The Ridings														Passive
Thiessen Open Space														Passive, part of
Valley View														Passive
Victorian Gardens														Passive

p=playground tb=tee ball t=tot lots f=fitness trail n=nature trail

Park Factor 7: Park and Recreation Facility Trends

The current trends indicate the need for more active recreational areas, both indoor and outdoor facilities. The athletic associations have expressed a great desire for and have documented a great need for indoor space to accommodate not only indoor sports but also to accommodate the year-round practice needs of traditional outdoor sports, such as softball, baseball, and soccer.

An up and coming sport in the region is lacrosse. As lacrosse gains in popularity, as it has across the region and the country in recent years, additional fields will be required to accommodate the requirements of the sport and its participants. The trend in the Doylestown community has not been that one new sport diminishes the need for fields for an established sport as the participants migrate to the new sport. The trend has been increased participation levels overall and greater need for more fields to accommodate the participants.

Another sport that has seen a rapid increase in participation in the region is field hockey. In the fall of 2004, over 600 girls in grades two through eight participated in a field hockey program through the Doylestown Athletic Association at Lenape Middle school on Saturday mornings. There was an increase of over 300% in number of participants from the fall of 2000 to the fall of 2004. In the fall of 2005, the program expanded its participation to girls in grades two through 12.

The Doylestown community is also viewed statewide as a rugby hotbed. Although the local rugby teams do not use township or borough fields, the rugby players are a real presence in the Delaware Valley rugby program which competes on a national scale.

Greenways and Trails

Greenways Defined

The Pennsylvania Department of Conservation and Natural Resources has adopted the following definition of a greenway:

A greenway is a corridor of open space. Greenways vary greatly in scale, from narrow ribbons of green that run through urban, suburban, and rural areas to wider corridors that incorporate diverse natural, cultural and scenic features. They can incorporate both public and private property, and can be land or water-based. They may follow old railways, canals, or ridge tops, or they may follow stream corridors, shorelines, or wetlands, and include water trails for non-motorized craft. Some greenways are recreational corridors or scenic byways that may accommodate motorized and non-motorized vehicles. Others function almost exclusively for environmental protection and are not designed for human passage. Greenways differ in their location and function, but overall, a greenway will protect natural, cultural,

and scenic resources, provide recreational benefits, enhance natural beauty and quality of life in neighborhoods and communities, and stimulate economic development opportunities¹.

Greenways are a high priority of the Commonwealth of Pennsylvania. The Pennsylvania Department of Conservation and Natural Resources has a statewide greenways plan in place and offers funding for the planning, acquisition, and development of greenways.

From “Link Park” to Greenways

In 1986, Bucks County adopted the **Bucks County Park and Recreation Plan**. The plan proposed “Link Parks”, linear parks along streams, ridgelines and rights-of way connecting parks and activity centers. The plan recommended the establishment of the Neshaminy Creek Link Park, which would traverse Bucks County from the Delaware River to Peace Valley Park. Since then, the term, Link Park, has evolved into “Greenway”.

The Doylestown Township **Open Space Plan** lists the greenway establishment as one of its methods for open space preservation. Techniques used to create greenways include the adoption of ordinances to protect riparian buffers, the purchase of conservation easements/development rights, various zoning options, donations of land, and fee simple purchases. Sections of the Neshaminy Greenway are in place. Pine Run Link Park branch and portions of the Neshaminy Creek Greenway stretch along sections of these stream corridors, connecting many existing recreation facilities. They provide opportunities for future recreational trail connections. Remaining stream corridors in Doylestown Township and Doylestown Borough are often surrounded by large tracts of farmland, vacant land, and minimally developed land, creating rural-feeling stream corridors.

Bike and Hike System

The Doylestown Community Bike and Hike System, shown on **Map 3** is an integral part of the open space network in the Township and the Borough and serves as a major recreational feature and also as a major connection to and between other hubs and recreational areas. The system is described in detail in the parks section under “Bicycle / Pedestrian Friendly Communities”.

For greenways with trails, it is important to provide bike lanes on bridges over creeks and also provide pedestrian connections under the bridges where possible along the actual stream corridor. Bike lanes and pedestrian bridges should be provided as a part of all future bridges and all bridge replacements, including the Lower State Road Bridge over the Neshaminy Creek.

¹ Pennsylvania Department of Conservation and Natural Resources. (2001) **Pennsylvania Greenways: An Action Plan for Creating Connections**. Harrisburg: PADCNR. P 12.

Bypass Corridors

The 202 proposed parkway and 611 corridors effectively bisect Doylestown Township, providing opportunities to connect existing recreational areas. The 202 Bypass corridor has remained undeveloped, and currently provides stretches of undeveloped land for recreational and visual open space use. It is recommended that the Township and Borough continue to actively pursue the construction of a hike / bike path by PennDOT in conjunction with the proposed Route 202 Parkway.

SEPTA Rail Corridor

This corridor runs from the center of Doylestown to the west and ultimately to the City of Philadelphia. The rail corridor is currently active. However, if the rail line were ever to be deactivated in the future, it would be recommended that a Rails-to-Trails program be considered.

Natural Areas

Natural resources currently mapped within Doylestown Township and Doylestown Borough include Floodplains, Water Bodies, Streams and Rivers, Prime Agricultural Soils and Soils of Statewide Importance. **Map 4** depicts the community's natural resources. The largest water body is the Pine Run Reservoir. Other ponds and smaller water bodies are located throughout the Community. Streams within the Township and the Borough include Pine Run, Cooks Run, Country Club Creek and the Neshaminy Creek. The Neshaminy Creek covers the most area of the three creeks, and all streams and creeks are surrounded by significant areas of floodplains. Soils of Statewide Importance and Prime Agricultural Soils are located mainly within Doylestown Township. The majority of soils within the Borough of Doylestown have been changed over time to urban soils or other soils that are unsuitable for agriculture.

Areas of the Township and the Borough that have been identified in their Open Space Plans as being worthy of preservation and protection due to their natural resources include the area along the Neshaminy Creek, the Cooks Run, Pine Run and Country Club Creeks, Harts Woods, and Dairy Queen Woods.

Doylestown Township and Doylestown Borough both have adopted resource protection standards as a part of their zoning ordinances. These standards require that specific percentages of each natural resource, such as floodplains, wooded areas and wetlands, are protected and preserved. Both municipalities have been able to preserve many acres of valuable natural resources due to these ordinances. Although much of the Borough has already been developed, the woodland protection standards and tree protection / replacement standards in their Zoning Ordinance and their Subdivision and Land Development Ordinance have been a very effective tools to preserve, protect and enhance the remaining natural areas of the Borough. The Township has also been able to benefit from the resource protection standards in their Zoning Ordinance and the tree protection / replacement standards in their Subdivision and Land Development Ordinance. The natural resource protection standards and requirements in the ordinances of the Township and Borough appear to be generally consistent with the stated open space preservation goals of the two municipalities.

Doylestown Township has a Mandatory Dedication of Parkland Ordinance. This ordinance requires that a developer dedicate land to meet the recreational needs of the future residents. This ordinance should be updated to reflect the recommendations of this plan and current land values, should a fee-in-lieu of the dedication of parkland be offered. Consideration should be given to commercial and industrial mandatory dedication of land ordinances. This would be important especially for the Borough as property is re-developed.

Agricultural Areas

The Doylestown area was once known for its rolling hills and farmland surrounding the “town”. In the last forty to fifty years much of that farmland has been developed and is now occupied by residential and commercial development. Much of the land that is not directly occupied by development has been converted to lawn areas and is no longer used for any agricultural use.

Three areas of the Township remain in agriculture including a portion of Delaware Valley College; several large land holdings in the Pebble Hill Road portion of the Township; and the “Patchwork of Farms” (several farms and landholdings leased to farmers and currently in agricultural use) in the northern portion of the Township. These areas are all under private ownership and are currently in agricultural use. The Township has acquired conservation easements on some parcels, but many remain vulnerable to the continuing pressures of development.

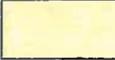
The preservation of agricultural areas is important to the community and was identified as a resource worthy of preservation and conservation in the **Doylestown Township Open Space Plan**, from both environmental and cultural perspective.

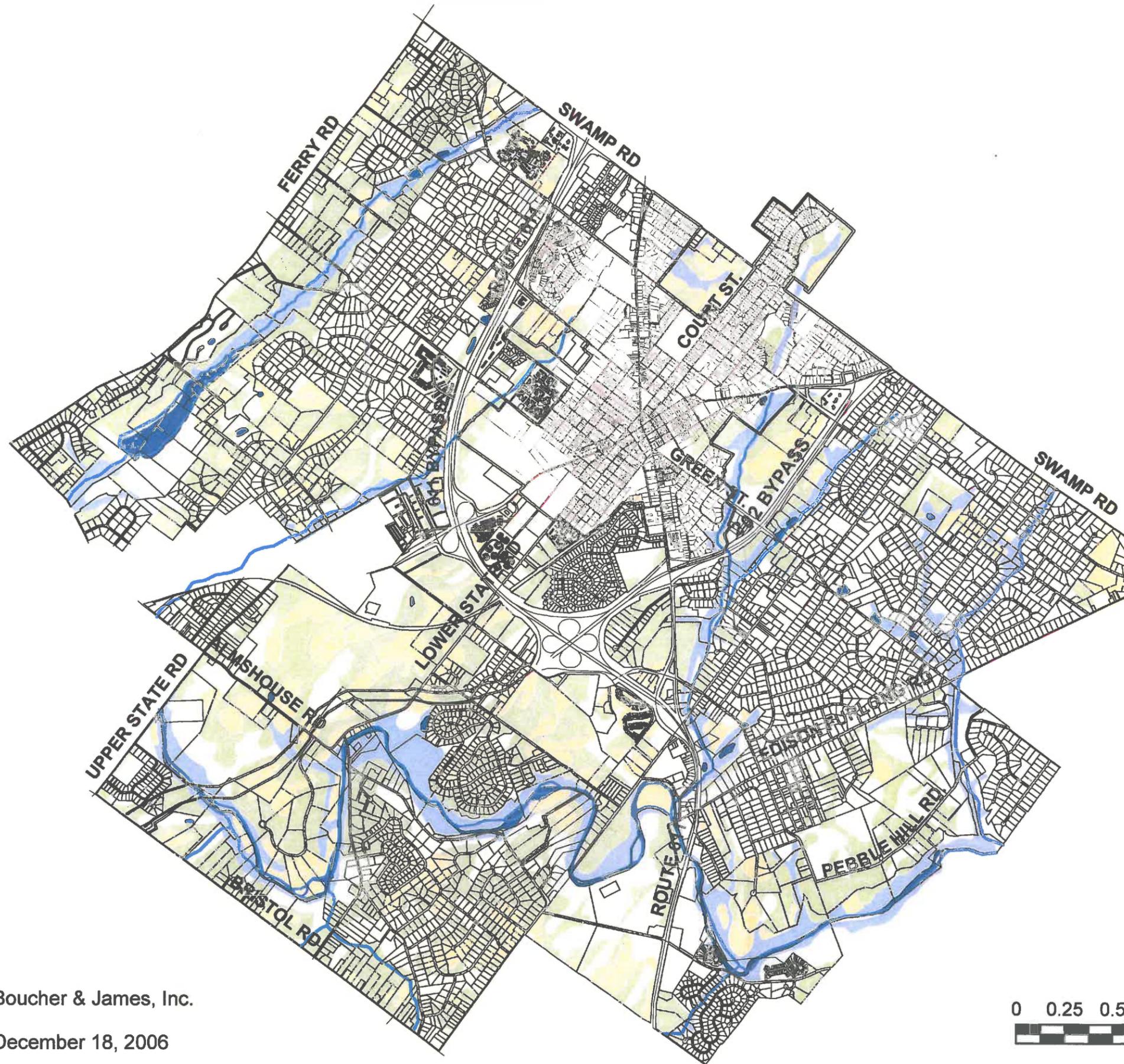
Historic Areas

The Doylestown community is rich in history and is home to many historic open space areas. Sites such as Fonthill and the Tile Works, the Mercer and Michener Museums, and Fordhook Farm provide open space for the community. They also provide a link to the past and a “sense of place” to the community. Cultural heritage landscapes are few and far between in this region and merit vigilance in terms of protection both on-site and through compatible surrounding land uses.



Natural Features

-  Floodplains
-  Prime Agricultural Soils
-  Soils of Statewide Importance
-  Water Bodies
-  Streams and Rivers



Boucher & James, Inc.

December 18, 2006



Map 4

Privately Owned Open Space

Both Doylestown Township and Doylestown Borough contain privately owned open space areas and these areas present two very separate and distinct issues for the community.

The first set of “private” open space areas are those owned by homeowners associations and tend to be incorporated as open space in developments or either stormwater management areas or remnant parcels that were created as a part of a subdivision or land development. There is an opportunity to provide additional connectivity to many of these parcels by knitting them together through a greenway plan with pedestrian connections. Generally, these areas have been deed restricted from further development and will remain as open space, with no threat of future development.

The second set of “private” open space areas include areas such as Doylestown Country Club, the “extra” holdings of Delaware Valley College, cemeteries, and the land areas owned by the Central Bucks School District. These areas are unique in that they could potentially be sold at some point in the future for development and may not remain as open space. With the exception of the cemeteries, these lands could be considered “vulnerable” open space lands and are worthy of additional preservation efforts, whether they be in the form of a Right-of-First Refusal agreement in the case of a pending sale, or through deed restrictions and easements.

Analysis

Achieving a balance of natural resource and open space protection along with parks for recreational use is a goal of the Doylestown Community. Conservation of the scenic beauty and cultural charm is of the utmost importance for people who live, work, and visit here. The other arena in which balance is required is in park design. Parks should be designed as public recreation spaces for people of all ages and interests, for gathering, socializing, nature study, outings, fitness and wellness, play, fun, rejuvenation, and reducing isolation – in addition to sports!

Parkland

Doylestown Township has six parks totaling 205.19 acres including 59.25 acres of parkland that is leased. Based upon a recommended standard of 15 acres of parkland per 1,000 residents, the Township needs an additional 125 acres of parkland now, less 57 acres if a long term lease can be secured for Turk Park, for a total of 68 acres. By 2020, another 57 acres will be needed. This would include another community park of about 100 acres and about four neighborhood parks about 3-15 acres in size.

Doylestown Borough’s town center functions as a park. In addition to this concept, the Borough has 10 parks with about 84 acres of land. With its current population, the Borough needs no parkland now and another seven acres by 2020. The additional

land should be configured as neighborhood parks in areas without a close-to-home park.

The Central Bucks School District Campus in the Borough which covers about 66 acres including the Borough's 6.14 acre park mitigates some of the need for additional parkland. But this land is not permanently protected for parkland.

Athletic Fields

All of the data collection, research, interviews, and analysis indicate that there is a great need in the community for additional playing fields. This includes fields and practice areas that are sufficient in number, type, level of play, condition, and lighting. These needs are based upon the users' ages, ability, and level of competition.

It will be imperative for the community to adapt and accommodate participants in new or different sports, as the trends continue to evolve. Consideration needs to be given to providing lit playing fields to maximize the field use. Although a potentially contentious issue in any community, field lighting needs to be considered, as the availability of field time is currently limited to daylight hours. Fields are not available for any evening practice or games from October to April because of the limited amount of daylight during these months.

In the past, municipalities with limited parkland created "multi-purpose" fields that could be used by various sports that have similar playing field size requirements. Multi-purpose fields are not as functional as they once were when sports were played in a single season instead of year round and when participation was lower than it is today. Some sports such as soccer and field hockey require a playable ground surface for ground ball action while sports like lacrosse and football with air ball play do not. Multi-purpose fields also require a higher level of maintenance than single purpose fields. The Central Bucks School District has 13 multi-purpose fields, the Borough has one and the Township has three. While these fields are available for play, not all of the fields are suitable for use by all of the sports that are currently competing for these spaces. The fields vary greatly in their conditions, drainage, topography, orientation, and suitability for play at higher levels of competition. Some fields are simply a flat grassy area that has been lined (or simply used) for practice or youth sports games. Others have been designed, properly graded and crowned and have been provided with proper drainage to accommodate a much more intense use and a higher level of competition.

Creating a gradation of fields helps to provide suitable and appropriate conditions for the various levels of play by different age groups levels of competition in the community. For example, a t-ball field would not need to meet the same standard as a little league field, which would not need to meet the same standard as a PIAA high school baseball field.

The need for more playing fields is further compounded by the lack of available land for further acquisition which could be lessened by lighting some sports fields. An analysis of available land in the community has indicated that most of the undeveloped land parcels in the community are not suitable for playing fields due to

their size and/or configuration, environmental constraints such as streams, floodplains, wetlands, steep slopes or woodlands; or their significance as prime agricultural lands. Nevertheless, other undeveloped lands are potentially suitable for active recreation and may be further pursued by the jurisdictions, community organizations or other partners in the future.

In addition to outright acquisition of additional active recreation land, the opportunity may exist for creating partnerships to create playing fields for joint use and for the good of the community. For example, the opportunity may exist for Delaware Valley College and the Central Bucks School District to work with the community and/or the sports associations to construct additional playing fields for both scholastic sports programs and community programs. The partners could benefit from a shared arrangement in which the community may have access to the fields when the academic institution is not in session and/or when the fields are not scheduled for use by the school/college. The partners could benefit from shared construction and maintenance costs thus providing additional facilities at less cost for the municipalities, School District, or College.

College Collaboration

Universities and colleges are working to establish effective community relationships as major landowners who are tax exempt. An example of a “good neighbor” policy is Bucknell University in Lewisburg. Bucknell is a member of the Lewisburg Regional Recreation Authority, a multi-municipal park, recreation and open space authority. The University contributes \$15,000 annually as a member of the organization.

The Doylestown Community is fortunate to be the home to Delaware Valley College. Forming a strategic alliance with the College regarding parks, recreation, and open space would be beneficial to the college and the community.

Arts Center

A performing arts center has been discussed for over 18 years in this community. A cultural arts center is beyond the capacity of the municipalities to undertake and operate. Such a center would be for the performing and studio arts. For this concept to go further, the following steps would be required:

1. A non-governmental community organization should form to undertake a feasibility study that would develop a vision and a mission for the center, address the location, building program, building design, capital construction costs, operating costs, management requirements, and potential revenue sources for both capital and operating costs.
2. The municipalities would not have any formal role in the study, planning, design, operation, management, and funding of the center beyond the requirements of existing municipal codes.

3. The private organization should set forth a time schedule of about two years to study the PennDOT site and work with the Heritage Conservancy regarding the potential of this site to serve as a community arts center. Consideration should be given to retaining a consultant with expertise in the planning, design, development and most importantly in the operation and management of such facilities.

Indoor Recreation Facilities

School district facilities are limited in their potential for community recreational use which is restricted to those times when school is not in session. Additional indoor facilities are needed for year round opportunities for people of all ages throughout their lifetime. This includes facilities for programs as well as drop-in self-directed recreation, sports training, pre-schoolers and senior adults. While the Central Bucks Senior Citizens Center operates with a membership of about 750, the trend in planning for the Baby Boomers shows that long term the use of dedicated senior citizen centers will decline and be re-directed towards multi-generational recreation centers that people use throughout their lifetime and on an expanded basis when they retire. The new Activity Center at the Doylestown Township Building offers the potential for additional recreation programs and services. The Activity Center has a large room with occupancy of about 250, a kitchen, storage and restrooms.

Greenways and Trail Systems

Doylestown Township and Doylestown Borough have joined together to create an ambitious Bike and Hike Path Plan. Over 12 miles of pathway have already been constructed. It is recommended that the Bike and Hike Committee continue its efforts and continue to update and improve upon the current plan and the additional sections of Bike and Hike Pathways to connect the various recreational and open space areas and greenways.

The stream corridors and greenways within the Township and the Borough offer opportunities for pedestrian connections, environmental protection and environmental education. Several enhancement and improvement projects have already been implemented throughout the community along the streams as a part of the Rivers Conservation Program. It is suggested that measures continue to be taken to preserve and enhance additional sections of stream corridors, and that the Township and Borough continue to aggressively support educational exhibits, workshops and events to further protect and enhance these resources, especially when adjacent to existing open space areas within the community, such as the land currently leased by the Fish and Game Club.

Bucks County Trail and Greenway Planning

Bucks County does not have a countywide greenway and trail plan and has received a state grant to develop a greenway plan. PADCNR established a goal of having a greenway plan commitment in place in every county by 2007. So far 35 counties in Pennsylvania have or are developing greenway plans

Other counties have seen the significant benefits of countywide trail planning and development. The Montgomery County Bike Path system is one of the finest anywhere. The York Heritage Rail Trail has been documented to generate over \$10 million annually in economic benefits to York County. Bucks County has approached trail planning as a municipal responsibility. As a result planning is piece-meal, localized, and lacking regional connections. Leadership, planning, and vision at the County level is necessary to provide a holistic approach to greenway and trail planning that will result in county wide benefits of economic development, tourism enhancement, improved quality of life for the citizens as well as to strengthen our competitiveness in obtaining grant funds for trail development.

Natural Areas

The Township and Borough contain many natural resource areas including stream corridors, wetlands, floodplains and woodlands. Both the Township and the Borough, in their Open Space Plans, recognized and highlighted the natural resources of the community as areas worthy of preservation and protection. These include areas along the Neshaminy Creek and its tributaries and the Pine Run, Cooks Run and Country Club Creeks, as well as Harts Woods, the Varcoe Tract, Dairy Queen Woods, Fonthill, and Mercer Woods. It is recommended that even as the Township and the Borough strive to provide additional facilities and programming for active recreation, that they also continue to pursue the conservation of additional natural resource areas to further protect and enhance the environmentally sensitive areas. Conservation could be in the form of outright purchase, the purchase of conservation easements, deed restrictions, and/of gifts of land to the municipalities.

Historic Areas

The Township and the Borough share a rich history and are fortunate to have historic open space areas. These areas are important to the community from a cultural and historical perspective, but are also important from an open space perspective. Cultural institutions including Fonthill, the Mercer Museum, and the Tileworks, with their expansive lawns, have become gathering areas for community festivals and events as well as major locations for informal recreation by the residents of nearby homes.

Conclusions and Recommendations

The Doylestown Community has a variety of parks, recreation facilities, and special purpose parks connected by about 12 miles of hike and bike path. Complimenting the park system are nationally significant cultural treasures such as the Mercer Museum, Fonthill, and the James A. Michener Art Museum. The Doylestown Borough town center essentially functions as a park with its historic architecture, vibrant businesses, and scenic beauty worthy of its designation as one of the ten best little towns in America by the National Trust for Historic Preservation.

Additional parkland for community and neighborhood parks is needed. The number of sports fields is inadequate for the number of leagues, participants and future growth trends. A sports turf management program is needed to improve the condition of athletic fields given the intense level of use they receive. The Bike and Hike Path, one of the best loved facilities in the community, needs to be completed with another 12 miles of trail.

The following conclusions and recommendations are numbered for ease of discussion and do not reflect the rank order of importance.

1. Plan, design, construct and maintain open space and park and recreation facilities as safe and attractive public spaces.

Continue to improve playgrounds to meet the guidelines of the Consumer Product Safety Commission (CPSI) and ASTM (American Society of Testing Materials) for playground safety and ADA (Americans with Disabilities Act). Design facilities for a broad array of uses.

2. Acquire additional parkland.

Secure a long term lease on the 57 acre Turk Park. Acquire 135 acres of parkland. Create a new community park and three neighborhood parks. Make public space available in every neighborhood as a neighborhood park. Adopt a parkland standard of 15 acres of active recreation land per 1,000 residents in the Township and 10.5 acres per 1,000 residents in the Borough.

Community Standards

It should be noted that the residents of the Doylestown Community appear to have a much higher recreational standard than the national average. This is due to the increasing population in the area, the increase in registration for youth and adult sports, the emergence and expansion of sports leagues, and the increasing distance that people will travel to attend and participate in sporting events. Increasing the number and caliber of sports fields and recreational opportunities available to residents should be a priority of the Doylestown Community

3. Provide park amenities to make parks enjoyable places to visit for all residents and visitors.

Enhance existing facilities with additional amenities such as restrooms, shade trees, pavilions, and lighting for people to use throughout their lifetime. Create a plan to “reach out” to sectors of the population that are not adequately represented in the current park and recreation facility usage patterns, such as non-athletic programs for youth that do not participate in athletic programs, adult sports leagues, 18-24 year old males, young adults in their twenties and thirties, and senior citizens / active adults within the community.

4. Create additional sports fields and explore sports field lighting.

Construct additional sports fields. Investigate the option of installing lighting at existing and future parks to enable extended use of playing fields to meet the current and future demand.

5. Add indoor recreation facilities.

The acquisition/construction of indoor areas should be explored and pursued by the municipalities, the athletic associations, and other user organizations.

6. Continue to conserve open space and protect natural resources.

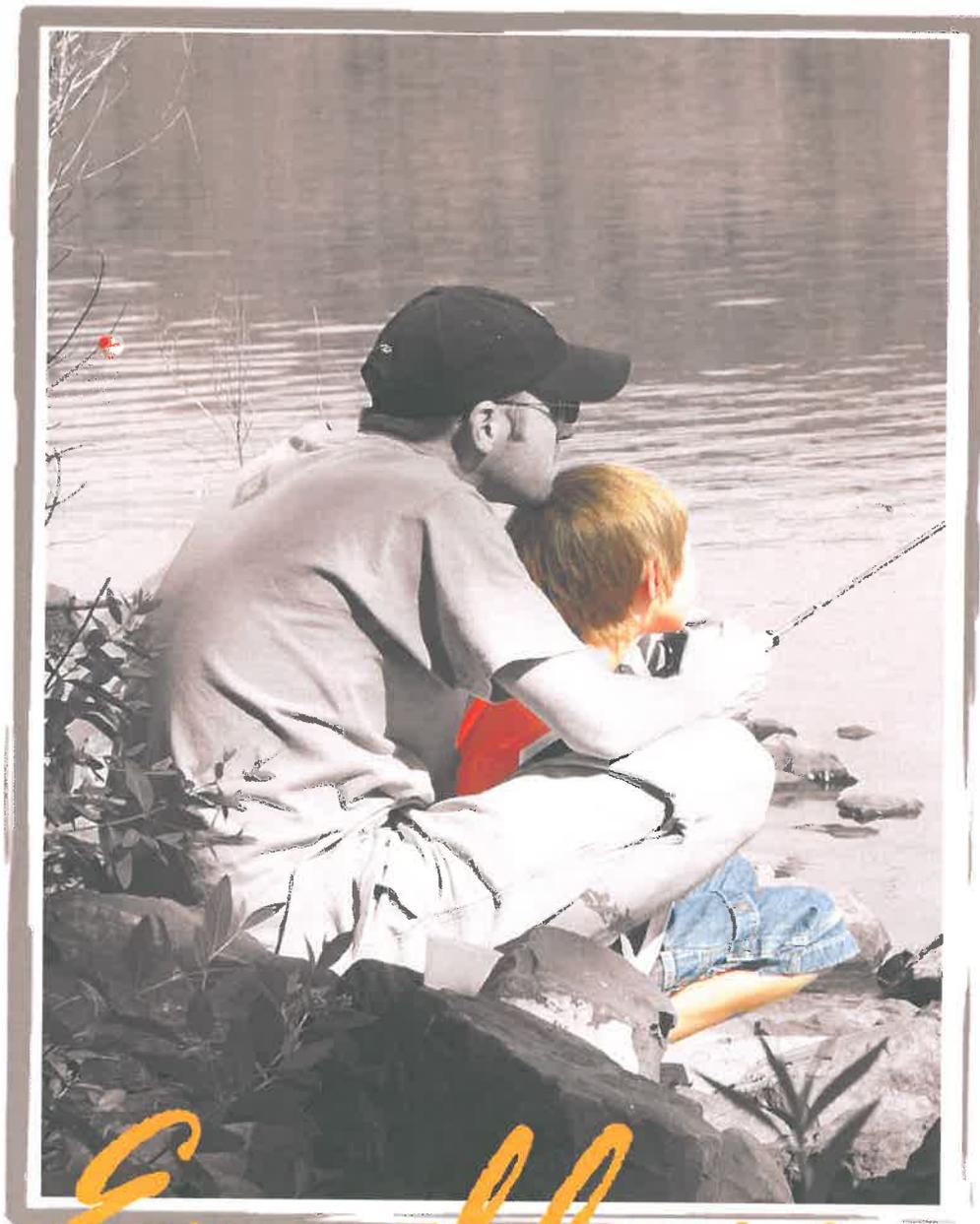
Consider alternatives to the outright purchase of new open space or environmentally sensitive land. Continue to explore the acquisition of conservation easements to protect and preserve the land, and provide for pedestrian access and connectivity to existing open space and natural resource areas. Develop management plans for public natural areas.

Explore the possibility of collaboration and cooperation between the Borough and the Township with an eye towards the strategic and effective acquisition of important open space areas.

7. Complete the Bike & Hike Path.

Construct the 12 additional miles of planned trails. Establish regional connections for the Hike and Bike system to connect beyond the borders of the Doylestown Community. Make a recommendation to the Bucks County Commissioners to assume a leadership role in bicycle and greenway planning and undertake the creation of a countywide bicycle plan in addition to the greenway plan that will be developed.

Chapter 4: Recreation Opportunities



Endless

...Learning in life's outdoors



Chapter 4: Recreation Opportunities

The Doylestown community parks and recreation system is the catalyst for the citizens to try out, explore, and enjoy the arts, music, drama, dance, nature, fitness, sports, volunteering, “spectating”, family activities, and social events. Research shows that what people do as children, they tend to do as adults. At a time when the lack of physical activity among adults and obesity for people of all ages have been identified as the chief public health issues in the United States, it is impossible to overstate how important parks and recreation are.

Best of the Best – Close to Home

Central Park. Kid’s Castle. Doylestown Town Center. Bike & Hike Path. Fonthill. Mercer Museum. Michener Museum. Moravian Tile Works. Bucks County Library. Fanny Chapman Pool. YMCA. Peace Valley Park. Tyler State Park. Bucks County Fencing Academy. Art galleries. Music Conservatory. State Street Players. Town & Country Players. PumpkinFest. Riding Stables. Dance studios. Bucks County Playhouse. Central Bucks School District. Central Bucks Community School. Day Care & Pre-school Centers. Day camps. Oktoberfest. Arts Festival. Mercer Museum’s Folk Fest. Bucks Fever. First Night. Univest Bike Race. Kids Triathlon. Sports training centers. Golf courses. Boy Scouts. Girl Scouts. Sports leagues. And all of the resources of the Philadelphia Metropolitan area: professional sports, museums, theater, concerts, restaurants, zoo, shopping, special events, Sesame Place.

The Doylestown Township Parks and Recreation Department is a professionally managed year-round municipal service. Doylestown Borough also operates with a professional parks and recreation staff. The Parks Department operates year-round while recreation is seasonal. Borough services focus on youth, sports, summer recreation and concerts, and the outdoors. The municipal departments collaborate with many community organizations including youth sports, service clubs, schools, sponsors of programs, businesses and others in facilitating community services. In addition to the municipal operations, the Fanny Chapman Pool is a quasi-public membership based organization with oversight by an Advisory Committee that is appointed by Borough Council.

Recreation Trends

Public recreation trends are those changes that go beyond fads and that have affected society so much that they are now a part of our culture. Trends include the following:

Public Recreation: Important Tool for Social Change

- Today public recreation is viewed by major forces at regional, state, and federal levels as a means to achieve important public policy objectives including the Center for Disease Control and Prevention, state tourism and economic development agencies, anti-crime agencies, and environmental organizations.
- Programs and activities that directly affect the health of the residents of the community, and the minimum support required to maintain those services, is becoming a principle mission of a public park and recreation agency. The focus of public parks and recreation is becoming directed towards essential and fundamental life and health services, not only community vitality and enrichment.

Participation Trends

- Nearly half of all Americans say they spend time together outdoors at least once a month. Recreation is important to families with young children.
- Today, 66% of all Americans recreate outdoors monthly. In 1994 only 50% did.
- In 1971, fewer than one out of 27 girls participated in high school sports. By 2004 that figure increased to more than one out of three.
- Emerging sports include lacrosse and rugby. Even cricket is beginning to appear in Bucks County.
- Sports are played throughout four seasons, such as soccer year-round.
- Today's seniors with extensive free time, unprecedented good health, and solid retirement plans, are indulging in active lifestyles that are well beyond rocking chairs, front porches, and bingo. There is a mismatch between what retirees are looking for and what society provides.
- Baby Boomers turned 60 in 2006. They represent the major planning challenge for parks and recreation. They will be more active, well-educated, and healthier than previous generations and will most likely be more involved in recreational pursuits. The sheer number of baby boomers will require more facilities and services than did previous generations of people over the age of 60.
- Generation X'ers (born 1964-1980) launched the development of new activities such as in-line skating and snowboarding.

Favorite Activities⁶

Top Four Activities: The top four activities of all Americans are watching television, reading, socializing with family and friends, and shopping. While these have been the top activities for decades, what has changed in the 21st century is that the amount of television watching and reading is down; people are spending more time hanging out with friends and family.

⁶ Leisure Trends Group. Facts on Leisure Trends. <http://www.leisuretrends group.com>. 2005.

- **Next Tier Activities:** Comparison of the activities that ranked five through 11 in preference in 1990 and 2000 is shown below:⁷

1990	2000
Gardening	Using computers
Swimming	Rest & relaxation
Walking	Housekeeping
Eating out	Eating at home
Rest & relaxation	Eating out
Sewing & Knitting	Watching spectator sports
Church Activities	Reading the newspaper

- **Top Ten Active Recreation Activities of Men and Women⁸:**

Men	Women
Golf	Walking
Basketball	Aerobics
Walking	Exercise
Jogging	Biking
Biking	Jogging
Lifting weights	Basketball
Football	Lifting weights
Hiking	Golf
Fishing	Swimming
Hunting	Tennis

Active Recreation's Competition

- **Activities that are encroaching on physical activity and sports among younger ages include the following:**
 - Movies – especially young, singles and women
 - Computers – young, singles
 - Socializing – by both males and females
 - Health clubs – young, less affluent and male
 - Video and Computer games, musical instruments and dedicated listening to music.

Natural Resource Protection and Stewardship Trends

- The President's Commission: Americans Outdoors⁹ issued a report that stated that the protection of natural resources and open space was the first priority for the future. Public recreation providers are positioned to lead in land stewardship because collectively they are often among the largest land managers in a

⁷ *Ibid.* Leisure Trends Group.

⁸ *Ibid.* Leisure Trends Group

⁹ President's Commission on Americans Outdoors. (1987) *Americans Outdoors: The Legacy, The Challenge*. Washington D.C. U.S. Department of the Interior

community. Because public recreation professionals tend to be activity and service oriented and may not have formulated an environmental ethic to guide decision making, anti-land stewardship dilemmas result. The President's Commission stated "Our philosophy must be grounded by ecological principles, not in merchant values".

- Linking parks with green corridors and trails and linking public transportation systems with trails, parks, and recreation facilities. Much of the new park land acquisition that is desired today appears to be of this type: developing linear green spaces designed to link people using foot and bicycle transportation to parks, to shopping, and to other neighborhoods.

Challenges of the Times

Despite these changes demonstrating increasing participation in recreation, new sports and activities, and a broadening of the participation base from younger males to both males and females of all ages, there is a conundrum regarding recreation. The conundrum is that obesity and the lack of physical activity in the United States is at an all-time high.¹⁰ The United States Surgeon General issued a report in 1996 that physical inactivity among Americans is the number one public health issue.¹¹ Obesity costs the United States \$238 billion annually in expenses associated with diseases such as diabetes stroke and heart disease not including the cost of treating the obesity itself.¹²

The Center for Disease Control and Prevention has stated that public park and recreation departments have a primary role in addressing this issue. They can provide attractive and safe places for people to walk, hike, bike, and enjoy other active pursuits.

Another challenge facing both private enterprise and all arenas of public recreation is that the growing demand for facilities is outpacing availability and the resources to develop and manage new ones. Combined with rapid development in the metropolitan areas of Pennsylvania, the available open space is dwindling and land costs are escalating. Public recreation opportunities in the future may be limited because of large demand and/or tight budget constraints. There is already evidence of this with respect to sports fields and gyms.

It will become increasingly important to find creative ways of bringing recreation opportunities and facilitating healthy active lifestyles of the citizens in the future. Consideration needs to be given to the perception of "senior citizen" centers with respect to what will be in demand in the future. While senior centers have been in operation for many years, the trend now is to plan community recreation centers that people use throughout their lifetime and on an expanded basis upon retirement.

¹⁰ U.S. Center for Disease Control. (1999). CDC's Guidelines for School and Community Programs Promoting Lifelong Physical Activity. <[Http://www.cdc.gov/nccdphp/dash/phactag.htm](http://www.cdc.gov/nccdphp/dash/phactag.htm)>.

¹¹ Surgeon General. (1996). Physical Activity and Health. Atlanta, GA: U.S. Public Health Service, National Center for Chronic Disease Prevention and Health Promotion. <[Http://www.cdc.gov/nccdphp/sgr/npai.htm](http://www.cdc.gov/nccdphp/sgr/npai.htm)>.

¹² Fox, Maggie. (1999). Obesity costs U.S. \$238 Billion A Year – Survey. Reuters: Science Headlines. <[Http://dailynews.yahoo.com/h/nm/19990916/sc/hralth_obesity_2.html](http://dailynews.yahoo.com/h/nm/19990916/sc/hralth_obesity_2.html)>.

Programming Shifts – Forget the Stereotypes!

Recent research conducted into preferences of the active aging senior adult community in Montgomery County found that the old stereotype of senior adults and bingo just doesn't work anymore. When a municipality offered bingo, only one or two people attended. In a focus group of senior adults, the participants said that they wanted active fitness programs, dining and culinary arts, tours of cultural institutions, gardening programs, speakers on current events, and a network to form new relationships.

Doylestown Recreation Trends and Issues

Based upon key person interviews, work sessions with Township and Borough officials, the community survey, and visits to the parks, the following trends are apparent in Doylestown:

- Services between the two municipalities are “seamless” in the eyes of the public. That is, the participants do not recognize if the provider is the Township, the Borough, or a community group. To residents, programs are all provided by the Doylestown community and not one particular municipality.
- Soccer, lacrosse, and softball/baseball report the need for more fields to accommodate their participation rates and expanded seasons. Field overuse causes poor playing surface conditions. Because of high demand on sports fields, the fields cannot be rested.
- Basketball, volleyball, and cheerleading need more gym time. Sports teams operate regionally without regard to municipal boundaries.
- The need for additional fields and gym time has resulted in community organizations seeking facilities outside of the Doylestown Community. Community organizations have been both acquiring land and buildings to develop facilities as well as renting sports facilities from other organizations.
- Special events are extremely popular as evident in increasing numbers at all of the events. Both the Township and the Borough provide support for these events. Facilities such as a permanent amphitheater structure are needed for the growing participation and interest in the cultural arts.
- The need for an indoor performing arts center has been under discussion for over 18 years but has not moved ahead. While the focus has been on the performing arts, the findings of the public participation process indicated the need for a place for the visual arts in the community arts overall.
- The Doylestown community is the hub of recreation in Central Bucks County.
- Kids' Castle is a regional attraction. The large play structure is important to the community.

- The Borough's town center is a national model of success. With its success comes the challenge of conflicts. The Borough is working on strategies to manage the town center as a park that is busy with many visitors year round.
- While many, many citizens volunteer in a wide variety of parks and recreation related endeavors, there is a high level of expectation by the citizens for government services, especially in parks and recreation. Analysis of community parks and recreation management and resources found that both municipalities provide a very high level of service given the resources available in terms of staff time and budget.
- The Bike & Hike Path has provided an important recreation opportunity in the community. This is the most popular facility among the general public according to the survey findings and observation. People of all ages use the bike path seven days a week year-round.
- The importance of achieving a balanced park and recreation system with opportunities for people of all ages and interests was an important message found through the public participation process.

What's Not Here Anymore

Bowling Alley. Skating Rink. Miniature Golf. All places that youth and families once enjoyed – and that they still miss according to our interviews!

- Year-round indoor recreation programs are popular in the Doylestown Community. These programs are limited by the lack of indoor facilities. The Activity Center recently completed by the Township will help to some extent but will not be able to meet all future needs. Scheduled programming space is available in the Activity Center but there is no gym, pool, fitness facilities, or any drop in recreational area.
- Interviews found that some residents cannot afford to pay for recreation activities and there is concern that some residents, especially children, might not be receiving much needed recreation services.
- Teens report traveling out of Doylestown for recreational services such as skating, miniature golf, laser tag, clubs, and so on.

Survey Findings about Programs and Services

The findings of the community public opinion survey related to recreation opportunities include the following:

Community Survey Findings Related to Programs and Services

- **Activities with the highest response on participation:**
 - 73% reported participating in Oktoberfest and the Arts Festival
 - 62% Special events
 - 60% Exercise and fitness

- **The top three activities in which the survey respondents would like to participate:**
 - 20% Studio arts
 - 19% Nature study
 - 18% Performing arts
- **Impression of level of recreation service in the community:**
 - 40% rated the level of service as “just right” overall.
- **Municipal parks and recreation focus in the future**
 - Three out of four survey respondents stated that expanding recreation programs and services should be a priority in the Doylestown Community.
- **Overall Level of Satisfaction with parks and recreation in the community**
 - Very Satisfied: Borough – 20%; Township - 31%
 - Satisfied: Borough – 49%; Township - 43%
 - Total Satisfied: Borough – 69%; Township - 74%

This is a very favorable rating. In a community with a high level of expectation for service, about seven out of ten are satisfied overall. The finding is useful in charting the course for the future: working to bring the level of satisfaction up to 80 percent.



Community Recreation Services in Doylestown

The Township

Doylestown Township offers programs in a variety of recreation categories. The Parks & Recreation Department offers over 160 *scheduled* programs and events annually. These range from annual major community events such as Oktoberfest with thousands of participants, to scheduled recreation programs lasting for several weeks. In addition to scheduled programs and events, the Township coordinates recreation offerings by other organizations and provides the facilities. The Department also facilitates activities that people can undertake at their own pace such as the Discount Ticket Sales program in which residents can buy tickets at a discounted rate to places such as ski resorts, amusement parks, cultural and historical destinations and local movie theaters.

Actual participation is much higher than registration or participant numbers alone convey. For example, events such as the Egg Hunt might have 1,000 participants with over 2,000 spectators who come along to watch, making it a true multi-generational family event.

The Borough

The Borough offers seasonal recreation programs, primarily outdoors in the spring and summer. Programs include a summer recreation program at Burpee Park, arts & crafts, the summer basketball league for teens, fishing programs at the Borough Dam, Chess Days, a Triathlon Club, and recreation programs provided by local business such as the Big Dipper. A part time recreation coordinator plans and directs the summer recreation program. He also responds to requests from other providers who wish to offer programs such as sports camps and facilitates getting these programs off the ground. In addition, private sponsors hold events such as the Arts Festival, First Night, First Friday, Univest Bike Race, the Memorial Day Parade, and others. The Borough works closely in allocating facilities and coordinating recreation opportunities and events with community organizations that are interested in providing them.

Township and Borough as Partners

The Township and the Borough work in partnership in several arenas including the performing arts series, the Bike & Hike Path and the youth Triathlon.

Parks and Recreation Municipal Program Inventory

Tables 16 and 17 present the program inventory for the public recreation programs and services for Doylestown Township and Doylestown Borough. The inventory is presented in tabular form, organized around eight elements: municipality (Township or Borough or both), program, age group, gender, activity classification, activity format, season, participation numbers and comments. The chart depicts organized schedule programs. In addition to these programs, facilities such as the parks and Bike & Hike Path offer citizens the opportunity to pursue their own recreational activities on their own.

Municipality - The sponsoring municipality: Doylestown Township, Doylestown Borough, or the Township and Borough in Partnership.

Program - Title of program.

Gender - Males, females, both, or both/emphasis on one gender.

Age Group - Target age group for the program.

Classification - The classification system presents a grouping of activities according to the functional areas of recreation. The number of activities is vast. Classifying activities by functional area provides a simple method of coding activity into a system that is easily understood. It guides measuring the balance and variety of the total services of the agency.

Format - Format expresses the idea of what form the leisure experience takes. Program formats are tools for offering a variety of experiences within activities. Formats include: self-improvement, competition, social, participant-spectator, and self-directed. For example, "soccer" could include league play, a trip to a soccer game, or volunteerism through coaching.

Season - Doylestown Township uses a three "season" programming schedule: Summer, Fall, and Winter/Spring. Doylestown Borough focuses on spring and summer recreation.

Comment - Information about the program such as number of sessions, weeks, or other data.

Inventory Key

The Program Inventory offers a significant database for program planning. With 28 factors and 75 programs, the data need to be focused on summary types of information. For this reason, the data is organized in Tables 16 and 17. While program data can be sorted in a variety of ways, the tables are consolidated according to the above noted program elements. Table 16 shows the key to the programs in Table 17.

Table 16 Key to Doylestown Program Inventory										
Age Group		Class		Format		Gender		Season		Number
C	Children: pre-school	A	Arts	S	Social	F	Female	F	Sept.	# of participants
Y	Youth 5-14 Yrs.	C	Crafts	SI	Self Improvement	M	Male		Through December	
T	Teens 15-17 Yrs.	Dc	Dance	C	Competitive	B	Both			
A	Adults 18+ Yrs.	Dr	Drama	PS	Participant/ Spectator			W/Sp	Winter/ Spring:	
F	Families	E	Environ.	SD	Self-Directed				Jan through April	
		F	Fitness					S	Summer: May through August	
		Mt	Mental							
		Ms	Music							
		Sp	Sports							
		So	Social							
		V	Volunteer							

**Table 17
Doylestown Program Inventory**

TOWNSHIP and BOROUGH PARTNERSHIP							
Program	Age	Gender	Class	Format	Season	#	Comment
Performing Arts							
Sounds of Summer	A	B	Ms	S/PS	S	7,500+	8 events; sponsors; free.
Fitness and Wellness							
Kids Triathlon	Y	B	Sp	C	S	132	Partnership with Twp.
TOWNSHIP							
Trips							
NYC Day Trip	All	B	So	S	Sp, F	10	2 one day long trips
Radio City Trip	All	B	So	S	F	11	1 day long trips
Discount Ticket Sales	All	B	So	SD	All		Amusement parks, Ski, Events, Zoo, Shore venues, Movie tickets
Sports & Fitness Programs							
Gymsters	C	B	F	S,SI	S	12	1 6-wk sessions
Baby Boot Camp	C,A	B	F	S,SI	S,F	15	3 six week sessions
Kids Yoga	Y	B	F	SI	S	16	1 six week session
Whiz Kids	Y	B	F	SI	F	17	1 ten week course
Karate	Y,T	B	F	SI	S,F	19	2 five week courses
Cardio Kids	Y,T	B	F	SI	F	20	1 ten week course
Flag Football	Y	B:M	Sp	SI	S	21	1 week camp
MVP Football Camp	Y,T	B:M	Sp	SI	S	22	1 week camp
Bucks County Baseball Camp	Y,T	B:M	Sp	SI	S,F	24	1 week camp & 1 four week course
Basketball Camp	Y	B	Sp	SI	S	25	1 week camp
Basketball Program	Y,T	B	Fp	SI	F	27	2 six week courses
Girls Lacrosse Camp	Y,T	F	Sp	SI	S	28	1 week camp
Field Hockey Camp	Y,T	F	Sp	SI	S	29	1 week camp
Quickstick Intensive Lacrosse Camp	Y,T	M	Sp	SI	S	30	1 week camp
Soccer	C,Y	B	Sp	SI	S,F, W	49	19 weeks/ multi-week
Mini Hawks	C,Y	B	Sp	SI	S	50	1 week camp
Learn to Play Hockey	Y	B	Sp	SI	S	51	8 week course
Learn to Play Hockey 2	C,Y	B	Sp	SI	F, W	53	2 eight week courses
Learn to Play Hockey 3	C,Y	B	Sp	SI	F, W	58	2 eight week courses
Volleyball Camp	Y	B	SP	SI	S	56	1 week camp
Tag Rugby	C	B	Sp	S	S	57	1 week long session
Tiny Tikes	C	B	F	S, SI	S,F	59	2 ten week courses
Tennis lessons	C,Y,T, A	B	Sp	SI	S,F	67	8 six week sessions
Golf - Beg. Camp	C,Y	B	Sp	SI	S	69	2 six week sessions
Golf- Jr. Golf Camp	Y, T	B	Sp	SI	S	71	2 one week camps
Golf - Beg Golf I	C,Y	B	Sp	SI	F	73	2 six week sessions
Golf - Beg. Golf II	Y, T	B	Sp	SI	F	75	2 six week sessions
Golf - Jr. Golf I	Y, T	B	Sp	SI	F	77	2 six week sessions
Golf- Jr. Golf II	Y, T	B	Sp	SI	S	79	2 six week sessions
Golf Lessons	A	B	Sp	SI	S,F	82	3 six week courses
Women's Beg. Golf 1	A	F	F,Sp	SI	F	83	4 week course
Women's Beg Golf II	A	F	F,Sp	SI	F	84	4 week course

**Table 17 continued
Doylestown Program Inventory
TOWNSHIP continued**

Program	Age	Gender	Class	Format	Season	#	Comment
Sports & Fitness Programs continued							
Women's Beginning Walking/Running	A	F	F,Sp	SI	S,F	85	8 week course
Phillies' Home Run Derby	Y,T	B	Sp	C	S	64	DAA sponsored
Equestrian Camp	Y,T	B	F,E, Mt	SI	S	86	4 one week sessions
Wee Riders Beginning Horseback Riding	C,Y	B	F,Sp	SI	F	89	3 six week sessions
Beginner horseback riding	T,A	B	F,Sp	SI	F	91	2 six week courses
Intermediate horseback riding	T,A	B	F,Sp	SI	F	93	2 six week courses
Learn to Skate	All	B	Sp, F	SI	S,F,W	101	8 eight week courses
Learn to Skate - Adult	A	B	Sp, F	SI	S,F,W	108	7 eight week courses
Educational/Recreational							
CPR & First Aid	t/A	B	Mt	SI	S	109	One session
Babysitting workshop	YT	B	Mt	SI	S/F	111	Two sessions
Smart & Safe Srs	A	B	Mt	SI	S,F	114	3 sessions
Cooking with Books	C	B	Mt	SI	S,f	116	2 four week courses
Create it Camp	Y,T	B	Mt	SI	S	120	4 week long sessions
Fun in the Sun Kids Camp	Y	B	All	SI, S	S	125	5 weeks 9:00 - Noon
Science Explorers Summer Camp	Y,T	B	Mt	SI	S	129	4 one week camps
Summer Explorers Summer Camp	Y	B	All	S, SI	S	133	4 week long sessions
Escape School	Y	B	Mt	SI	S,F	135	2 sessions
Creative Theater Camp	Y,T	B	Dr	S,SI	S	137	2 week long sessions
Little Theater	Y	B	Mt,Dr	SI	S	138	1 week camp
Kids Music Round	C,A	B	Ns	Si	F	142	4 six week sessions
Swing Lessons	A	B	Dc	Si	S,F	144	2 ten week course
Ballroom & Latin Dance Class	A	B	Dc	Si	S,F	146	2 ten week course
Tap & Ballet Class	Y	B	Dc	SI	S,W	150	4 eight week courses
Special Events							
Oktoberfest	A	B	All	S	F	10,000	3 day community festival
Howl-O-Ween	All	B & dogs	S	S	F	55	Costume parade and bone hunt
5-K Road Race	All	B	Sp	C	F	100+	During Oktoberfest
Nature/Environment							
Doggie Manners	A	B	E	SI	S,F	22	2 six week program sessions
Puppy Kindergarten	A	B	E	SI	S,F	15	2 six week courses
Kid's All American Fishing Derby	Y,T	B	E	S	S	100+	Regional event at Peace Valley

**Table 17 continued
Doylestown Program Inventory
Borough**

Program	Age	Gender	Class	Format	Season	#	Comment
Special Events							
Arts Festival	A	B	All	S	F	30,000	Doylestown Business Alliance Partnership
First Saturday Chess	All	B	Mt	S,C	Sp	30	1 st Sat. June-Oct.
Memorial Day Parade	A	B	All	S	F	3,000	Community based
Univest Bike Race	A	B	Sp	C,SI	F	150	Professional race; hundreds of spectators
Artcycle					F	250	Held before Univest Bike Race
Educational/Recreational							
Arts & Crafts	Y	B	Cr	SI	S	35	Two sessions; waiting list. July
Summer recreation	Y	B	So, Sp, F	S	S	20	1 four week session. July
Sports & Fitness Programs							
Tennis Tournament	A	B	F	S,C	S	40	One tournament.
Senior Walking	A	B	F	SI,S	S/F	15	Volunteer led
Soccer Camp	C,Y	B	F	SI	S	30	2 session in week long camp
Basketball League	T	B	Sp	C	S	24 teams	Four night/week in June & July.
Cultural Arts							
Plays/Shows	Y	B	Dr	P,S	S	800	3 shows every summer
Nature/Environment							
Fishing Opening Day	C,Y,T, A	B	E	Sp,E	Sp	300	Volunteer led
Fanny Chapman Pool							
Memberships	F	B	All	All	S	750 families	30 programs offered in the summer
Instructions	Y,T	B	F	SI	S	300	
Swim Team	Y,T	B	Sp	C	S	110	
Special events	A	B	S	So	S	300+	75 th birthday party

Sources Doylestown Township Parks & Recreation Department and Doylestown Borough, Fanny Chapman pool Board

Chart Highlights

There are a number of key points to note about the Doylestown Program Inventory. These include information about participants, classification, and service to clients.

- **Participants** – The participation numbers reflect a single registration by an individual for a program. It does not include multiple visits by one client for most of the programs. The numbers shown do not include spectators. With multiple visits and the spectators factored in, the volume of service and the real numbers become very large.

- **Program Numbers** – The Township sponsors about 160 programs annually and the Borough sponsors about 20. In addition to the Borough’s programs, Fanny Chapman Pool plans, directs and offers over 30 programs every summer.
- **Large Scale Programming** – What the chart does not reflect is the enormity of many of the programs. Large scale community events such as Oktoberfest, the Arts Festival, the Summer Concert Series, Memorial Day Parade, Fishing Opening Day, the Egg Hunt, and Howl-O-Ween Parade all require many hours of planning, volunteer coordination, sponsorship solicitation, event management, security, coordination, financial management and customer service.

Some programs are so extensive that they are not limited to local participation but are regional in nature. This includes First Night (held every other year), Oktoberfest, the Arts Festival and the summer concert series. Some of these events such as First Night are under the auspices of the private sector. However they require a major amount of staff time in terms of planning, logistics and staffing from the municipalities during regular business hours as well as when the event is held.

- **Classification** – The program classification is broad based including sports and fitness, culture, performing arts, special events, trips, nature and the environment.
- **Service to Clients** – The programs are targeted to both males and females and are gender specific when appropriate. Recreation opportunities are available for a wide cross section of people for the young through the young-at-heart with a wide variety of interests community wide.
- **Location** – Most of the programs are held outdoors. Indoor programs are offered at facilities that are not owned by the municipalities including commercial enterprises. The Borough uses Central Bucks School District facilities including the Lenape School Auditorium for summer plays, Central Bucks East and West for the summer basketball league, and as rain dates for the summer performing arts series. The Township does not use school district facilities except for the rain dates for the summer performing arts series in conjunction with the Borough.

What is not reflected on the chart is that many of the programs are provided with the cooperation and partnership with private facilities such as Dancers Extraordinaire, My Gym Children’s Fitness Center, Rainbow Ridge Equestrian Center, Warwick Ice Arena, Doylestown Country Club and Peace Valley Park.

- **Inter-municipal Collaboration** – The Township and the Borough collaborate on the Summer Concert Series through the joint Council on the Performing Arts; the Doylestown Bike & Hike Committee; and the Kids Triathlon. The Township and the Borough also work jointly with Warwick Township, Warminster Township, Bucks County Parks & Recreation Department, PA Fish & Boat Commission and Wal-Mart in sponsoring and running the Kid’s All American Fishing Derby.
- **Partnerships** – Many of the programs are the product of partnerships that the municipalities have developed and sustained. The municipalities do not compete with the private sector but instead embrace the opportunity to collaborate with private providers for the common goal of providing quality recreational services to the community. This enables the small staff to leverage their hours for additional services

and programming expertise that would not be possible to provide with municipal staff alone. Partnering with commercial recreation-related enterprises has the added benefit of providing uniquely qualified specialists that serve as recreation leaders in community recreation programs. A major benefit to the commercial partners is that the municipalities advertise their programs in the community recreation guides and newsletters. This helps community businesses to gain public visibility through direct mailing to households.

Recreation Partners

CB Cares, Cycle Sports, Dancers Extraordinaire, community sports organizations, My Gym Children's Fitness Center, Skyhawks Sports Academy, Bucks County Parks & Recreation Department, MVP Football Camp, Action Karate, U.K. Elite Soccer, RJZ Sports, U.S. Sports Institute, Creative Theater LLC, Quickstick Lacrosse, Escape School, Warwick Ice Arena, Training Zone Sports, Training Tails Dog Training, Smart & Safe Seniors, Heart Starters., DAA, Lenape Valley, CBAA, WAA.

Program Growth

Programs have increased significantly over the last ten years. In 2005, the Township's program guide was only one double-sided sheet; now the guide has about 24 pages. The Borough focuses on special events and has created the Univest Bike Race, Chess Day, the Kids' Triathlon, the Arts Festival and others. The Township and the Borough have established community wide special events such as the performing arts series and work with community volunteers on events such as First Night and Y2C.

Facility Rentals

The public can rent Township picnic pavilions, ballfields, the Activity Center, and the Burpee Pavilion in the Borough. This enables citizens to plan and schedule their own social outings. When the facilities are not reserved, they are available for use on a drop-in basis without charge. The picnic pavilion rentals are popular. The Township issues permits with a fee for special events. Non-profit organizations can request a waiver of the fee but not a waiver to the Township's direct costs.

An amphitheater structure in Central Park could bring the added benefit of generating revenues through a wide variety of programs and services.

Other Recreation Service Providers

Doylestown residents are fortunate to have a number of recreation service providers in addition to municipal park and recreation services. The role of the Township and the Borough is to work in cooperation with the other providers and to facilitate their programming wherever possible. A host of community groups contribute to parks and recreation including the museums, sports organizations, and the Central Bucks School District

The Doylestown Township Parks and Recreation Department disseminates information about other activities and events in the community offered by organizations such as the Bucks County Parks and Recreation Department, Full Swing Golf Academy, and community sports organizations.

The Township and the Borough share the philosophy that collaboration is mutually beneficial and results in effective public service for less cost. The Doylestown Township Parks and Recreation Department avoids duplication of effort to focus on programs that are not offered elsewhere.

Organized Sports

Organized sports are a major force in the Doylestown Community. In Central Bucks, there were 1,187 youth sports teams with over 15,000 players in 2004. About 5,500 players are Township and Borough residents. Some of these numbers represent the same individual playing multiple sports. The numbers are intended to show total number of players not individuals playing sports. **Table 18** presents the community sports inventory. While DAA (Doylestown Athletic Association) is the primary sports organization in Doylestown, several others in the Central Bucks region also offer services in which Doylestown residents participate. The organizations operate independently and compete for the same limited number of fields and gyms.

Sports organizations include: DAA, CBAA (Central Bucks Athletic Association), Bux-Mont American Legion Baseball, Connie Mack Baseball, Lenape Valley Athletic Association, CYO (Catholic Youth Organization of Our Lady of Carmel), Warrington Soccer Club, and Warwick Athletic Association. Most of these organizations cover multiple sports. Overall community sports include soccer, football, lacrosse, field hockey, rugby, baseball, softball, t-ball, basketball and cheerleading. Adult leagues have been squeezed out by the lack of sports field availability but they are beginning to emerge once again. This includes a CBAA adult travel soccer team, a women's field hockey league and the County Employee Softball League. Communities with more land for ball fields elsewhere in Pennsylvania actually have fields designated for adult play. This enables adult leagues to know that they will have facilities in which to continue in the future. This favorable situation has enabled adult leagues to blossom in such communities.

CB Cares Coaching Workshops

CB Cares sponsors workshops for coaches and parents who are involved with youth sports in the Central Bucks Community. Since the inception of this training program in 2003, over 600 coaches have been through the program. CB Cares is now beginning to plan and offer workshops for parents.

The volunteers provide:

- Thousands of hours of volunteer time.
- Field maintenance tasks
- Field development
- Raise funds for equipment for facility improvements
- Partner with the municipalities in cost sharing and facility improvements
- Purchase land and facilities for sports and training

The Doylestown Township Parks and Recreation Department and Doylestown Borough serve in the role of facilitator by providing facilities, maintenance, and coordination for the leagues. Over the past ten years, new sports emerged, participation has increased, year-round play emerged, more females are playing, and players are involved at older and younger ages. This results in the need for more facilities and additional maintenance requirements. The demand and need for sports facilities is so intense that organizations such as CBAA and the Renegades Basketball association have purchased their own facilities and land.

Since the focus is on youth sports and fields are in demand, space for adult leagues is scarce. The Bucks County Employee Softball League uses Borough and Central Bucks School District fields.

Community Sports Issues

Interviews and the community sports forum attended by 25 people representing sports organizations yielded the following information regarding sports leagues:

- Leagues operate regionally within Central Bucks. Leagues tend to specialize in sports and balance each other out so that players from one community will go to another to play soccer, baseball, softball, lacrosse or field hockey.
- The lack of sports fields is severe. The difficulty league volunteers experience in trying to find space for players is astounding.
- Sports organizations in Central Bucks have raised funds and purchased land and indoor facilities in outlying areas and municipalities.
- Sports fields are scattered among many locations so that people are driving players from park to park dropping off children instead of at centralized locations.
- Some fields that are perceived as ball fields are not actually ball fields but are simply open areas that may or may not have grass and do not receive any regular maintenance that would provide a safe playing surface.
- Land is very expensive in the area and getting more so every day. Development pressure is intense with a small window of opportunity left to secure additional facilities. Land for development in Doylestown is scarce.
- Compared with facilities in other communities, the quality of athletic facilities is below par here. With the great pride people have in Doylestown, organizations would like sports areas to be at the same overall high quality of Doylestown.
- Central Bucks School District is adding sports fields and gyms to its new and renovated schools. This will provide facilities for community sports so long as the fields are available to the community for recreation.
- Sports operate regionally and not within municipal boundaries. Sports play throughout the School District is the norm for participants.

Table 18
Doylestown Township/Doylestown Borough
Community Sports Participation Data -

Sport/Division	Ages	Gender	# Teams	# Participants	# Twp. & Boro Residents	Playing Season	Days	Fields/Courts(# of fields) (Include Twp, Boro, School District and other facilities)	Player Fee	Support (Facilities, Coordination etc.)	Trends, Comments
BuxMont American Legion Baseball											
Baseball	16-19	M	12	200	20	5/15-7/31	All	War Memorial Field	NA	Field maintenance	Regional league
Central Bucks Athletic Association (CBAA)											
Soccer	8-18	B	150	1500		Fall	All				CBAA bought land for 8 soccer fields on Rt. 413. 4 fields have been developed.
Soccer - Travel			50	500		Yr. round	All				
Lacrosse	6-13	B	30	480		Spring, Fall		9/11-11/11	\$100-165		
Basketball	6-13	B	120	1200							
TOTAL			350	3680							
Central Bucks Family YMCA											
BASKETBALL	5-6	M&F	8	60	50	12/4-2/05	Sat	YMCA Gym	\$61,103	N/A	Grows every year. Need more gyms.
	7-8	M&F	8	60	50	12/4-2/05	Sat	YMCA Gym	\$61,103	N/A	
SOCCER	4-5	M&F	12	100	85	2/07-3/27	Sat	YMCA Gym	\$61,103	N/A	
	6-8	M&F	6	60	50	2/07-3/27	Sat	YMCA Gym	\$61,103	N/A	
FLAG FOOTBALL	6-8	M&F	6	48	40	4/4-5/30	Sun	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	Field Space is hard to come by. These fields work well for us.
	9-11	M&F	2	20	15	4/4-5/30	Sun	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
T_BALL	4-5	M&F	8	64	55	4/4-5/30	Sat	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
	6-8	M&F	4	30	25	4/4-5/30	Sat	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
SOCCER	4-5	M&F	12	100	85	9/18-11/06	Sat	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
	6-8	M&F	6	60	50	9/18-11/06	Sat	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
FLAG FOOTBALL	6-8	M&F	6	48	40	9/18-11/06	Sun	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
	9-11	M&F	2	20	15	9/18-11/06	Sun	Detwiler Kindergarten Center	\$61,103	Fields Lined, Mowed	
TOTAL			80	670	560						

**Table 18
Doylestown Township/Doylestown Borough
Community Sports Participation Data – Continued**

Sport/Division	Ages	Gender	# Teams	# Participants	# Twp. & Boro Residents	Playing Season	Days	Fields/Courts# (Include Twp, Boro, School District and other facilities)	Player Fee	Support Coordination (Facilities, etc.)	Trends, Comments
Doylestown Athletic Association (DAA)											
Baseball	6-18	M	66	990	242	4/1-7/31	All	Turk, Kutz, Veterans Park, Lenape 90' George Bush Park	\$85	CBSD fields maintenance	\$19,852 in capital projects in 2004
Field Hockey	7-13	F	64	714	215	9/11-11/16	Sat	Lenape Middle School 15 grass areas	\$45	Lines, grass cutting, grass seed	Growing, adding senior division of grades 9-12
Softball	6-18	F	32	371	192	4/1-6/30	All	Community fields, Burpee, Doyle, West, Hollicong, East 11 total	\$85	CBSD fields maintenance	\$12,760 in capital projects
Basketball	7-18	F	50	500	263	11/1-3/31	All	Cold Spring, Doyle, Linden, Kutz, Lenape	\$100	Pay \$45/hr gym time weekends	DAA pays over \$42,000 annually in gym fees to CBSD
Basketball	7-18	M	74	740	403	11/1-3/31	All	Tohickon, Groveland, West, Doyle, Kutz, Lenape	\$100	Pay \$45/hr gym time weekends	
			286	3315	1315						
Doylestown Rugby Football Club											
Men's Rugby	18-50	M	2	35	15	2/1-5/1 9/1-11/20	T,Th,S	Manechor Field	\$100	None, private field	Need lighted practice field and a well maintenance game field.. Will gladly maintain own fields
Women's Rugby	18-50	F	1	25	10	Same	W,Sa	"	\$100	"	"
Boys High School	16-18	M	1	35	35	2/1-5/1	T,Th,Su	"	NA	"	"
Girls High School	16-18	F	1	40	40	2/1-5/1	M,W,Su	"	NA	"	"
Youth league	6-12	B	1	15	15	7/1-8/1	W,Sa	"	\$20	"	"
TOTAL			6	150	115						
Doylestown Senior Softball											
Softball	Sr. Cit	M				Fall	All				League inactive at time of reporting.

Table 18
Doylestown Township/Doylestown Borough
Community Sports Participation Data –Continued

Sport/Division	Ages	Gender	# Teams	# Participants	# Twp. & Boro Residents	Playing Season	Days	Fields/Courts(# of fields) (Include Twp, Boro, School District and other facilities)	Player Fee	Support (Facilities, Coordination etc.)	Trends, Comments
Fanny Chapman Competitive Swimming & Diving											
Swim Team	6-14	B	1	300		Summer	All	Memorial Day – Labor Day			
Lenape Valley Football Cheerleading											
Football	5-14	M	29	560		Fall	All	Sauerman, Holicong, North Branch & West Branch, Tower Hill Park (L-VF owned), Tohickon Middle School	\$125-150		Need fields, and lights
Lenape Valley Little League											
Baseball - Spring	5-16	B	11	122	27	4/1-6/30	M-Sa	West Branch Park , Chestnut St., Swartely-Winkelman Fields, Unami	\$95		Spring and Fall Baseball
Baseball - Fall	8-12	B	9	129	6	9/1-10/31	M-Sa	North Branch Park	\$55		
TOTAL			20	251	33						
Lenape Valley Soccer											
Soccer - Spring	4-18	B	48	481	NA	4/1-6/26	M-Sa	Byers Choice, Detweiler, North Branch, Pine Run ES,	\$75	Cut grass	Younger age groups increasing
Soccer - Fall	4-18	B	72	679	NA	9/11-11/20	M-Sa	Byers Choice, Detweiler, North Branch, Pine Run ES, Chestnut Rd. Park	\$85	Cut grass	Younger age groups increasing
Soccer - Travel	8-17	B	22	324	NA	Yr. Round	All	Vertis Webb craft, Sewer Authority, Cover Bridge Park, Calvetti Residence	\$85	Cut grass	Younger age groups increasing
TOTAL			142	1484	NA						
Lenape Valley Softball											
Softball	4-18	F	32	466	None	4/1-6/20 8/28-10/31	All	North Branch, West, Unami, Pine Run, Butler	\$85	NA	Increasing participation. Spring and Fall seasons

**Table 18
Doylestown Township/Doylestown Borough
Community Sports Participation Data – Continued**

Sport/Division	Ages	Gender	# Teams	# Participants	# Twp. & Boro Residents	Playing Season	Days	Fields/Courts# (include Twp, Boro, School District and other facilities)	Player Fee	Support (Facilities, Coordination etc.)	Trends, Comments
OLMC CYO											
Football	9-14	M	4	120	NA	8/15-11/30	All	Turk	\$125		Need lighted practice field
Soccer	9-14	B	2	50	NA	8/15-10/31	All	None	\$75		Need a practice and game field(s)
Volleyball	9-14	F	4	50	NA	8/15-10/31	All	OLMC Gym	\$75		Facilities are okay
Basketball	9-18	B	18	225	NA	11/1-2/28	All	OLMC, Linden, Solebury School	\$75		Need more gyms
Cross Country	9-14	B	2	100	NA	8/15-11/30	All	Central Park, East	\$50		
Track & Field	9-14	B	2	220	NA	3/1-6/15	All	West, East, Tohickon	\$50		Need all weather track
Lacrosse	7-14	B	14	230	NA	3/1-6/15	All	Buckingham Friends, Tamanend, Heritage Buildings Office Complex	\$75		Need practice and game fields
Softball	9-14	F	2	20	NA	3/1-6/15	All	Burpee	\$75		Need another field; share Burpee with DAA,
TOTAL			48	1015	About 700						
Warrington Soccer Club											
Soccer - Spring	6-18	B	65	1000	165	3/15-7/1	All	Turk, CBSD, Voc Tech, Warrington Fellowship Church, Camp Neumann, IPW, Pickertown Road, Hidden Pond, Dark Hollow, Meyer Way.	\$75	Cut grass	Participation up 50 percent, need 2-3 more fields Some fields listed are suitable only for practice.
Soccer - Fall	6-18	B	140	2550	1900	7/1-12/15	All	Turk	\$75	Cut grass	Need practice space, 2 more fields needed now; additional field needed to add U5
Soccer - Winter	16-19	M	5	100	25	Winter	NA		\$75		
TOTAL			210	3650	2090						

- Overlapping field design results in organizations vying for the same space; irregular patterns of use affect play for sports using the same space for different purposes.
- Field scheduling is complex. Organizations tend to ask for blanket permission for field use. As a result there are built in inefficiencies in field scheduling with respect to fields going un-used when other groups are being turned down because theoretically the fields are scheduled.
- Field space is so tight that the 15 field hockey fields at Lenape/Community Fields complex actually share boundary lines.
- The lack of parking is a problem in most facilities. Access to parks is often a challenge.
- Year round play precludes the use of overlapping facilities. It also places more wear and tear on the fields requiring a higher level of maintenance.
- To enable younger players to have more contact with the ball, soccer leagues are fielding a smaller number of players during games and practice e.g. eight or six players on a side instead of 11. For younger children more but smaller fields than full size fields are needed.
- The volume of work involved in sports, facilities, programs and sheer number of participants warrants a paid staff person in the Central Bucks area just to coordinate things. At present all facility scheduling is done by hand. Computerization of scheduling of fields and facilities would provide more efficient and maximum use of facilities as well as information for decision-making, planning and policy formulation. Explore and purchase league-scheduling software.
- Lack of field lighting is a problem with fall, winter and spring sports when available daylight limits practice and play time.

Sports Suggestions

The organizations recommended the following:

- Sports complex with indoor and outdoor facilities with lights.
- Fields designed and constructed as athletic fields by landscape architects with expertise in sports field design and construction.
- Lighting for fields and game courts.
- Consider alternative playing surfaces for practice and games.
- An effective field scheduling system for Central Bucks School District facilities using a computer software system.
- Create an effective working relationship between sports groups and the School District.

- Create a mechanism through community parks and recreation municipal services to facilitate a defined communication and meeting system for sports organizations to discuss common issues and work collaboratively to share both the responsibility and use of facilities.
- Create partnerships among municipalities, school district, private schools and sports organizations.
- Improve the quality of the facilities and consider the long term constant use the facilities get.
- Seek land for active recreation; consider land by the proposed Route 202 Parkway that might be available as a result of the Parkway plans.
- Add restrooms and maintain them. Develop a policy for the type of parks that should have restrooms and the type of parks that would be assigned porta-potties.
- Consider adding a sports coordinator for the area for organizing, coordinating and scheduling facilities for the municipalities and the School District.
- Create facilities for adult use. Adult recreation is especially important with the growing group of active senior adults and the retirement of the baby boomers.
- Establish a municipal league sanctioning policy before any further splintering of sports leagues occurs and to be prepared for additional sports groups emerging with their own individual needs and field demands.

Doylestown Community Council on the Arts

The Arts Council, comprised of volunteers from the Township and the Borough, is a thriving organization that secures grants, sponsorships and hosts the community's summer concert series. The Pennsylvania Council on the Arts partially funds these cultural programs through grants. About a dozen sponsors also contribute to supporting the summer concert series. The summer concert series is successful regionally. A permanent amphitheater structure should be considered to host this fine performing arts program.

Doylestown Bike & Hike Committee

The Bike & Hike Committee is a Township and Borough committee that has planned, secured grants, and developed the Bike & Hike Path connecting the community. This pathway system enables people to participate in the popular activities of walking and biking at their own discretion. About 12 miles have been constructed and another 12 miles are planned.

Doylestown Library

Located in the Cultural District on the campus of the Mercer Museum and the Michener Museum, the public library is a community treasure. It is the busiest library in Bucks County. In addition to lending books, videos, cd's and reference services, the library offers programs and special events such as speakers as well as a conference center. A variety of recreational reading programs are offered year round with a major one for children in the summer. Throughout the year, book clubs, story times and special events are held. The

library was subject to significant budget decreases that affected libraries statewide and which resulted in reduced hours, including the elimination of Sunday hours in 2004. The library also offers the Pearl Buck Public Meeting Room that is available for community meetings and gatherings.

Central Bucks School District

The Central Bucks School District is vital to community recreation. The Central Bucks School District offers interscholastic and intramural sports, clubs, and events related to educational services. The Central Bucks School District Community School offers year-round educational/recreational programs including Summer Kids, Evening School, and an aquatics program. Summer Kids is an eight week long summer camp at three elementary schools which offers before and after camp hours and transportation to meet the needs of working parents. The School District also offers "holiday" camp between the official camp season and the end of school to cover the time needed by working parents for their children. The community aquatics programming includes instructional swimming, competitive swimming and diving. The program is so large that the e-mail list has been considered "spam" by Comcast. The Central Bucks Evening School Serves thousands of participants annually. The evening school offers over 200 programs in fall and the winter/spring sessions.

CB Cares (formerly Central Bucks Healthier Communities Team)

CB Cares coordinates the 40 Assets program with youth and teens in conjunction with Doylestown Hospital, the Central Bucks School District, Doylestown Township, Doylestown Borough, other non-profit organizations and business partners. CB Cares has facilitated public conversations about youth gathering in the town center and sponsored Y2C, teen live music events with local bands at Central Park. CB Cares also sponsors annual workshops in which high school students identify and discuss community issues and opportunities. It is rooted in the philosophy of planning with youth and not for youth. CB Cares is a very productive force within the community that is looked upon as an organization that fosters collaboration.

Central Bucks Family YMCA

The YMCA on its 20-acre campus offers year round fee-based programs and services for people of all ages and interest in the community. A very popular community facility, the YMCA is undergoing a capital campaign for facility expansion. The YMCA has an indoor pool, fitness center, teen center, skateboard park, gym and activity rooms.

Mercer Museum and Fonthill

The Bucks County Historical Society manages the Mercer Museum and Fonthill. About 110,000 people from around the world visit the Mercer Museum and Fonthill annually. The Mercer Museum offers a variety of programs for all ages including an audio guide of the collections, grade-specific school programs, family craft activities, craft demonstrations and classes, and a summer craft camp for children. The annual Folk Fest held on Mother's Day weekend generates thousands of visitors for the two day event, one of the most popular events of its kind in Pennsylvania. Fonthill's programs are offered to the public including guided tours, special "Behind-the-Scenes" tours, programs

specifically geared to students, holiday events (such as an Old Fashioned Fourth of July), and murder mysteries.

Tourism: Essential to Doylestown's Economic Vitality

About 135,000 people visit Doylestown's museums annually. Each person spends about \$70-100 a day in conjunction with a museum visit. This contributes \$12 to \$14 million annually to the local economy. The Bucks County Convention and Visitors Bureau reports that about one third of the visitors to Bucks County go to Doylestown. Activities visitors engage in include: shopping (77%), historic sites (56%), fine dining (48%), outdoor recreation (41%), antiques (34%) art museums & galleries (30%), theaters (15%)

Moravian Pottery and Tile Works

The Moravian Pottery and Tile Works, a National Historic Landmark, is maintained as a "working history" museum by the Bucks County Department of Parks and Recreation. Handmade tiles are still produced in a manner similar to that developed by the pottery's founder and builder, Henry Chapman Mercer (1856-1930). The Tile Works offers training, workshops and internships in tile making. Three special events annually include Pumpkin Fest, Holiday Open House, and the Tile Festival. Held each October since 1991, Pumpkinfest is one of the largest two-day drug and alcohol-free event of its kind in Pennsylvania. Pumpkinfest is a cooperative effort of the Bucks County Council on Alcoholism and Drug Dependence and the Bucks County Department of Parks and Recreation. Pumpkinfest encourages community participation involving school, community and church groups, civic associations, businesses, other organizations and interested community members. The special events are held on the grounds of the Tile Works and Fonthill.

Michener Museum

The Michener Art Museum offers innovative programs, designed to stimulate, excite and encourage people to explore their creativity, develop critical problem-solving abilities, and expand cultural heritage awareness. Classes are small and are taught by professional artists and trained educators. The Museum offers rotating exhibits, special events and programs.

Doylestown Art League

The Doylestown Art League was founded in 1959. The League offers art instruction, speakers, a lending library and exhibits of local artists. The League is based in the James Lorah House and has monthly membership meetings.

Central Bucks Senior Center

Located in Doylestown, the senior center is the hub of activity for active senior citizens. Operating Monday through Friday, the center offers activities, special events, education, fitness, trips, health and wellness support. The Center has about 750 members.

Program Analysis

Recreation programs and services are important in Doylestown. The public recognizes the municipalities for providing effective services and in responding to public needs. The Township provides most of the on-going public recreation programming year-round through its fulltime year round department. Since the Borough operates with a part time recreation staff, programs are smaller in scale and concentrated in summer months. Township and Borough residents use the programs and services in both municipalities. Collaboration in recent years has yielded the joint summer performing arts series, the Kids' Triathlon, and the Bike & Hike Committee. Private sector support has generated programs such as Oktoberfest, Pumpkinfest, the Doylestown Arts Festival, Mercer Museum Folk Festival, the Univest Bike Race, First Night, and the Memorial Day Parade. Events by the cultural and county institutions are major happenings drawing both local residents and tourists. Examples of these include the Folk Fest, Pumpkinfest, educational programs, and summer camps.

Programming for Diverse Age Groups

Programs and services are available for people of all ages and interests.

Programming by Gender

Both males and females participate in the recreation programs. Doylestown insures that recreation opportunities are available for both genders. The challenge is to establish policies that support growth in participation through facility allocation and operation of sports leagues. It is important to avoid policies that allocate facilities based only upon historical precedence that virtually eliminate access to facilities by new leagues or activities. There should be equal access to recreation facilities for both males and females.

Program Structure

Doylestown Township Parks and Recreation Department offers different types and lengths of programs and program formats. In addition to the traditional multi-week programs, the Department offers special events, single time programs, and concert series. Borough programs are rooted in the popular summer recreation program. The collaborative programs such as the performing arts series have proven to be the most popular public recreation programs as evident in attendance and the findings from the survey, focus groups, and interviews.

Program Fees and Revenue Philosophy

The Borough does not charge user fees and provides recreation services without cost to the participant. Doylestown Township charges fees that are fair and priced to be a public service. Cost recovery of programs is a goal for recreation programs that benefit a defined user and not the public at large. Free special events such as the concert series and the Arts Festivals are important since these reach the broadest range of the residents of all age groups. Parks and recreation is a public service and equitable access is important for all residents. About three percent of the community lives in poverty so provisions for those in need should be made. Doylestown community recreation programs serve non-residents as well. Non-resident participation in Doylestown community programs serve the citizens

well as friendships and community based organization relationships cross municipal boundaries. The fees generated through non-resident participation contribute the support of parks and recreation in Doylestown.

Program Schedule

Three programming seasons are offered winter/spring, summer and fall in the Township. This schedule corresponds with the public school schedule of Fall, Winter/Spring, and Summer and works well in terms of advertising, program planning, registrations and customer service. The Borough's programs are in the summer which corresponds with the School District's summer schedule.

Year-Round Recreation

One of the major limitations of public recreation program is the lack of indoor recreation facilities with a gym, pool, fitness center, and activity rooms. School facilities are limited for recreational use by their time available. While the schools could be important sources of indoor facilities, there are inherent limitations. Many groups are competing for the same facilities. The school programs have top priority for schedules. The Township and the Borough are considered permittees of school facilities and not community partners.

While gyms for organized sports are needed, other indoor facilities to serve people of all ages, interests, and abilities are needed. Drop-in activity space, fitness facilities, gyms, pools, and community meeting rooms are usually spaces that enable people to participate in an active healthy lifestyle year round at all ages throughout the lifetime.

The Township recently renovated a building in the municipal complex as a community activity center. This will expand year-round recreation opportunities.

A performing arts center has been under discussion for over 18 years. A strategic plan that includes a feasibility study for operations and management should be considered by a private non-profit organization and not the municipalities.

Good Service/Good Will

The public participation process found that the goodwill towards the Township and the Borough in terms of parks and recreation creates an overall favorable impression of Doylestown and municipal government.

Program Planning

Doylestown Township has a Program Coordinator position to assist the Director in program planning, implementation, and management. The program coordinator has helped to expand programs, increase participation, and generate positive evaluations by participants. Great recreation programming does not just happen: it requires expertise, training, creativity, and a willingness to take risks. Recreation programs must meet client needs for socialization, enrichment, creativity, adventure, and physical and emotional well-being.

The Borough's seasonal Director of Parks & Recreation is responsible for program planning and management. In addition, volunteers and businesses have stepped up to plan

and implement programs/events such as First Saturday Chess, the Memorial Day Parade, Doylestown Arts Festival in the fall, Mercer Museum Folk Fest on Mother's Day weekend, First Friday, First Night, the Univest Bike Race, and the Kids' Triathlon.

An important area where the Township and the Borough could make gains in expanded services is through more coordinated program planning. More communication and coordination in program planning would result in new programs as well as less duplication of services or competitive programs being offered at the same time. The Summer Concert Series is a model to illustrate how productive Township/Borough collaboration can be.

Program Registration

Program registration is by mail or drop in. Expanding this to include Internet registration and credit card payments can increase registrations and decrease staff time. Accepting credit card payments and Internet registrations are worthwhile in terms of customer service, staff productivity and management.

Program Promotion

Doylestown Township mails out its Program Guide to every household. The Township and the Borough each have a WEB site, a newsletter, and advertise in the newspaper. A joint program guide and a joint WEB site represent other possible ways to collaborate. One of the challenges to promoting recreation is the Central Bucks School District's policy to eliminate the distribution of promotional fliers about recreation programs to school students. This was a valuable way for the municipalities to promote recreation programs and events.

Program Evaluation

Doylestown Township evaluates its programs on a continuing basis. Written participant evaluations show satisfaction at the 80 percent mark or better which is very favorable. The Township also uses the written comments from the evaluations to guide program changes for enhanced public service. Program evaluation is done on an informal basis in the Borough through seasonal staff.

Self-Directed Programs

Residents want self-directed recreation opportunities such as trails, bike paths, fitness facilities, scenic areas, and to have access to natural areas. The survey shows that these are among the most preferred activities. The role of the municipality is to provide the facilities and to make people aware of them. By developing these facilities and then advertising their locations along with how people can use them, Doylestown can facilitate public recreation on an un-scheduled, self-directed basis. This could be done on the WEB site. The Bike & Hike Path is enormously popular and treasured according to both observation of trail use and the findings of the community survey

Conclusions and Recommendations

The Doylestown area offers a wide variety of recreation opportunities year-round. Municipal parks and recreation services have developed an important niche: providing the foundation for services that spark life-long healthy active life styles. The residents can explore many different types of activities in public recreation programs and then move on to other enterprises or organizations in the region that offer a higher level or advanced program of choice. Research shows that most adults continue to participate in the activities in which they participated as children.

It is impossible to underscore how important public recreation is especially for children, youth, families, and senior adults.

The following conclusions and recommendations are numbered for ease of discussion and do not reflect the rank order of importance

1. Focus on the role of launching lifelong active, creative, healthy lifestyles.

Continue to create, deliver and promote a full array of services and facilities that enable people of all ages to explore a host of recreation opportunities.

2. Move into the next important program area: nature.

Use the new natural area in Central Park as a springboard for this program area. Build upon successful efforts like Castle Valley Park and incorporate additional natural areas in to the park system such as Neamand Park, the Varcoe Tract, Dairy Queen Woods, Belvedere, the trails in Maplewood woods and potentially, the Penn DOT site. Consider partnerships with the Peace Valley Nature Center and the Central Bucks School District in environmental education.

3. Increase the focus on lifetime fitness and wellness programs.

Consider developing a programming mission for this area that would be rooted in a community wellness committee including CB Cares, Doylestown Hospital, Central Bucks School District, Township and Borough Parks and Recreation management, health care providers, PANA (Pennsylvania Activity and Nutrition Advocates) and others. Work in partnership with CB Cares with respect to programs with teens and youth and with the Senior Summit Committee for senior adult programming. Seek grants to fund a pilot project to be developed in Doylestown targeted at lifetime activity through family recreation. Community fitness and wellness is important for all ages from the youngest to the oldest citizens, both male and female.

4. Continue to promote communication among sports organizations and coordinate and schedule facilities in the Doylestown community.

Provide a regularly scheduled forum for sports organization on a periodic basis throughout the year for the purpose of improving public service through sports in the Doylestown Community. Consider studying facility use on a School District wide basis as a primary goal. Because players participate in sports across municipal boundaries, land is scarce and expensive, and there is a need for more fields, field lighting, a sports complex(es), improved facility scheduling to maximize fields, and improved athletic field maintenance. With over 15,000 players in youth sports in the Central Bucks area, the figures alone support the need for a dedicated focused

initiative to deal with all the issues involved. Consider creating a position for an athletic field/sports coordinator.

5. Develop a vision, mission and program goals for the Activity Center

The Activity Center is being used for public recreation purposes as a primary indoor programming facility for Doylestown Township. It is important that there is a vision, mission and goals on which all planning and decision-making should be based.

6. Explore the merger of Township and Borough recreation programs and services.

Using the Community Council on the Arts and the Bike & Hike Path Committee as models, move into the next area of collaboration, community recreation programming. This would spawn expanded programs and services, improved ways of advertising, reduction in duplicative services or unnecessary competition, and enhanced public service. Establish a committee representing the Township, the Borough, the School District and other key stakeholders as advisors to the planning process to move the merger ahead. Consider having an elected official from each municipality and the school district on the advisory committee. Set a one year time frame for the study and implement projects that could build success as soon as identified. In the meantime, establish a formalized communication system for program planning between the Township and the Borough to insure maximizing staff time and resources while avoiding potential program conflicts or duplication.

7. Use Rec Ware Software for program registration, tracking, and decision-making.

Develop a targeted market to use e-mail as an advertising vehicle for identified clients. Identify types of information and reports that should be produced. Consider how the software could be shared effectively in the Township and the Borough.

8. Create a plan for managing a pedestrian bike friendly community for the town center.

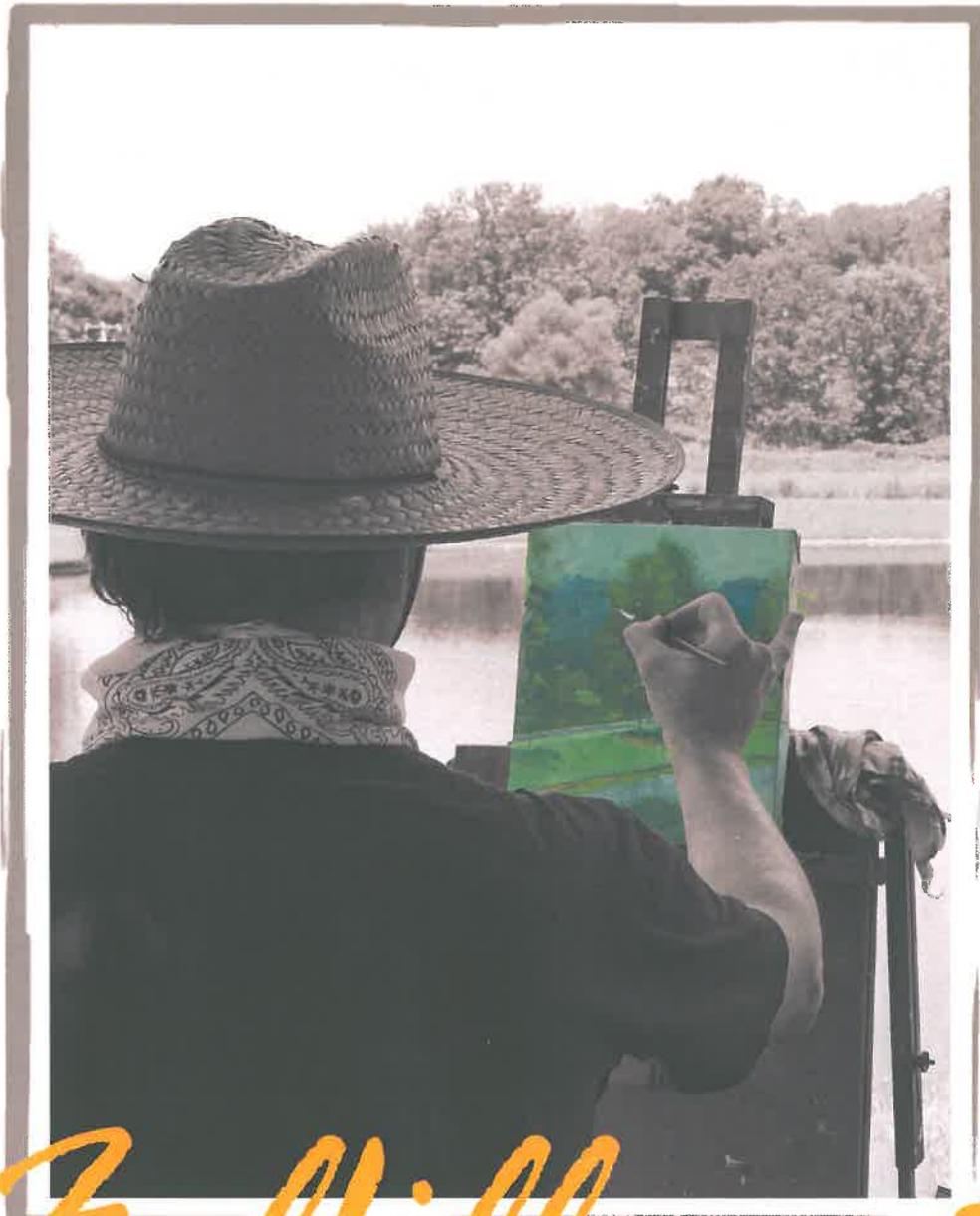
Doylestown has been named as one of the ten best little towns in America and is consistently pointed to as a model of a thriving vibrant community¹³. This success is mixed with the challenge of many people using the downtown as a community gathering space. While there has been much discussion about the issues, actual strategies with real solutions are needed that probably require some creative methods that may have been successful in other metropolitan communities throughout the United States and even abroad. Consider retaining an expert in the public use and design of urban spaces to come in to look at how the space is being used, where the conflicts are and to make recommendations about design enhancements and, most importantly, management methods to enhance the downtown as a welcoming friendly place and to minimize "people" conflicts.

¹³ Brookings Institution. (2003) **Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania**. Washington, D.C.: Brookings Institution. P.

9. Encourage further study of a Performing Arts Center as a private sector effort.

Provide technical assistance regarding the parameters of a feasibility study to a community-based organization that may emerge to undertake the planning work. The charge of the community based organization would be to assess the PennDOT site (or others) as a possible location, establish a vision and a mission statement, define the building program, ascertain construction and operating costs, flesh out the management framework, establish two budgets: capital and operating, and determine funding sources for capital construction and for annual operations. Long term, the cost of operating the center will greatly exceed the cost of capital development. Consider establishing a policy that any major donations for capital construction will require a trust fund to offset the operating costs of the donated facility or portion of it. Serious consideration of a project of this magnitude warrants designation of a project manager, planning schedule, identification of steps required with dates for implementation. The time frame should be two years to conform PennDOT's schedule for vacating the site.

Chapter 5: Management and Financing



Fulfillment
... For a lifetime



Chapter 5: Management and Financing

Park and Recreation professionals need a diverse set of skills and techniques to manage the complex systems in the ever-changing and demanding world of public parks and recreation. Successful operations are rooted in effective management. While it is important to do things right, it is even more important to do the right things.

Long term, about 75 percent of the cost of public parks and recreation is in maintenance and management. While the focus of park and recreation planning tends to be on land acquisition, facility planning, and development, the heart and soul of a parks and recreation department lies in management. Securing funding for capital improvement projects is comparatively easier than getting adequate funding and staff to manage the facilities, lands, and services.

The Doylestown community has worked creatively and effectively in developing premiere parks, recreation, and open space system that is unique in Pennsylvania. Public parks and recreation here is a mix of large parks, close-to-home neighborhood parks, and a lively town center all connected by a regional hike and bike path. This success has led to great management challenges as a result of the increased usage and often competing demands for the use of the same space whether that be athletic fields or the public spaces in the Borough.

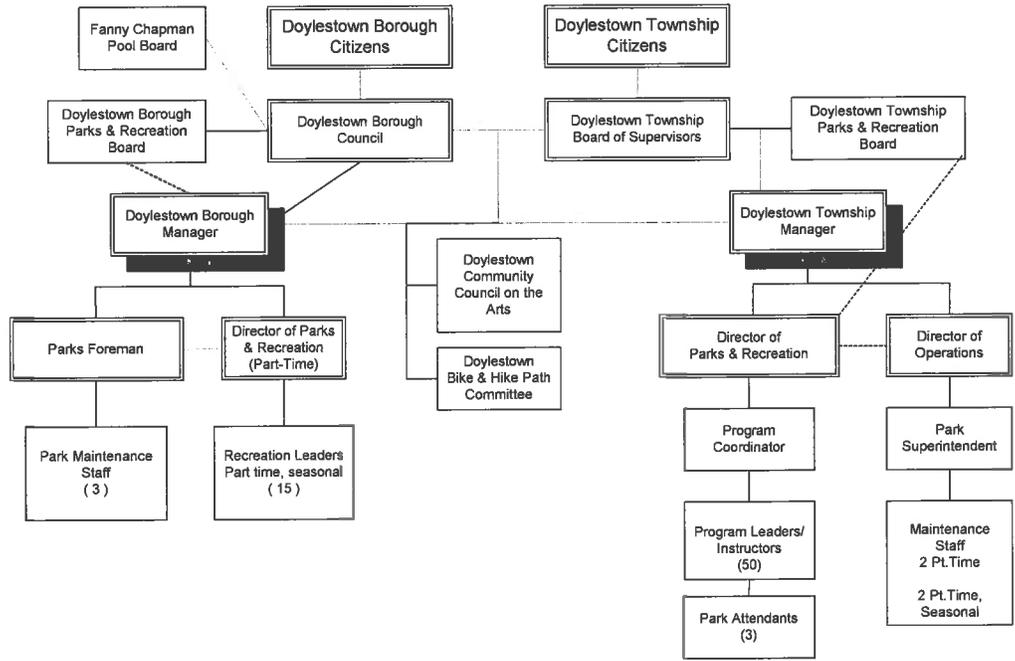
Purpose of the Management and Financing Assessment

The purpose of the management and financing assessment was to work with Doylestown Township and Doylestown Borough in taking a fresh look at operations, revenues and expenditures. The assessment addresses organizational structure, volunteer advisory boards, staffing, employee development, public involvement, maintenance, information, and budget including revenues and expenditures.

Parks and Recreation Organization

Figure 3 depicts the organizational structure of Doylestown Community parks and recreation systems. Insert Figure 5-1 Organizational Chart

Figure 3
Doylestown Community
Parks & Recreation Organization Chart



Management

The Doylestown governing bodies have empowered professionals working for the municipalities to implement policy. This strategy to promote the day-to-day operations and planning by people trained and experienced in their professions, has produced a high caliber of innovation and collaborative management that has resulted in optimum public service with limited resources.

It is important to document in this assessment the central position and contributions of the Borough Council, Township Board of Supervisors, and the Township and Borough Managers in the effectiveness of a team approach to parks and recreation. The Township and Borough Managers have taken an active role that has been vital to the success of the parks and recreation system, which has brought parks, recreation, and open space to front and center in the community as an essential public service. This is an unusual and favorable scenario. Throughout the planning process, the close and effective working relationship among the “parks and recreation team” underscores how the Township and the Borough accomplish so much with limited human and financial resources.

As depicted in this chart, the Township has a full time professional parks and recreation system. The Borough operates with a part time recreation staff under the professional Director of Parks and Recreation and a full-time year round park maintenance crew under the Public Works Department supplemented by seasonal maintenance staff. Most significant is the joint planning and operation of important parks and recreation elements between the Township and the Borough: the Performing Arts Council, the Hike and Bike Path Committee, Kids’ Triathlon, and their partnership for the development of this plan. The Township and the Borough also have an excellent informal collaborative approach to many aspects of parks and recreation such as maintenance and special projects. The chief management positions include:

Doylestown Township

- Director of Parks and Recreation
- Program Coordinator
- Director of Public Works
- Parks Superintendent

The Township employs about 50 seasonal and part-time employees for recreation programs and park maintenance.

The Director is a Certified Parks and Recreation Professional (CPRP) and a Certified Playground Safety Instructor (CPSI), a national certification based upon education and experience under the National Recreation and Park Association. The Director is responsible for the overall management and administration of the Parks & Recreation Department including planning, directing, controlling, and evaluating all aspects of the system including personnel, administration, programs, services, promotion, financing, parks planning, coordination with the Borough, and all other matters. The Director works closely with the Director of Public Works and the Park Superintendent. This coordination involves park scheduling, park use permits and assistance with partners and other community organizations. The Parks and Recreation Director is responsible for

implementing the policy directives of Board of Supervisors through the Township Manager.

The Program Coordinator is responsible for planning, directing, and evaluating community recreation programs and activities. The Coordinator assists with the supervision of seasonal and part time recreation staff, participates in planning projects, and provides input for the operation and management of the department. This position is integral to Township operations as the focus is on day to day activities and short term planning. It enables the Director to focus on long range planning, goals, and projects that would be impossible to address if dealing with the day-to-day details was required.

The Director of Public Works is responsible for managing and maintaining the infrastructure of the Township including roads, buildings, and grounds, including park maintenance. The Directors of Public Works and Parks & Recreation have an effective working relationship.

The Parks Superintendent is responsible for maintenance management of the parks. He is responsible for planning, directing, controlling and evaluating park and recreation facility maintenance. The Director of Parks & Recreation and the Parks Foreman work closely together to achieve Township goals in terms of care of the parks.

Since people and positions change over time, it is important to underscore the importance of a strong system of internal communication among the Township Manager, Public Works, Parks Maintenance, and the Parks & Recreation Director. The goal of effective communication is to insure that everyone has the same vision and goals for what needs to be accomplished in parks and recreation. Close direct communication between the Parks Superintendent and the Parks & Recreation Director is particularly important.

Doylestown Borough

- Recreation Director (part time)
- Park Foreman
- Pool Manager

The Borough hires about eight to ten seasonal and part time staff for recreation programs and park maintenance.

The part-time Parks & Recreation Director plans and manages the summer recreation program and assists in overseeing special events such as the Summer Performing Arts Series. This encompasses the summer playground program, summer children's performing arts program, sports leagues and coordination with other providers that may request the use of Borough facilities.

The Park Foreman, (CPSI certified), is responsible for planning, directing, and evaluating park maintenance. This is a complex position in the Borough as the downtown essentially functions as a public park space. The range of responsibilities include everything from sports field maintenance to the important tasks that support the charm and character of the Borough ranging from seasonal hanging baskets and flower watering to the care of the pocket parks and other public spaces. The hanging baskets are a project of the Doylestown

Business Community Alliance (DBCA). Maintenance in the Borough is very similar in character and importance to the great cities and destinations in the country. The Borough's distinction in being named as one of the ten best little towns in the United States by National Trust for Historic Preservation underscores the importance of high caliber maintenance. Interviews with Visitors Bureaus statewide including those serving Bucks, Montgomery, Bedford, Somerset, Pike, Monroe, Centre, Columbia, Montour, Union, Snyder, Lehigh, Northampton, York, Adams, and Lancaster Counties have found that they will not promote a destination unless it has top notch maintenance and an exemplary appearance.

In addition to the Borough staff, the Fanny Chapman Board is responsible for the management and operation of the Fanny Chapman Pool. The Board hires a Swimming Pool Manager, Assistant Manager, and a seasonal aquatics staff including water safety instructors, lifeguards, and attendants.

It is important to highlight the importance of the Borough Manager and his contributions towards the success of parks and recreation in the community. The Borough Manager essentially serves as the point person for parks and recreation since there is no full-time parks and recreation professional in place. Under his leadership, the Borough has been revitalized with a thriving town center and a regional destination. He fosters town planning to create a "town within a park".

Volunteer Advisory Boards and Committees

Doylestown Township and Doylestown Borough each have a Park and Recreation Board. These boards are advisory with members appointed by the elected body of the respective municipality. The boards meet monthly to provide general guidance, support and recommendations about community parks and recreation. They do not make policy or oversee daily operations which are the responsibility of the professional staff. They focus on parks and recreation within each of their jurisdictional boundaries.

In the Borough, the Fanny Chapman Board oversees the operation and management of the swimming pool complex and its programs. The professional staff oversees special events with the support of the volunteer committees. In the Township, the Oktoberfest Committee works on the planning and implementation of the municipality's major community event, Oktoberfest. This requires year-round planning, sponsorships, and extensive staff time. The Borough created a committee for the Kids' Triathlon that was first held in 2006.

Other volunteer committees operate outside the parameters of parks and recreation. However, the professional staff and members of the respective governing body sit on the boards and participate in planning and implementation. While this has the appearance of "volunteer time", it is actually an assigned duty with commensurate work hours for the staff. These hours include traditional "non-work" hours such as New Year's Eve and summer evenings; this is the nature of public recreation but needs to be recognized as part of "official duties". This results in significant extra hours beyond a traditional nine-to-five schedule such as 318 hours logged in by the Parks & Recreation Director in excess of regular hours. Examples include First Night, Annual Arts Festival and the recently created Active Aging for Senior Citizens Committee, and the Chamber of Commerce's spring performing arts program, Bucks Fever. These committees operate with volunteers along

with the support of the municipalities in all aspects of the event from program planning to on-site volunteering. The challenge of such committees that continually spring up is restraining the involvement of parks and recreation professional staff. They already have a full workload and participation in such committees tends to imply that the professional staff is available for work for the committee.

Joint Doylestown Community Boards

The Township and the Borough have joined forces with three committees. They include the Hike and Bike Committee, the Council on the Performing Arts, and Joint Parks, Recreation, and Open Space Plan Study Committee.

The Bike and Hike Committee has been in place since 1993. The Committee includes representation from both municipalities including the Borough Manager, the Township Manager, interested citizens, landscape architects, engineers, Central Buck School District, Doylestown Hospital, and business owners. Under their leadership, the community has established about 12 miles of bike paths connecting parks, the town center, schools, cultural institutions neighborhoods, the transportation center, Delaware Valley College, and Doylestown Hospital. The Committee achieved this through volunteer time, municipal support and grants.

The Council on the Performing Arts also includes representatives from both municipalities. The committee is responsible for the successful annual summer concert series which is very successful which is the highlight of the summer season drawing as many as 6,000 people to a concert. The concerts are held in both the Township and the Borough. The committee participates in the selection of performing artists, obtaining sponsorships, and volunteering at each concert.

The JPROS (Joint Park, Recreation and Open Space Plan) Committee was a joint venture of the two communities. The committee members included elected officials, Central Bucks School Board representative, park and recreation board members, Council on the Performing Arts members, county planning, community sports, the arts, Bucks County Parks & Recreation Department, the environment, senior adults, municipal managers, Public Works Department, and park and recreation professionals. Together the municipal representatives worked collaboratively to achieve of balanced park, recreation and open space plan.

CB Cares coordinates the 40 Assets program with youth and teens in conjunction with Doylestown Hospital, the Central Bucks School District, Doylestown Township, Doylestown Borough, and business partners. CB Cares has facilitated public conversations about youth gathering in the town center and sponsored Y2C, a teen live music event with local bands at Central Park. The Team also sponsors annual workshops in which high school students identify and discuss community issues and opportunities. It is rooted in the philosophy of planning with youth and not for youth. CB Cares is a very productive force within the community that is looked upon as an organization that fosters collaboration.

Parks and Recreation Operations

The current organizational structure supports both independent and joint municipal parks and recreation operations. The multi-municipal boards model how effective the collaboration between the two communities is. Looking at how parks and recreation operations could be enhanced or expanded collaboratively would be beneficial for both communities. This section presents information about the functional areas comprising parks and recreation operations. These areas include recreation programs, public relations & promotions, maintenance, volunteerism, employee development & training, partnerships & sponsorships, and risk management.

Recreation Programs

Both municipalities offer recreation programs and activities. Separate program planning can lead to duplication of services and programs which could jeopardize program success. The Township is the primary provider of year-round services. The Borough offers seasonal services. A major finding of the recreation program assessment is that the citizens of both municipalities do not distinguish between the Township and the Borough. The surveys found that the citizens use parks and programs in both communities without regard to residency. Gaps in program opportunities such as in nature and fitness exist. Joint program planning would enable the municipalities to have staff that would complement and round out management needs. The addition of significant programs or program areas needs to be carefully evaluated to insure that adequate staff, funding and/or partnerships are available to deliver a top quality program. It is better to run fewer programs at top quality than more programs at a lower quality.

In the future, the direction for community recreation programs and services could be considered as a joint Borough and Township operation. Merging departments would enable the municipalities to define the types of positions needed to serve the public efficiently and effectively. Consider creating an intergovernmental agreement for parks and recreation. This would provide a consolidated approach to parks and recreation that is now working well in defined program areas such as the Council on the Performing Arts and the Bike & Hike Committee.

Public Relations & Promotions

Getting the word out on programs and services is particularly important in the Doylestown Community where a variety of activity choices are available for the public. Establishing a joint image for parks and recreation building on existing success would be valuable. The image and information to be conveyed is a multi-faceted parks and recreation system that is targeted at launching life-long leisure interests for people of all ages.

- Consider developing one publication for both communities for parks and recreation.
- Consider having one website for parks and recreation.

- Consider designating one point person for centralizing communications for community parks and recreation.
- Submit nominations of community parks and recreation programs and projects to PRPS Awards Program annually. Examples could include the Program Guide, collaborative planning, development, operations, and management.
- Work with the Central Bucks School District to explore a means of distributing Parks & Recreation program guides other than the sole current method of electronic distribution.

Maintenance

Park maintenance operates separately in each municipality. In both municipalities, the Parks Department falls under the auspices of Public Works. Park maintenance is performed in conjunction with public works functions. Township and Borough staff informally help each other out on maintenance and park projects. Maintenance could be part of a joint management plan between the Township and the Borough.

Maintenance is the single largest recurring expenditure in park and recreation operations. Over the lifetime of a park, about 75 percent of its cost is in maintenance while only about 25 percent is in acquisition, development, design, and construction⁹.

Routine maintenance has been a struggle in the parks. A holistic perspective on the parks should incorporate park planning, use policies, maintenance, and facility management. In order to do this, a formal, written maintenance management system should be developed and put into place. This would include policies, procedures, and standards for planning, directing, controlling and evaluating maintenance. Potential areas for consideration for maintenance in the future include the following:

1. **Develop standards of care for the facilities, parklands, and natural areas.** Not all park areas should be maintained to achieve a manicured appearance. Naturalization is better for the environment, less costly and in accordance with public preferences in the Doylestown community for natural resource conservation. Standards can and should vary within parks as well as among parks. To advance the standards of care concept, public education is required in order to inform the citizens that the municipalities are adopting a more naturalized approach. Otherwise, residents misperceive the naturalization as reduced maintenance. Information at park kiosks, mowing a pathway along newly formed meadows, and regular articles in the newsletters can all help to educate residents.

⁹ Lay, Francis. (1978). *Management of Grounds and Site Maintenance Operations. Manual of Site Management*, Environmental Design Press. p.4.

2. **Develop standards of time for accomplishing tasks.**
3. **Create a written maintenance management plan for the parks in the Doylestown Community.** Consider developing this maintenance plan jointly.
4. **Develop a maintenance impact statement for all capital improvements and park master site plans.** Look for alternatives to providing the maintenance with municipal forces and resources where possible. Involve the Park Superintendent and Foreman from the municipalities in the park master planning process and all design projects.
5. **Computerize the maintenance workload/cost tracking system.** Use the reports for planning, scheduling and allocating resources as well as in setting policies such as fees and charges. Use grant funds to purchase computer software for maintenance tracking. Network with other park maintenance managers elsewhere to determine how they use computer software for effective maintenance planning and management. A formal maintenance management system with current written documentation of maintenance tasks and repair of facilities in need of attention will help to reduce the municipalities' exposure to liability and litigation. It will also provide accurate, timely reporting and enhanced accountability of resources.
6. **Explore the concept of establishing Site Watch in Doylestown.** Use the Upper Dublin model to adopt Site Watch here in partnership with the Central Bucks School District. Site Watch would be a joint program (possibly school district based), thus fostering consistency in public expectations about sports field use and regulations regarding use. This will help to deal with issues such as "rogue teams" that use fields without the required permits; use of sports fields when they are too wet which causes serious turf damage; and inappropriate public behavior. Site Watch is a roving crew of park ambassadors who look out for the parks and park visitors. They help to provide a presence in the parks that leads to proper and enjoyable use of facilities as well as some level of protection for parks, especially sports fields.
7. **Standardize park maintenance uniforms to increase public awareness and recognition of the parks and recreation system.** Uniforms foster the professional image of parks and recreation.
8. **Consider joint planning between the two municipalities regarding park and recreation facility maintenance.** Involving the Township, the Borough and the School District in a collaborative program of sports field use and maintenance would result in higher quality maintenance at less cost with greater effectiveness than any one organization could do independently.

Maintenance tasks that are done on an emergency basis cost seven times the cost of a task done on a regularly scheduled basis.

Volunteerism

In the Township and the Borough, volunteers are crucial to the success of parks and recreation. Organizationally, volunteers fall under the Parks and Recreation Director in the Township. In the Borough, volunteers support specified projects and programs working with the Borough Manager or Borough Committees and the Borough Council. Volunteerism should continue to operate as is with the support organizations, the volunteer boards, organized sports groups, service clubs, scouts, and community service projects. Because of the extensive amount of time that volunteers require in terms of recruiting, supervising, training and recognition, volunteerism in the Doylestown community parks and recreation should be concentrated on group efforts rather than individuals.

Employee Development and Training

Doylestown Township provides financial support for professional parks and recreation staff and for the park maintenance staff for training, education, maintenance of certifications and licenses (such as CPSI: Certified Playground Safety Inspector), conferences, seminars, annual meetings, memberships, dues, and subscriptions. The Director of Parks and Recreation and/or the Program Coordinator attend annual parks and recreation conferences and workshops held in Pennsylvania and the National Recreation and Park Association Congress. Doylestown Borough budgets for staff to attend conferences related to Borough operations, planning, and management. This includes parks and recreation training which the Parks Foreman attends. He is a Certified Playground Safety Inspector. While training opportunities are available, there is no formal employee development program. A training program would outline the development program for the staff over the next five years. This would be beneficial from two perspectives: it would be a sound approach to investing in the municipalities' largest expenditure in parks and recreation, labor, and it would provide a career development benefit for the staff.

Training is essential to keep up with regulations, technology, and trends. Regulations, guidelines, and standards in parks and recreation are evolving and deal with such diverse topics as herbicide and pesticide spraying, playground safety standards, trail planning and management, and health guidelines. Our changing society has resulted in issues that impact services for children and youth: child custody, abuse, discipline issues, juvenile justice, violence, substance abuse, and other major concerns that were not in the picture in the past.

Consideration should be given to the following actions for employee development:

1. **Conduct a training needs assessment within the Township and the Borough in terms of parks and recreation.** Coordinate the two municipalities to cross-pollinate the information and skill development. Identify the objectives of the training for the Department and the employee. Prioritize the training. Set the employee development for a five-year time frame, each year implementing the first year of the program and adding the fifth year.

2. **Phase in a budget of about one percent of the operating budget annually for employee development.** Phase in the training budget over the next five to ten years in order to reach the target allocation and investment.
3. **Include a variety of training modalities.** The employee development program can include in-service training; self-directed improvement through participation in seminars, conferences and so on; orientation for new and seasonal employees; rotating employees through jobs other than their own; brown bag lunch discussion sessions and networking with other parks and recreation departments. The idea is that training can be low cost and does not always have to be conferences. Consider including volunteer boards and organizations in the brown bag lunch training or breakfast meetings.
4. **Institutionalize the training by scheduling department training sessions or “pizza lunches” for this purpose.** The trainee would use this forum to present summary information of how the training could be applied in the community parks and recreation system as well as to distribute materials or other media obtained at the training program. This would be an effective tool in strengthening the unification of parks and recreation communitywide.

Partnerships and Sponsorships

Partnerships with other organizations in the community enhance public service at reduced costs. Partnerships and sponsorships are the foundation for the major community events in Doylestown including Oktoberfest, the Arts Festivals, Summer Concert Series, Golf Outing, Kids’ Triathlon, Univest Bike Race, and other activities and events. Businesses in the area provide donations of materials, supplies, and funds. With the great many cultural, social, recreational, and sports organizations in the community, obtaining partnerships is a great challenge and getting to be more difficult. Finding new and creative ways to package projects that make parks and recreation alliances highly visible and very desirable to businesses from a marketing perspective will be crucial in the future.

Central Bucks School District

The School District plays a pivotal role in public recreation in the community through the provision of facilities and in the involvement of school district officials in community initiatives such as CB Cares. Examples of School District involvement include the following:

- Use of sports fields for community recreation and sports.
- Use of gyms for youth sports leagues.
- Use of the school auditoriums for summer recreation programs offered by the Borough, for rain venues for the performing arts series, and First Night Activities.
- Provision of the Central Bucks Community School Program.
- Superintendent chairs the CB Cares.
- A School Board member served on the Advisory Committee for this plan. The School Board representative served as a liaison communicating the ideas and considerations from this planning process to the School Board for consideration.

- Facilitating community activities and meetings through provision of meeting space for community groups.
- Sponsoring grass roots efforts such as relief projects and fundraising for the projects such as assisting the victims of Hurricane Katrina.
- Distribution of Parks & Recreation information.

The relationship with the School District is currently based upon the use of facilities and the formal permitting process for facility use. During this planning process, the potential for a richer relationship emerged via the participation of a School Board member on the Study Advisory Committee and a work session with the Superintendent of the Central Bucks School District. The goal for community parks and recreation should be to establish a working relationship with the school district on programs and services for the community as partners in collaborative efforts. This is a relationship beyond the municipalities being merely applicants of the use of school space. Potential areas for collaboration include sports facilities, land, environmental education, maintenance management, and community wellness.

Sponsorships

The municipalities have worked diligently over the years to generate corporate sponsorships and partnerships with the private sector.

Doylestown Community Parks and Recreation Annual Sponsorships

- 25 Sponsors
- 150+Contributors

The municipalities should continue to develop, sustain, and enhance sponsorship for parks and recreation programs, events, and facilities. Policies should be formulated to govern major sponsorship opportunities and civic projects to insure that the project is consistent with overall goals and resource capacity to sustain the project over time if necessary.

Risk Management

The most effective measures that a municipality can take in reducing exposure to liability is to design and construct facilities properly and to have an effective maintenance management system. The formal maintenance management plan should incorporate written and/or computerized information tracking to document work performed, response to problems, and remediation.

Financing

Financing public parks and recreation services is a major challenge. The Township and the Borough have a stable tax base. The major areas to be considered in financing are capital improvements, operations and maintenance. A capital improvement budget is used for improvements that cost more than \$10,000 and last more than five years. Such

improvements include park and recreation facility development, purchase of major equipment such as trucks, or the rehabilitation of existing facilities. It could also include land acquisition. Many municipalities fund their capital improvement program through fees-in-lieu of dedication of parkland. As housing development slows, parkland and the amount of revenues generated from fees-in-lieu of dedication are decreasing as well. Other ways to fund capital improvements include grants and gifts, fundraising, bond issues, partnerships, and loans. An operations budget supports the daily operation of parks and recreation. The largest category is personnel salaries, wages, and benefits. An operations budget is funded through taxes, user fees & charges, grants, gifts, donations, and sponsorships.

Municipal Revenue Sources

Table 19 presents the sources of municipal tax revenues according to the Local Tax Enabling Act. Other municipal revenue sources include:

- ***Licenses and Permits:*** Revenues under this category are derived from cable television but also include revenues from permits for plumbing, zoning, alcoholic beverages, inspections, and occupancy permits.
- ***Fines and Forfeits:*** Fines from violations and accident reports.
- ***Interests and Rents:*** Property rentals such as meeting room rentals
- ***Grants and Gifts:*** The Township and the Borough pursue grant funding and donations for community endeavors.
- ***General Government Permits:*** Fees charged by the municipalities for regulatory actions regarding development, planning, and zoning hearings.
- ***Waste Collection:*** Fees for solid waste and trash collection.
- ***Public Safety:*** Charges for public safety include fees for inspections and accident reports to insurance companies.

School Districts

Pennsylvania's Local Tax Enabling Act empowers school districts to levy Special Purpose Taxes including a tax for Parks and Playgrounds at two mills (24 P.S. 20232 of the Act).

Municipal Financial Philosophy

Doylestown Township and Doylestown Borough share a similar financial management philosophy. Both operate with a high degree of accountability, a deep sense of responsibility to the taxpayers, and a strong commitment to excellent public service. Each operates collaboratively both within the municipality and between municipalities. This approach enables the communities to accomplish a great deal with limited resources. By working together and involving volunteers and private sector partners, the Doylestown Community serves as a beacon to other municipalities regarding what can be accomplished through collaboration and persistence. Results are highly visible and a

source of community pride including the Hike and Bike Path, Kid's Castle, the special events such as the performing arts series, Oktoberfest, and the Arts Festival. Each municipality pursues grants and other non-tax funding sources aggressively.

Table 19
Sources of Municipal Tax Revenues

Potential Tax Sources	Townships of the Second Class		Boroughs	
	Legal Limit	Doylestown Twp	Legal Limit	Doylestown Boro
General Purpose Tax Levies				
Real Estate	14 mills	7 mills	30 mills	5.475
Occupation	14 mills*	0	30 mills*	0
Act 511				
Per Capita	\$10	0	\$10	0
Occupation (Flat Rate)	\$10	0	\$10	0
Occupation (Millage)	No limit	0	No limit	0
Earned Income	1 percent	1 percent	1 percent	1 percent
Deed Transfer	1 percent	1 percent	1 percent	1 percent
Mechanical Devices	No limit	0	No limit	0
Amusement	10 percent	0	10 percent	0
Business Gross Receipts	1 mill wholesale. 1 ½ mills retail no limit other businesses	0	1 mill wholesale. 1 mill retail no limit other businesses	0
Special Purpose Taxes				
Municipal Building (or firehouse or lockup for Borough)	½ general rate	0	2 mills	0
Debt Interest & Sinking Fund	N/A		No limit	0
Pensions & Retirement	N/A		½ Mill	0
Firehouses & Equipment	3 mills	In real estate tax	N/A	0
Recreation	No limit	"	No limit	0
Debt Service	No limit	"	No limit	0
Permanent Improvement Fund	5 mills	"	N/A	0
Road Machinery Fund	2 mills	"	N/A	0
Library	No limit	"	No limit	0
Ambulance & Rescue Squads	½ mill	"	½ mill	0
Fire Hydrants for Water District	Apportioned cost	"	N/A	0
Fire Hydrants for Township	2 mills	"	N/A	0
Street Lighting	5 mills	"	8 mills	0
Street Lights for District	Apportioned cost	0		0
Debt Payment	No limit	0	No limit	0
Community Colleges	Up to 5 mills of market value of real estate	0	Up to 5 mills of market value of real estate	0
Municipalities Financial Recovery Program	No limit	0	No limit	0
Distressed Pension System Recovery Program	No limit	0	No limit	0
Emergency Management Tax	Up to \$52 for workers earning over \$12,000	\$52	Up to \$52 for workers earning over \$12,000	\$34
Shade Trees	N/A	N/A	1/10 mill	0
Special Road Fund	N/A	N/A	5 mills	1.25
Fire Equipment & Fire Houses	N/A	N/A	3 mills	1.25
Gas, Water, Electric Light	N/A	N/A	8 mills	0

* 5 additional mills with court approval

Capital Improvement Funds

Table 20 presents the capital budget for Doylestown Township and Doylestown Borough for years 2002-2006. The funds were used for park and recreation facility improvements such as game court resurfacing, park improvements, and stream bank stabilization.

Table 20					
Capital Improvement Budget and Parks & Recreation Debt Service					
2002-2006					
Item	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget
Doylestown Township					
Capital Reserve Improvement Fund					
Parks	44,971	134,383	78,085	16,489	69,324
Off-Site Improvement Fund					
Bike & Hike Path	46,627	6,826	65,334	32,134	294,000**
Shade Tree Program	4,849	5,635	5,000	825	5,000
Conservation of Natural Resources	15,483	19,184	15,247	0	0
Open Space Land Preservation Easements match	170,724*	4,087	2,640	0	0
YMCA Teen Center Project	2,500	2,500	2,500	2,500	2,500
TOTAL	240,183	38,232	90,721	35,439	301,500
Community Service Memorial Fund					
Cultural Recreation	9,341	13,100	2,500	24,573	0
Debt Service for Central Park Land Acquisition and Park Development					
Annual Payment				667,757	675,248
Doylestown Borough					
Parks & Shade Trees					
CIP	92,378	61,055	60,440	62,619	101,000

*-Bucks County Open Space Grant **- \$256,000 TEA grant

Major Grants and Private Funding

What the chart does not show are major capital improvements that were supported by municipal, volunteer, and private partners. These include about \$1.7 million for the Bike and Hike Path and Safe Routes to School which was funded by the Transportation Enhancement Act and Kids' Castle supported with \$200,000 from private fund-raising.

Revenue Sources for Capital Improvements

Doylestown Township's debt for Central Park will be retired in 2017. Revenue sources for capital improvements include the following:

- Grants: Pennsylvania Department of Conservation and Natural Resources
- Bucks County Open Space Funds for open space preservation
- Bond issue: Central Park
- Revenues from special events such as Oktoberfest and the Golf Outing
- General fund taxes
- Private fundraising

Potential Revenue Sources

Hotel Tax - With Doylestown being a major tourism draw for Bucks County, the area is a contributor to the county's overall economic strength. Visitors to sports events, historical attractions, cultural programs, and the vibrant town center generate overnight stays that result in tourism spending. As such, the community should benefit from the hotel tax in terms of support for development of projects and operations to sustain them at a premiere level that attracts tourists. It does not matter that there are no hotels in the Doylestown. Hotel taxes are collected county-wide and then used county-wide for designated purposes. Other counties including Montour, Centre, and York Counties, are dedicating a portion of the annual hotel tax for parks and recreation improvements and operations that attract and support tourism. Such a concept would have to be explored with the County Commissioners as well as with the Bucks County Convention & Visitors Bureau.

School Tax for Parks and Playgrounds – If a regional approach to parks for sports facilities that would serve both educational and recreation purposes move ahead, the law provides a way for school districts to levy a tax for such purposes. This would enable a partnership between the school district and the municipalities in future collaborative park efforts. This would benefit both people with children in the school district as well as provide enhanced use of school facilities for those without children in the public school system. With the current climate on school taxes as a result of district expansion through new and renovated schools, this idea would require careful consideration, a solid plan, negotiation, and public education.

Operating Budget

Table 21 presents the revenue sources for operating budgets for Doylestown Township and Doylestown Borough. **Table 22** shows the operating budgets. **Table 23** presents the Fanny Chapman Pool Budget including revenues and expenditures.

Fanny Chapman Pool is a membership based organization that operates through private fund-raising and without tax support. The pool is very well maintained but is an aging facility. While major capital improvements have been made through the years, about \$120,000 in pool rehabilitation and renovation is expected within the next ten years.

Table 21
Doylestown Community Parks and Recreation
Operating Revenue Sources 2002-2006

Item	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget
Doylestown Township					
Interest and Rents	21,918	7,592	9,000	11,738	11,700
State shared revenue	0	0	90,000	21,600	89,155
Recreation Services	122,506	241,832	357,900	263,044	229,250
Tax Assessments	181,951	0	183,969	191,775	183,969
Contributions	0	6,250	0	0	0
Intergovernmental Transfers	0	702,656	384,526	25,000	0
Interfund Transfers	0	149,819	87,236	369,515	204,273
Refund of Prior Year	0	0	0	0	
TOTAL	326,375	1,108,149	1,112,631	882,672	718,347
Doylestown Borough					
General Municipal Taxes	352,875	353,959	354,062	544,769	546,822
Capital Reserve Transfer	87,602	92,378	61,055	67,450	62,619
TOTAL	440,477	446,337	415,117	612,219	609,441



Table 22
Doylestown Community Parks and Recreation
Operating Budget 2002-2006

Budget Items	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2005 Actual	2006 Budget
DOYLESTOWN TOWNSHIP						
Recreation						
Salaries & wages: Recreation	160,596	212,055	223,439	304,630	100,052	109,776
Benefits: 42% of salaries above	67,450	89,063	93,844	127,945	42,022	46,106
Longevity	6,000	0	5,850	8,100	7,800	8,850
Overtime	8,156	0	10,450	18,000	14,499	18,000
Clerical Fee	0	0	0	1,248	0	1,500
Trustee Fees	3,445	5,565	4,505	6,000	3,445	7,500
Office Supplies	1,153	131	166	3,500	3,500	2,000
Training	668	1,723	944	0	3,041	2,100
Small office equipment	4,861	3,396	4,683	9,500	4,745	9,500
Computer equipment maintenance	0	0	0	0	4,499	4,548
Telephone	1,941	4,770	3,599	6,500	3,484	6,000
Postage	0	1,576	4,431	6,000	4,392	7,000
Travel	956	1,748	1,450	1,500	1,419	1,500
Advertising	651	1,391	759	1,500	0	1,500
Printing	7,228	14,941	14,151	17,000	14,060	17,000
Dues & Subscriptions	484	611	320	1,000	485	1,000
TOTAL Administration	263,589	336,970	368,591	512,423	207,443	243,880
PROGRAMS						
Supplies	2,235	2,673	3,006	7,000	6,966	7,000
Programs	84,339	172,991	209,235	152,159	188,417	99,350
TOTAL Programs	86,574	175,664	212,241	159,159	195,383	106,350
PARK MAINTENANCE						
Salaries & wages	0	0	0	0	147,965	191,168
Benefits: 42% of salary	0	0	0	0	62,145	80,291
Park Maintenance	40,562	63,398	40,097	65,000	62,986	65,000
Electricity	12,011	9,255	11,956	13,000	10,760	13,000
Fuels	849	2,725	3,079	4,800	4,713	6,900
Uniforms	3,180	4,158	3,745	5,000	3,161	5,000
Park & Recreation Signs	3,096	1,811	2,696	5,000	6,618	5,000
Contracted Services	33,127	63,081	34,086	74,000	22,340	74,000
Tree Trimming	4,290	575	1,585	5,000	58	5,000
TOTAL	97,115	145,003	97,244	171,800	320,746	445,359
TOTAL BUDGET	379,828	568,574	584,232	715,437	723,572	793,589

**Table 22 continued
Doylestown Community Parks and Recreation
Operating Budget 2002-2006**

Budget Items	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget
DOYLESTOWN BOROUGH					
Parks					
Salaries	60,143	70,740	69,449	68,963	75,198
Benefits	19,816	22,917	24,491	25,310	26,319
Supplies	3,864	4,841	2,394	3,089	4,000
Small Tools	0	767	20	332	1,000
Engineering	0	0	0	0	0
Advertising	1,627	1,367	1,661	1,901	2,000
Teen Center (YM/YWCA)	6,000	6,000	6,000	5,000	5,000
Electricity	2,338	2,982	2,762	2,681	2,900
Repairs and Maintenance	6,912	6,909	4,913	7,770	8,500
Rentals	0	1,001	415	122	1,000
Total	72,925	117,524	112,105	115,168	125,917
Shade Trees	37,925	34,920	34,590	38,645	56,500

*Does not include capital projects or the Comprehensive Plan

**Table 23
Fanny Chapman Pool Operating Budget 2002-2006**

Item	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual
Expenditures	52,533	330,679	339,044	424,306	448,605
Revenues	556,048	388,903	411,965	454,626	551,898
Net	35,515	58,224	72,921	30,320	103,293

Budget and Revenue Analysis

Doylestown Township

Capital Budget- Table 20 shows that the debt on Central Park requires most of the township's capital funding. Since the bond with its associated debt will not be retired until 2017, any major land acquisition, open space preservation, or park facility development will be a challenge. The Township can borrow more but that would have an impact on taxes. Even with grants, the Township appears to be pressed for significant funds for major projects. Projects such as the Neshaminy Creek stream bank stabilization, Bike and Hike Path, and the Environmental Education Area were funded with grants.

Operating Budget – Table 21 shows the following:

- Program revenues have more than doubled in about four years. This more than offsets the cost of the Program Coordinator.
- Programs recover about 29 percent of the parks and recreation budget. This is a typical recovery rate. While a goal of achieving a higher cost recovery rate would

appear to be sound, this will be a challenge for the Township. As park maintenance expands along with facilities, the recovery rate actually goes down because park maintenance requires funding without revenue generation.

- The \$445,359 annual park maintenance budget equates to a per acre maintenance investment of \$2,544. This range is based on the total park acreage of 175 acres for the active park acres. This is within the typical range of \$1,500 to \$3,000 per acre typical of suburban park maintenance in this area. As new parkland is added or new facilities are developed, additional funds would be needed for park maintenance.
- Additional facilities such as pavilions, sports fields and the amphitheater structure have revenue-generating potential. The amphitheater structure would lend itself to expanded programs that could generate revenues.
- Over the past five years, the Township has been increasing its financial support for parks and recreation. The Township investment in operating parks and recreation is about 13.2 percent of the overall operating budget. This percentage shows that the Township places a high value on parks and recreation. It also shows that the Township operates with a relatively low overall budget and achieves remarkable accomplishments every year with its limited resources. The per-capita operating investment is about \$40.72. According to the most recent Budget and Salary Survey developed by PADCNR in 2002 adjusted in 2006 dollar value, the range for per capita spending for municipal departments with populations of 15,000 to 19,999 is \$3.01 to \$193 with an average of \$31.18. These figures are statewide figures without adjustment for cost of living. For a national perspective, the per capita average was \$45 ten years ago.
- The average homeowner in Doylestown Township pays about \$280 annually in municipal taxes. For this amount of money, the homeowner gets a full range of services from public safety to parks and recreation. This includes free access year-round to one of the finest park and recreation systems in Pennsylvania as evident in the numerous statewide awards garnered by the Township, the Borough's national recognition as a small town treasure, in regional magazines regarding Doylestown as a desirable community in which to live and visit, and the community's standing as one of the most visited in Bucks County and the state.

Doylestown Borough

Capital Budget- Table 20 shows that the Borough contributes about \$60,000 to \$100,000 annually for capital improvements in the parks. This is done on a year to year basis. This budget has enabled the Borough to make major improvements such as Star Park. This budget does not include the Fanny Chapman Pool capital improvement funds. The pool operates as an enterprise fund separate from the Borough. The Fanny Chapman Board projects a need for about \$120,000 for pool filter replacement, concrete repairs and barrier free access. With an aging pool, planning major improvements along with the financing needed is crucial to do decades ahead. Strong consideration should be given to planning pool rehabilitation 25 years out, especially since Fanny Chapman operates as an enterprise fund. The budget of an individual parks and recreation facility that is operated as an income producing entity is considered an enterprise fund rather than a part of the overall

parks and recreation operating budget. The Borough also stretches its capital funds through partnerships with DAA. DAA and the Borough have shared costs in the replacement of backstops and other sports field improvements.

Operating Budget – Table 21 shows the following:

- The Borough does not charge program or facility use fees. One of the main reasons that the Borough does not charge fees for facility use is its partnership with DAA regarding cost sharing for municipal sports field improvements.
- Most of the parks operating costs are in salaries and benefits, primarily for park maintenance.
- The Borough invests about \$22.17 per capita annually for parks and recreation. According to the most recent Pennsylvania Parks and Recreation Budget & Salary Survey published in 2002, municipalities with populations of 5,000 to 9,999 had an average per capita investment of \$22.56 with a range of \$2.31 to \$64.50. Adjusted for inflation, this is \$26.21 in 2006. In municipalities, mainly boroughs, with part-time departments only about four percent of the budget was generated through program revenues indicating that municipalities like the Borough do not charge user fees in general.
- The park maintenance cost is about \$1,190 per acre falling somewhat below the range of \$1,500-3,000 per acre in the area. Per acre maintenance costs of urban type park systems tend to be much higher than \$3,000 per acre.
- The Borough does many non-traditional park maintenance tasks such as the hanging baskets that beautify the town center. This is done in partnership with the Doylestown Business Alliance.
- The Borough's major special events are orchestrated through public/private partnerships. These include the Arts Festivals, First Friday, First Night, and the Memorial Day Parade. The Borough has about five main sponsorship partners and over 50 contributors to program support annually.
- The Borough has a great amount of land that is institutional and does not generate tax support. In addition, the retirement communities tend to house people with lower incomes. As with most other boroughs in Pennsylvania, the tax base is limited.

Management and Financing Analysis

In a time of increasing accountability for all levels of government, decision-makers, staff, and citizens alike, expect efficient and effective operating systems. Both Doylestown Township and Doylestown Borough have a professional management team that is

committed to responsible, accountable, creative, and first rate public service through parks and recreation.

Management Strengths

Productive Partnership - The most notable aspect of management in the Doylestown community is the power of the collaboration between the two jurisdictions and what that has accomplished. By working together, the two communities have created a parks and recreation system that has most elements of first class systems. This includes a national tourism destination, a major regional park, a swimming pool, a town center that serves as a park regionally, year-round programs and services, a strong public identity, preserved natural areas, prime location on a potential countywide greenway to the Delaware River, all connected by a regional non-motorized pathway. Many of these have been accomplished because of the close working relationships: the Bike and Hike Path, Performing Arts Series, and the Joint Parks, Recreation, and Open Space Plan.

Next Steps - The elements that are not yet included are the completion of the Bike and Hike Path with regional linkages, much needed sports fields, and facilities and services for an active aging population. Advancing a performing arts center in the Doylestown area should be a non-governmental initiative.

Commitment - The Township and the Borough have elected and appointed officials as well as a dedicated professional management team who are committed to parks and recreation. They are actively involved and provide a strong presence in planning and special events.

Park and Recreation Professionals - The Township has been developing its professional park and recreation management system since 1995. A Certified Parks and Recreation Professional (CPRP and CPSI) Director along with a program coordinator provide a professional operation.

The Borough operates with a part-time professional Parks and Recreation Director and a Park Foreman (CPSI certified), and seasonal parks and recreation staff that has been in place for over 20 years. This staff focuses on traditional summer recreation programs for children and sports. By joining forces with the Township, the Borough has been able to expand its cultural programming.

School District Relationship - Future partnership efforts would include the Central Bucks School District. The goal is to establish an ongoing working partnership in areas of common concern. This would position the municipalities beyond the role of facility applicants and bring them to the table with related school district projects and programs.

Volunteers - Both the Township and the Borough have a cadre of dedicated volunteers that offer strong leadership and vision in parks, recreation, trails, the arts, and sports.

Management Challenges

Collaboration - The collaboration of the two municipalities has shown that this alliance has been very productive. On an informal basis, the two communities work together in special initiatives and projects such as maintenance, park improvements, and other events

where an extra hand or two is needed to benefit the community at large. This brings to light the potential for more results.

Joining Forces - While the Bike and Hike Path, the Performing Arts Council, and the Joint Parks, Recreation and Open Space Plan have brought the communities together, other areas of parks and recreation are fragmented. This includes programming and promotion where there is some overlap, duplication, and lost opportunities. The joint boards have demonstrated success in achieving important goals. This concept could be applied to all parks and recreation activities in both municipalities. One parks and recreation advisory board that would serve both communities could help to streamline operations and enhance effectiveness.

School District Relationship – The exploration of a potential merger of the parks and recreation system between the Township and the Borough should include the involvement of the Central Bucks School District as a planning partner. Many multi-municipal parks and recreation systems have the school district as a partnering agency. School districts are empowered by the state taxation code to provide funding for parks and recreation.

Organizing for Effectiveness - Unifying paid positions in one multi-municipal department would foster expanded programs and services, better scheduling, and more effective advertising in a more efficient and effective manner. Figuring out how to do this will require study, public discussion, and negotiation to produce an enriched partnership.

Maintenance Management – One of the most important things that can come out of this plan is the development of a formalized maintenance management system. This will enable the municipalities to plan for the resources needed to adequately care for the parks and recreation facilities long term. This will help with budgeting, staffing, setting user fees and charges, and providing safer facilities to reduce exposure to liability.

Management of the Town Center – Doylestown has a unique management task: the management of the town center that serves essentially as a park. It draws people of all ages from near and far. The Borough's great success in revitalizing the town into a vibrant interesting destination has resulted in high visitation and user conflicts that the Borough is working on successfully. This park and recreation plan recommends that a Management Action Plan be developed as a collaborative effort of municipal officials, business partners, residents and town visitors of all ages under the guidance of a professional consulting firm dedicated to planning and managing the use of urban public space.

Fiscal Strengths

The Township and the Borough have invested a substantial amount of money in the acquisition and development of parkland and recreation facilities. With this investment made in recent years, funds are now tight for future projects. The municipalities have been fortunate in having volunteers undertake major community projects successfully. Residents many generations from now will benefit from the wisdom and courage of the elected officials' decisions over the next 10 years.

Fiscal Challenges

The investment that positioned the Doylestown community as a top notch parks and recreation system requires on-going attention. Just as a house requires on-going maintenance, regular bill payment, and cyclic repairs, the parks and recreation facilities require similar care and investment. Adding programs such as sports turf management, professional design and master planning, and continued inclusion of the arts in park design all require funding. Deferred maintenance results in higher costs long term.

The window of opportunity for open space conservation and park land acquisition is short, given the development pressure in the area. Land values are escalating, further limiting the ability of the jurisdictions to acquire land or preserve it with conservation easements. Nevertheless, it is important for the municipalities to plan for ways to preserve land that is vital to the charm and beauty of the community. Needs are going unmet because of limitations of both land and money. Sports teams need more space for fields as well as lighting. Other than the Central Bucks School District, there is no indoor recreation facility or performing arts center for public use.

Conclusions and Recommendations

Fiscal resources in the Doylestown community are tight and getting tighter. The Township and the Borough have made notable capital investments in land acquisition, park development, and revitalization. The following recommendations are offered to guide the future management and funding directions.

The following statements are numbered for ease of discussion and do not reflect the rank order of importance.

- 1. Explore the further unification of parks and recreation** in the Township and the Borough. Seek a grant from PADCNR (Pennsylvania Department of Conservation & Natural Resources) to study the benefits, challenges, and potential direction for establishing a unified parks, recreation, trail, and open space system. The study would address concerns, opportunities, areas of collaboration, areas of separate operation, roles and responsibilities, organizational and staffing structures, board composition, and a fair and equitable financing method. Apply for a PADCNR Peer-to-Peer Study to undertake this project.
- 2. Keep the standard for state-of-the-art customer service.** The relationship with the community and individual participants is productive. Maintaining and enhancing this in the future is crucial for success.
- 3. Build in maintenance plans with all new projects in order to provide a high level of quality.** Do not undertake any project that may negatively impact an existing facility or program. This would be especially important

for facilities of the magnitude of a Performing Arts Center or an amphitheater. Use the sample Management Impact Statement shown at the end of this chapter as a guide.

4. **Formalize the maintenance management system** for parks and recreation facilities. Establish and implement park maintenance standards. Establish a computerized information tracking system to generate information about cost centers. This will enable the municipalities to make real-time informed decisions about planning, directing, controlling, and evaluating maintenance. Consider seeking a Peer-to-Peer Grant to develop the formal system.
5. **Explore the establishment of a program to monitor the use of parks on a regular basis.** Consult with Upper Dublin Township about their Site Watch program as a model. Consider applying for a Rec-TAP grant from PRPS for a short-term consultation on Site-Watch. The \$1,500 grant requires no match.
6. **Develop a Management Action Plan for the Town Center.** Retain a professional consulting firm experienced in the design and use of public space in urban areas. Use a strong public involvement process. Focus on developing strategies for management building on the Borough's successful solutions to date.
7. **Plan for the regular revitalization of parks** on a ten year schedule. Central Park is now ten years old. The Borough has established some fine pocket parks. Revitalization is necessary for cyclic maintenance as well as meeting the future needs of a growing and increasingly active Doylestown community.
8. **Develop a strategic marketing plan** based upon a written statement of outreach goals and results for identified target areas. Unify the advertising and needs assessment system for the two municipalities. Investigate this in conjunction with a study of unification of the parks and recreation systems through the Peer-to-Peer-supported planning process.
9. **Work out a financial plan for capital development and operations.** Develop a ten year capital improvement program. For operations, try to set a reasonable approach to setting an operational budget based upon fair and equitable contributions by each municipality. Consider the exploration of ways to finance open space preservation through various tools ranging from acquisition to easements and donations.
10. **Continue to approach landowners regarding open space preservation.** Delegate this as an official responsibility of an identified staff member to insure that this aspect of land conservation is addressed.

MIS

Management Impact Statement

Purpose

1. To assess the impact of a significant proposed project or a major program considering the capital and operating costs including human resources and the effect on other parks and recreation facilities and services.
2. To use the assessment to make an informed decision about feasibility and viability of the proposed project.

Method

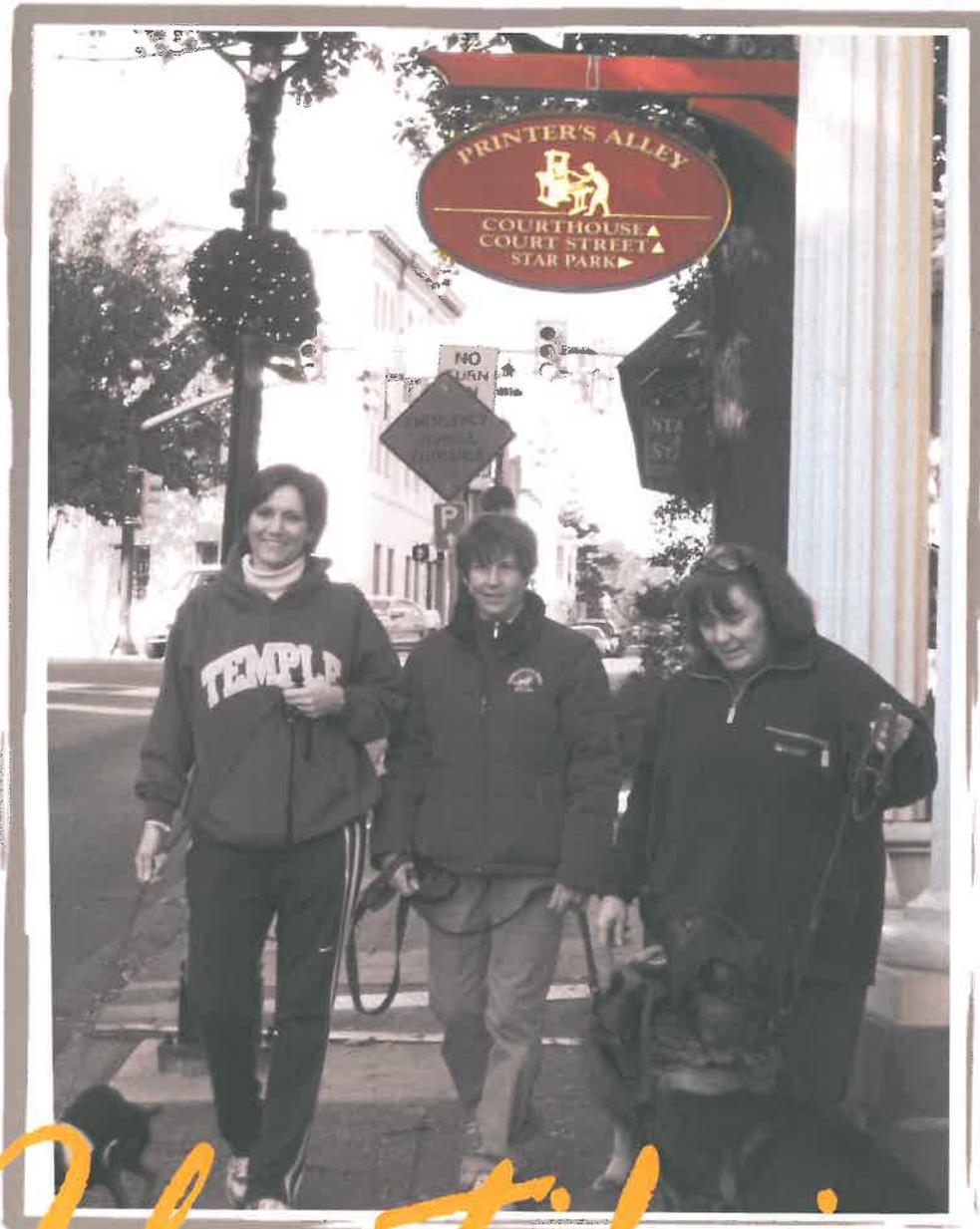
Determine:

1. Capital cost of the proposed project.
2. Operating costs of the proposed project. Include:
 - Number of staff hours required
 - Cost of the staff hours
 - Cost of materials and supplies
 - Miscellaneous costs
 - Volunteer support over the long term
3. Impact on other facilities and programs with the implementation of the proposed project.
 - Will the project/service require funds needed for other facilities/programs?
 - Will the project/service require staff time needed for other services/programs?
 - How will the project impact the quality of service in Doylestown?
 - Will the project require resources from the community and are they available?
4. Revenue Sources
 - Grants
 - Donations
 - Municipal funds – additional appropriation
 - Municipal funds – within current budget
 - Non-tax funds to be generated from the project/program

Decision-Making

Based upon the above information, does the Doylestown Community have the resources to move ahead with this project?

Chapter 6: Putting the Pieces Together



Identifying
... *With your community*



Chapter 6: Putting the Pieces Together

The preceding chapters examined the individual components of Doylestown's parks, recreation, and open space system. This chapter draws on all aspects of the planning process. The inventory, analysis, goals, and potential actions need to be combined with the resources of Doylestown Township and Doylestown Borough to develop realistic strategies and defined priorities.

The Doylestown Community in Focus

The Doylestown Community is a highly desirable place in which to live, work, own a business, raise a family, visit, and retire. The population of 26,920 is expected to increase to 30,010 people (11.5%) over the next 14 years. Doylestown Township and Doylestown Borough have invested millions of dollars in parks and recreation funded through grants, partnerships, and local tax funds. Accomplishments include:

- Acquisition and development of Central Park
- Complete revitalization of the downtown of the Borough
- Creation of three new pocket parks: Historical Society Park, Star Park, and Wood Street Park.
- Preservation of over 300 acres of open space
- Planning and construction of the 12 mile Bike and Hike Path with another 12 miles to go
- Receipt of 20 awards for top quality services, facilities and management

The Township and the Borough's relationship is a statewide model of collaboration and joint ventures for projects and programs. From the bottom up and the top down, the sense of collaboration pervades all aspects of management and staff. Formal collaboration in projects such as the performing arts series and the Bike and Hike path are matched on a daily basis with staff working together and helping each other out in park maintenance, capital improvements, and planning efforts.

The Next Ten Years

The Doylestown Community operates with a strong commitment to fiscal responsibility. Achieving a balance of parks and recreational opportunities that meets the broad-based needs of the entire community is the crucial goal. "Something for Everyone" was the mantra repeated throughout the planning process. Parks and Recreation in Doylestown could encompass a broad base of services and facilities that people use throughout their lifetime and on an expanded basis once they retire. This includes children, youth, teens, adults, senior citizens, families, the arts, sports,

fitness and wellness, and scheduled recreation as well as drop-in recreation that people undertake on their own terms at their own pace.

Doylestown Township is nearly built-out but still has land remaining that could be developed. Land in Doylestown Township is very expensive and highly desirable for development. Property owners regularly receive offers from developers. Options for land conservation include donations, acquisition, bequests, life estates, conservation easements, and farmland preservation funds. Since it is likely that the remaining large parcels would be developed at some time in the future, working with landowners and developers now to negotiate conservation-by-design types of development could result in some open space preservation as well as rights-of-way for trail and greenway connections.

As an older municipality, the Borough has been nearly fully developed and is undergoing re-development on significant properties such as the former Mrs. Paul's site, and the PennDOT site. Property values are continuing to escalate in the Borough. The Borough has been able to retain its beautiful architecture and recycle buildings such as the former prison into the James Michener Art Museum through private investors and municipal support. The Borough has done a fine job of securing the amount and type of parkland needed to serve the Borough. Because of this, the Borough has been the home to local recreation in the Central Bucks area for decades before suburban communities started to acquire and develop their own parks. Good planning has enabled the development of a school/municipal sports complex within borough borders. Rounding out the park system with neighborhood parks in the remaining neighborhoods without parks and completing the Hike and Bike Path will be the Borough's major park and recreation facility development challenges.

The Neshaminy Creek is a potential destination for recreational purposes, principally for trails, walkways, and water-based activities. It could become a key portion of a future greenway from Peace Valley Park to the Delaware River as part of a county greenway plan.

The Doylestown Community has the makings of a high quality parks and recreation system. The major challenge for Doylestown over the next ten years will be to find ways to better use existing facilities, add and rehabilitate sports fields, develop a plan to manage the downtown as a park, consider a community arts center, complete the hike and bike path, preserve remaining open space (including additional parkland), and sustain and enhance the quality of its facilities and services at the high standard now in practice. Another important focus emerged in the planning process: the establishment of a formalized planned maintenance management system, including sports turf management and the conservation of natural resources. Public opinion clearly underscored the support for the Doylestown Community in the conservation of the natural and scenic beauty of the community. Sports groups attested to the need for higher quality maintenance and additional facilities. The level of the municipal investment in parks and recreation facilities mandates the establishment of a system to formally plan, direct, control, and evaluate maintenance management. Maintenance is important for the residents - and especially important from a tourism perspective. As a major factor in the local economy, maintaining facilities in an attractive, clean and safe manner will insure return visitors and word-of-mouth advertising.

The positive assets of Doylestown Township and Doylestown Borough will serve as the foundation for implementing this parks, recreation and open space plan. These assets include in no particular order:

1. **Collaborative Venture** – The municipalities work together collaboratively in many areas. The large open Township and the compact Town Center complement each other and serve the community well. In addition to the municipalities working together, a host of community organizations provide important public service including the Bike and Hike Committee, the sports organizations, scouts, Council on the Performing Arts, CB Cares and faith based organizations. The Hike & Bike Committee and the Community Council on the Arts are joint municipal committees.
2. **Parks** – Central Park serves as a regional park and is a model park for other communities. The Borough's town center serves as a park. For a jurisdiction its size, the Borough has a surprising number and type of active recreation facilities ranging from Fanny Chapman Pool and Chapman Park to the William E. Neis Park and War Memorial Park.
3. **Natural and Cultural Areas** – The Township and the Borough have preserved significant natural and cultural resources of the community. Features such as the Cultural District and the Town Center along with natural areas such as Neamand Park with its 131 acres and Mercer Woods offer both cultural heritage and natural resource-based recreation opportunities right within the community.
4. **Community Connections** – The Bike and Hike Committee with the full support of the Township and the Borough is achieving its goal of creating a pedestrian friendly, safe, and convenient bike path that connects the community.
5. **Taking care of what we have** – The large financial investment in parks, recreation facilities, and the Bike & Hike Path require ongoing maintenance and management.
6. **Programs and Services** – The Borough and the Township offer recreation opportunities that get people interested in leading active, healthy lives. These are rooted in a program planning philosophy of “mind, body, and spirit” to enrich the lives of the residents throughout their lifetime.
7. **Professional Management** – Professional management empowered by elected officials to “get the job done” needs to continue.
8. **Community Support** – This community loves its parks, recreation facilities, and programs. Elected and appointed officials recognize the importance of parks and recreation as an essential public service.
9. **Financing** – In an era of fiscal austerity, increasing school taxes due to district growth and the need for new schools, the Borough and the Township have

undertaken major capital projects over the past 20 years including the acquisition and development of Central Park, the development of the Hike and Bike Path (with grants and volunteer support), creation of the mini-parks and alley projects in the Borough, and the preservation of important tracts of land. Funding is expected to be much more challenging in the future as the community is built out.

Future Direction

- **Build on success** – Capitalize on the significant achievements that took well over 100 years to achieve. Do not rest on the accomplishments. Keep pace with changing demographics. Invest at a level to maintain facilities as a community asset.
- **Explore the potential to merge additional parks and recreation functions in the Township and the Borough.** Build upon successful models such as the Bike and Hike Path and the Council on the Performing Arts.
- **Achieve balance in the system** – active and passive recreation as well as programs in all areas of recreation at a basic level to get people interested in leading active healthy lives at all times in the life cycle.
- **Complete the Hike and Bike Path.** Build the next 12 miles and work to connect to the region.
- **Build a permanent amphitheater in Central Park.**
- **Obtain additional land create more sports fields and explore sports facility lighting.** A sports complex of at least 75 acres should be acquired and developed to meet the needs of over 5,000 residents involved with organized sports. Work with the Central Bucks School District to develop a regional approach to sports fields since the district is a major provider of facilities; sports groups operate district wide not municipally. Sports groups should participate in the planning process as partners both financially and as key stakeholders. Investigate the option of installing lighting at existing and future parks to enable extended use of playing fields to meet the current and future demand.
- **Encourage the exploration of an arts center to the next level beyond the construction and into the management, operation, and financing.** This effort should be headed by a non-governmental organization. This would not be a municipal venture. It could move ahead with a two-year plan regarding the potential of the PennDOT site as a potential location. With a community based organization at the helm, capitalize on the planning of the past 18 years to move into actual feasibility planning focused on options for an arts center building, a building program, capital development costs, operation costs, revenue sources for construction and operations, and the management and programming structure. Expand the concept from a performing arts center to an arts center to include a variety of cultural arts would make it a broad-based center. Adopt a two year schedule to get a plan in place with the PennDOT site as the target. Develop an

18 month strategic action time schedule with specific dates and responsibilities to make this happen.

- **Expand programs in accordance with staff capacity.**
 - **Formalize a working arrangement on program planning between the Township and the Borough.** The Directors and the Boards could work out a formal process for program planning to foster complementary programs. This does not have to be complicated; it could be as simple as an annual work session to scope out programs for the year and a process of regular communication about upcoming programs to get in sync.
 - **Develop Doylestown Arts in Parks and Recreation (DAPAR).** Create a pilot program targeted at fostering life-long interest in the arts in collaboration with the arts community in Doylestown.
 - **Create an Environmental Education Program as the next focus area.** Consider working in partnership with the Central Bucks School District and the Peace Valley Nature Center in developing this program area.
 - **Establish a community fitness and wellness program to foster lifelong active healthy lifestyles.** Consider partnering with Doylestown Hospital on this initiative.
- **Create, sustain and enhance strategic alliances with the Central Bucks School District, Delaware Valley College, and Doylestown Hospital regarding parks, recreation, and open space.** Position Doylestown Community Parks & Recreation as a partner with the School District and the College rather than a “permittee” of facilities. Rather than being an applicant to use school facilities, assume a different role: that of partner for identified programs with the Central Bucks School District.
- **Formalize the Park Maintenance Management System.** Consider getting software to develop a workload cost tracking system. Develop a sports turf management program for sports fields. Consider naturalizing areas to reduce maintenance wherever possible.
- **Provide adequate financing for parks, recreation, and open space.**
 - Capital: Consider a long-term financing program for land acquisition, open space acquisition, trail connections and recreation facility development.
 - Operating: Strive to meet or exceed the statewide average per capita investment in operating parks and recreation.
- **Leadership and Image of Parks & Recreation**
 - **Evolve leadership.** Assume the role of a change maker in the community. Be at the table for major community initiatives.

- **Foster collaboration** – Take the initiative to forging partnerships and collaboration especially with the Central Bucks School District, Delaware Valley College, and Doylestown Hospital.
- **Demonstrate an active and conspicuous presence in the community.** This means beyond municipally sponsored programs, to involvement in those sponsored by the Chamber of Commerce, the arts, sports and so on.
- **Develop and maintain effective working relationships with a variety of key stakeholders.** Sports, arts, civic organizations and others.
- **Build the image** – Create a professionally designed logo and place it on all possible parks and recreation system materials and equipment. Consider a joint municipal parks & recreation newsletter/program guide and WEB site.

Chapter 7: Goals and Recommendations



Togethermess
... The spirit of

Chapter 7: Goals and Recommendations



*Together*ness
... The spirit of



Chapter 7: Goals and Recommendations

The goals and the recommendations suggest a course of action for Doylestown Township and Doylestown Borough for the next ten years. The municipalities can work at the actions incrementally: through an annual action plan, a medium term program over three to five years, and long term strategies that require more intense planning, investment, and partnerships. By having a slate of actions identified and adopted, elected and appointed officials, community organizations and residents have a common reference for the community's plans and goals.

The plan serves as a guide, not a requirement of law. Not everything can or should be done at once. The recommendations serve as a road map for the Doylestown community to follow on the path to its goals. The municipalities can follow the map at their own pace determining where to follow the path exactly and where to take detours to seize opportunities or meet emerging needs. The plan is intended to be flexible to enable elected and appointed officials to make wise decisions in implementation.

Goals

Strategies to address the key findings that emerged from the planning process are organized around four goals. The goals represent the long-term condition for which the Township and the Borough will strive. They include the following:

Goal 1: Continue to sustain and enhance a quality system of parks, recreation facilities, greenways, and trails balanced for recreation and resource conservation.

Goal 2: Manage the parks and recreation system in a professional manner that conveys the greatest possible benefit to the public.

Goal 3: Create recreation opportunities to build upon the existing programs and services to enrich the quality of life for people who live, work, and visit here.

Goal 4: Invest in parks and recreation to sustain and enhance the health, safety, and welfare of the community.

Goal 1

Continue to sustain and enhance a quality system of parks, recreation facilities, greenways, and trails balanced for recreation and resource conservation.

Overview

The Doylestown Community has a total of 40 open space areas, comprising more than 1,300 acres. These areas include a mix of facilities ranging from mini-parks and neighborhood parks to community parks and sports fields; from passive parks and natural resource / conservation areas, to greenway areas and trails. In addition to these publicly owned lands, the Doylestown Community also contains many privately owned open space areas. These include areas such as undedicated open space within developments and areas such as Delaware Valley College, the Doylestown Country Club, cemeteries, and open space areas owned by homeowners associations. While these areas are not necessarily open and available for use by the general public, they provide great value in aesthetic views for the community and preserve natural and open space areas surrounding development. The Doylestown Community also is home to many “nontraditional” open space areas. These areas have been functioning as open space and community gathering areas or focal points over the years due to the public’s perception of them as open space, rather than an actual designation as open space. This is because of their traditional use as agricultural lands or woodland areas, or due to their cultural or historic significance. Fordhook Farm, the “Patchwork of Farms” in the northern portion of the Township, the agricultural holdings in the Pebble Hill Road portion of the Township and the Borough’s town center are all perceived as a part of the “open space” of the community.

Significant Issues

- Although the Doylestown Community currently contains a significant amount of open space, the data and analysis have shown that additional land is needed for active park and recreational uses, specifically ballfields. There is a small window of opportunity to obtain more parkland with great development pressure in the area. Securing additional parkland is time sensitive.
- All of the data collection, research, interviews, and analysis indicate that there is a great need in the community for additional playing fields, indoor recreational facilities, and other recreational amenities. The Doylestown Community now has the opportunity to plan for the future park and recreational needs of the people that live, work, shop, and visit in the community. These needs include not just fields and facilities, but fields and facilities that are appropriate for the various needs of the users. These needs should be based upon the users’ ages, level of ability and level of competition, and also must distinguish between practice needs and competition needs, which would lead to a “gradation” of fields and facilities.
- Greenways and trails have become an essential part of the Doylestown Community and there is still great opportunity to continue to add to these networks to connect the various open space areas such as recreational areas, gathering places, natural resource

areas, and greenways. Bucks County does not have a greenway or trail plan but has obtained a grant to develop a greenway plan.

- In conjunction with exploring and pursuing additional land for open space acquisition, the Borough and Township should also explore the opportunities for the future development, use, management, and programming of the existing open space areas.

Objective 1

Plan, design, construct and maintain open space and park and recreation facilities as safe and attractive public spaces.

Recommendations

1. **Develop park master plans** for the future use, management, and programming of each of the open space and park and recreation areas owned by the Township and the Borough. These plans should then serve as blueprints to meet the open space needs of the community.
2. **Analyze Current Land Holdings** to determine if any of the current open space holdings of the Township and Borough could or should be used for active recreational purposes. Such criteria should include:
 - The presence of legal restrictions on the use of the land for active recreation.
 - The presence of environmentally sensitive features on any areas of the parcel that would render the site (or portions of it) inappropriate for active recreation.
 - Proximity of the site to established residential areas, where residents could easily access the site or potentially object to the proposed use.
 - Proximity of the site to existing parks and recreation areas.
 - Potential for the site or parcel to be annexed to or become a part of any existing established park or open space area.
 - Size and configuration of the site – is it conducive to meeting a recognized need in the community?
3. **Continue to work on health and safety issues.** Improve playgrounds to meet Consumer Product Safety Commission (CPSI) and the American Society for Testing Materials (ASTM) guidelines for public playground safety.
 - Continue to create and maintain ADA access in the open space areas.

4. Take steps to meet the demand for more sports fields including:

- Turk Park
 - ✓ Secure a long-term lease for the Turk Park complex from the County of Bucks.
 - ✓ Master plan Turk Park fields for proper design, construction, and maintenance of sports fields.
- Central Park
 - ✓ Reevaluate and potentially renegotiate the lease with Delaware Valley College to obtain the 30 acres of land now farmed by the college for use for active recreation.
- William E. Neis Park / Lenape Middle School / Doyle Elementary School
 - ✓ Work with the Central Bucks School District to explore and formalize an agreement to establish the school campus as a school/community park.
 - ✓ Master plan the school campus as one cohesive School/Community Park.
 - ✓ Consider acquisition of contiguous parcels to create additional recreational land.
 - ✓ Work with the municipalities, sports organizations and the school district in the implementation of the School / Community Park Master Plan.
- Delaware Valley College
 - ✓ Establish a partnership with the college administration regarding recreational use and inter-cooperation.
 - ✓ Explore a cooperative effort to construct additional playing fields for use by both the college and the community on lands currently owned by the college.

5. Consider the following Open Space Improvements:

- Central Park
 - ✓ Consider the addition of playing fields.
 - ✓ Design a park hub at Kids' Castle.
 - ✓ Consider addition of fitness facilities and opportunities for active aging adults.

- ✓ Construct an amphitheater structure, designed for diversified uses as a signature piece in the community.
- ✓ Include provisions to connect the park at Wells Road to the proposed Multi-Use Trail along the proposed Route 202 Parkway.
- Turk Park. Master plan Turk Park to maximize fields and create effective athletic fields.
- Neamand Park. Include potential access from the park to the proposed Multi-Use Trail along the proposed Route 202 Parkway and to Lower State Road.
- Overall Assessment of Playing Fields.
 - ✓ Undertake an assessment of the playing fields community wide. Develop a plan to revitalize fields in accordance with the level of play associated with the fields.
 - ✓ Develop a turf management program. Establish a system for indicating when fields cannot be used due to turf conditions and provide a method for notifying potential park/field users that the field is closed. This could be a 'red flag' system, telephone calls to permittees, a dedicated telephone message for people to call in, a WEB notice or a related Internet method, text messaging, or a combination of these.
 - ✓ Match fields and parks to level of play, age group, competitive level, and schedules accordingly.
 - ✓ Designate specific parks, such as Central Park and William E. Neis as the parks with the fields for higher level competition and then schedule for their use and maintenance accordingly.

6. Locate Additional Park Lands.

- Public space should be made available in every neighborhood.
- Develop an additional community park with clustered nodes of intense activity / playing fields with appropriate parking facilities, shade, restrooms, and facilities for the park visitors.

7. Add Amenities to the Parks. Continue to develop plans to maintain the current park and recreation facilities in both the Township and the Borough and explore opportunities to enhance existing facilities with additional amenities such as restrooms, shade trees, pavilions, and lighting.

8. Explore the option of Sports Field Lighting at parks to enable extended use of playing fields to meet the current and future demand.

9. **Investigate the potential for Indoor Facilities.** The acquisition/construction of indoor recreation/athletic facilities should be explored. This could be actively pursued by the municipalities, the athletic associations, and other user organizations including partnerships.
10. **Initiate discussions with the County to explore options to redesign the Courthouse Plaza** to be more user-friendly and accessible to the community. The current grade-separated plaza tends to segregate the users of the plaza from the surrounding area, rather than “invite” people into the space.

Objective 2

Acquire additional open space areas.

Recommendations

1. **Continue to follow the acquisition recommendations of Doylestown Township and Doylestown Borough Open Space Plans.**
 - Specifically, some of the parcels identified in the plans have not yet been preserved and should be pursued for preservation, such as the PennDOT site, lands along the Neshaminy Creek, the Fordhook Farm property, additional lands owned by Delaware Valley College, farmland in the Pebble Hill Road area of the Township, and the **Patchwork of Farms** (several small farms and landholdings leased to farmers and currently in agricultural use) in the northern portion of the Township. It is recommended that the Open Space and Farmland Preservation Board in the Township and the Zoning & Planning Committee and the Recreation, Shade Tree, and Property Committee in the Borough remain active and continue to explore the acquisition of easements and property as recommended by the Open Space Plans.
 - The possibility of collaboration and cooperation between the Borough and the Township should be explored with an eye towards the strategic and effective acquisition of important open space areas.
 - Consider alternatives to the outright purchase of open space or environmentally sensitive land. Continue to explore the use of conservation easements to protect and preserve the land, and provide for pedestrian access and connectivity to existing open space and natural resource areas.
 - Continue to meet with landowners on a regular basis to discuss potential acquisition of conservation easements and/or outright acquisition of land for open space purposes.
 - Create an educational brochure for landowners in which the various options for donating or bequeathing land or conservation easements to the Township and/or the Borough are presented. Encourage the outright donation of land

and/or the bequeathing of land, easements, and/or resources to the Township and/or the Borough as methods of open space preservation.

- Actively pursue the options to protect the private open space areas and facilities within the Doylestown Community. These lands include areas such as the Doylestown Country Club, Delaware Valley College, lands owned by the Central Bucks School District, Fordhook Farm, the American Legion Hall, and the PADOT property. Options could include land donation, land acquisition, right of first refusal prior to a land sale, easements, and potentially the shared use of facilities.
2. **Adopt parkland standards.** Establish the standard of 15 acres of active recreation land per 1,000 residents in the Township and 10.5 acres of parkland per 1,000 residents in the Borough.

Community Standards

It should be noted that the residents of the Doylestown Community appear to have a much higher recreational standard than the national average. Due to the increasing population in the area, the increase in registration for youth and adult sports, and the increasing distance that people will travel to attend and participate in sporting events, it should be made a priority of the Doylestown Community to increase the number and caliber of sports fields and recreational opportunities available to residents.

3. **Secure additional parkland.**

- Acquire about 20 acres of land for three neighborhood parks (3 – 15 acres in size, each) throughout the Doylestown Community.
- Consider land (100 acres or more) for an additional community park in the Township.
- Work with the school district and regional partners regarding land acquisition for sports complexes and other recreational facilities.
- Develop an action program and secure rights-of-way for linkages on the bike and hike path.
- Update the Mandatory Dedication of Parkland Ordinance in the Township to 15 acres per 1,000 residents as the standard. Consider adding non-residential requirements for parkland or fee-in-lieu of dedication. Adjust the fee-in-lieu of dedication to reflect the market value of land. Consider expanding mandatory dedication of parkland to include non-residential development as well as residential development.
- Consider establishing a Mandatory Dedication of Park Land Ordinance in the Borough. Establish 10.5 acres per thousand population as the standard. Consider the inclusion of non-residential properties as well. Set the fee in-lieu of the mandatory dedication of parkland to be consistent with property value.

- Explore the option to require developers to construct active recreational improvements, where appropriate, rather than simply offer the fee-in-lieu of improvements.
4. **Advance the future use of the PennDOT Parcel as a public space.** Continue to work with Heritage Conservancy to create and implement a Master Plan for the acquisition and development of a park on the current PennDOT parcel.

Objective 3

Provide for a complete network of trails and greenways throughout the Doylestown Community.

Recommendations

1. Add Bike and Hike Trails.

- Work toward completion of the Doylestown Community Bike and Hike System.
- Establish regional connections for the Bike and Hike Path to connect to destinations beyond the borders of the Doylestown Community. Specifically explore the following connections.
 - ✓ New Britain Township and Peace Valley Park
 - ✓ New Britain Borough and the New Britain train station
 - ✓ The future Route 202 trail to New Hope
 - ✓ The proposed Multi-Use Trail along the Route 202 Parkway
 - ✓ New Hope and the Delaware & Lehigh Canal National Heritage Corridor
 - ✓ Delaware Valley College to other destinations in the community
 - ✓ Provide connections for trails under bridges when appropriate, such as along the Neshaminy Creek at the Lower State bridge crossing.
- Support Bucks County's project to create a countywide Greenway Plan. Encourage Bucks County to develop a countywide trail plan.
- Connect various recreation hubs, natural areas and sports complexes throughout the Doylestown Community.
- Connect to regional transportation hubs.

Objective 4

Provide for a variety of recreational facilities for all segments of the population within the Doylestown Community.

Recommendations

1. **Provide recreation facilities and opportunities that include under-represented segments of the population.** Create a plan to reach out to sectors of the population that are not adequately represented in the current park and recreation facility usage patterns. This includes non-athletic youth programs, adult sports leagues, programs for 18-24 year old males, young adults in their twenties and thirties, senior citizens and active adults.
2. **Manage the Town Center as a Park.** Build upon the successful strategies to manage the Town Center and develop a plan to manage the town center, which covers the downtown business and cultural district, as a park in recognition of the town center as the public gathering space and park that it has become.
 - Continue to focus on creating and sustaining the harmonious use of public space that respects various public needs in tandem with the security and protection of visitors and the downtown itself. Elements could include:
 - ✓ Pedestrian circulation
 - ✓ Connections between larger open spaces
 - ✓ The use and planning of various areas for festivals and street markets.
 - Consider the use of a planning expert in public use and management of urban spaces.
 - Pursue grants and funding to develop the management plan as a demonstration or model project.
3. **Expand the mural and public art program.**
 - Continue to add murals and public art to the parks and other public spaces in the community. Research grants and partnerships to support expansion of public art.

Objective 5

Provide for a complete analysis of all current and future open space land holdings to determine their potential to meet the needs of the Doylestown Community.

Recommendations

1. **Reuse buildings and grounds for public recreation as appropriate.** Explore the potential for adaptive reuse of underutilized and/or abandoned land holdings for use as open space and recreation lands.
2. **Provide more amenities in the parks and along trails.**
 - Continue to develop plans to maintain the open space in the community and explore opportunities to enhance existing facilities with additional amenities such as educational structures, kiosks, restrooms, and pavilions.
 - Rivers Conservation projects could include these amenities along the streams and greenways in the community.
3. **Consider a policy for open space acquisition that would analyze potential uses, management, and maintenance issues.**
 - Some considerations may be:
 - ✓ Parcel size and configuration
 - ✓ Proximity to other open space areas
 - ✓ Adjacent land uses, including open space areas
 - ✓ Presence of environmentally sensitive areas, such as streams, floodplains, floodplain soils, woodlands, and steep slopes
 - ✓ Agriculture potential of the site
 - ✓ Historical significance of the site and/or buildings on the site.
 - ✓ Cultural significance of the site
 - ✓ Site topographical considerations
 - Some open space designations could include:
 - ✓ Historical Areas
 - ✓ Natural Resource Protection Areas
 - ✓ Agricultural Areas

- ✓ Passive Recreation Areas
- ✓ Active Recreation Areas
- ✓ Stormwater Management Areas
- ✓ Flood Control Areas
- ✓ Greenways
- ✓ Link Trails

4. **Consider and create alternative uses for remnant parcels of land.**
Create a land disposition policy.

Objective 6

Establish and implement a five-year capital improvement program for parks, recreation, trails and open space conservation.

Recommendations

1. **Institute a five-year program of planned capital improvements** in Township and Borough parks, using the recommendations of this plan as a guide.
2. **Define a capital improvement investment** as improvements that last more than five years and cost more than \$5,000 in the Borough or \$10,000 in the Township.
3. **Continue to fund the Capital Reserve Fund** in the Township through events such as Oktoberfest, the Golf Outing, and new special events.
4. **Operate special events as enterprise funds** for the municipal parks and recreation facilities.
5. **Plan for the cyclic replacement** of park furnishings such as playgrounds, field restoration, game court resurfacing, buildings and equipment.
6. **Develop and adopt a 25-year rehabilitation plan for Fanny Chapman Pool** to plan for major replacement and upgrading of equipment. Apply for PA DCNR grants for pool restoration projects.

Goal 2

Continue to manage the parks and recreation system in a professional manner that conveys the greatest possible benefit to the public.

Overview

Doylestown Township and Doylestown Borough have a blended approach to parks and recreation management and operations. Each municipality manages some functions independently. The municipalities also collaboratively manage other functions formally such as the performing arts series, the Bike and Hike Path, and parks and recreation planning. They also collaborate informally in such areas as assisting one another with projects when needed. The Township operates with a full time year round professional parks and recreation department while the Borough operates with a part-time parks & recreation professional, seasonal recreation staff and full-time year round park maintenance personnel. The partnership is unique and a model to regional collaboration statewide. Additional opportunities exist to further this relationship that could result in enhanced public service with greater efficiency and effectiveness.

Significant Issues

- The municipalities have a successful history of working together.
- The municipalities are faced with limited resources and ever-increasing demands on their services
- Exploration of a formalized partnership that would broaden areas of cooperation and result in enhancement of public service and economy in operation through shared costs, shared benefits, and expanded expertise in diversified staff.
- There are many committees in the Borough and the Township that touch on related parks and recreation issues but which operate independently. Vehicles for communication could be explored.

Objective 1

Explore the potential for the Township and the Borough to establish a multi-municipal parks and recreation system.

Recommendations

1. Study the further unification of parks and recreation in the Township and the Borough.

2. **Seek a PADCNR grant to study the benefits and challenges of establishing a fully unified parks, recreation, trail and open space system.** The study would address concerns, opportunities, areas of collaboration, areas of separate operation, roles and responsibilities, organizational and staffing structure, committee composition and appointment, and a fair and equitable financing method.
3. **Organize a joint municipal committee to undertake the planning project.** Include the Central Bucks School District, Delaware Valley College, and Doylestown Hospital as a part of the committee.
4. **Explore how to create strategic alliances with key partners.** These include the Central Bucks School District, Delaware Valley College, CB Cares and Doylestown Hospital.

Objective 2

Maintain and enhance the professionalism of municipal parks and recreation.

Recommendations

1. **Consider the overall staffing needs of parks and recreation as a multi-municipal function as part of the study of the potential further unification of parks and recreation.**
2. **Uphold the current high level of professionalism in parks and recreation through educational requirements, CPRP, CPSI, and other certifications. Provide training to staff in need of educational requirements.**
3. **Consider creating an operations specialist in the Township who would be responsible for organizing day-to-day management tasks and logistics for recreation services and public relations. This position would be dedicated to carrying out routine tasks to free up the Director and Program Coordinator to focus on growing the service and promotional aspects of parks and recreation. Having an Operations Specialist to organize, perform routine tasks and customer service would enhance the management capacity of the department functional areas.**
4. **Insure that that the municipalities take the necessary steps to attract and retain qualified dynamic management and staff.** The level of public expectation in the Doylestown community requires professional staff in order to deliver high quality facilities and services.

Objective 3

Keep the standard for state-of-the-art customer service.

Recommendations

1. **Involve the municipal finance departments in planning financial services such as credit card payments.**
2. **Create and implement credit card payment system for programs and services**
3. **Create and implement Internet registration.**
4. **Provide customer service training for both internal staff and outside customers.**
5. **During exploration of a unified multi-municipal park and recreation system, consider methods for providing easy, convenient registration methods including locations where residents could speak with a parks and recreation staffer.**

Objective 4

Create and implement a five year employee development program for parks, recreation, park maintenance, and administrative support for parks and recreation.

Recommendations

1. **Conduct a needs assessment regarding training in parks and recreation.** Assess training from two perspectives: municipal parks and recreation capacity building and professional development of the employees.
2. **Develop a five year employee development program** based on the needs assessment. Use a mix of training methods including memberships in parks and recreation and related areas, seminars, conferences, executive development programs, publications, brown bag lunches, networking, and other opportunities that may emerge.
3. **Include participation in professional organizations,** annual conferences, and workshops as part of the employee development program.
4. **Provide professional development training:** CPRP (Certified Park & Recreation Professional) certification, CPSI (Certified Playground Safety Inspector), and CEU's (Continuing Education Units).
5. **Establish CPSI (Certified Playground Safety Inspector) certification** as a requirement of standard park and recreation maintenance and management. Provide training to park staff for CPSI certification along with updating of the certification.

6. **Keep the pesticide and herbicide certifications current.**
7. **Provide team building for parks, recreation, administrative staff, and Public Works.** Everyone is part of the same team.

Objective 5

Use Impact Statements to evaluate projects and programs prior to taking on the project.

Recommendations

1. **Create a Management Impact Statement (MIS) as shown on page 123 prior to undertaking additional projects.** Projects would include park and recreation facility improvements or major programs. Add only projects or programs that would maintain the high level of quality now provided or that would not negatively impact other existing programs, facilities, and human resources. This would be especially important for facilities of the magnitude of an amphitheater structure, the addition of sports fields or a new park.

Objective 6

Formalize the park and recreation maintenance management system.

Recommendations

1. **Undertake the development of a formalized maintenance management system in the Township and in the Borough.** Should a joint venture of parks and recreation occur between the Borough and the Township, it may prove fiscally prudent to join the maintenance functions as well for parks.
2. **Empower the Park Superintendent and Park Foreman to take the lead in developing the system.** The Borough and the Township should work independently but jointly in developing a common system that could operate independently but merge easily.
3. **Establish and implement park maintenance standards.**
4. **Update the annual, seasonal and monthly schedules in accordance with the formalized system.**
5. **Establish a computerized information tracking system to generate information about cost centers.** This will enable the municipalities to make real-time informed decisions about planning, directing, controlling, and evaluating maintenance.

6. **Consider seeking a Peer Grant to formalize the system.** Obtain the services of park management specialist to assist in the development of the formalized maintenance system.
7. **Create an annual report of accomplishments, opportunities, and issues prior to budget planning.** Use this information to allocate resources, create policies, and set fees and charges.

Objective 7

Establish a program to monitor the use of the parks and recreation areas on a regular basis.

Recommendations

1. **Use a monitoring system such as the Site Watch program in Upper Dublin as a model.**
2. **Secure a RecTAP grant** (Recreation Technical Assistance Program) through PRPS (Pennsylvania Recreation and Park Society) for assistance from Upper Dublin to implement the program.
3. **Develop a Management Action Plan for the Town Center.** Retain a professional consulting firm experienced in the design and use of public space in urban areas. Use a strong public involvement process. Focus on developing strategies for management using a public participation process.

Objective 8

Develop and implement an advertising program to build community awareness about parks and recreation.

Recommendations

1. **Develop an identity** through the use of “branding” the Doylestown community as the special place it is recognized to be.
2. **Create a logo for the Doylestown community parks and recreation.** Use professional graphic designers to create the logo. Consider the creation of a mascot.
3. **Create a tag line.** Use the logo on all possible surfaces.
4. **Use promotional give-away items and sales** to heighten public recognition and support for community parks and recreation.
5. **Investigate developing a joint program guide** with the Township and the Borough, share costs and the benefit of consolidated advertising.

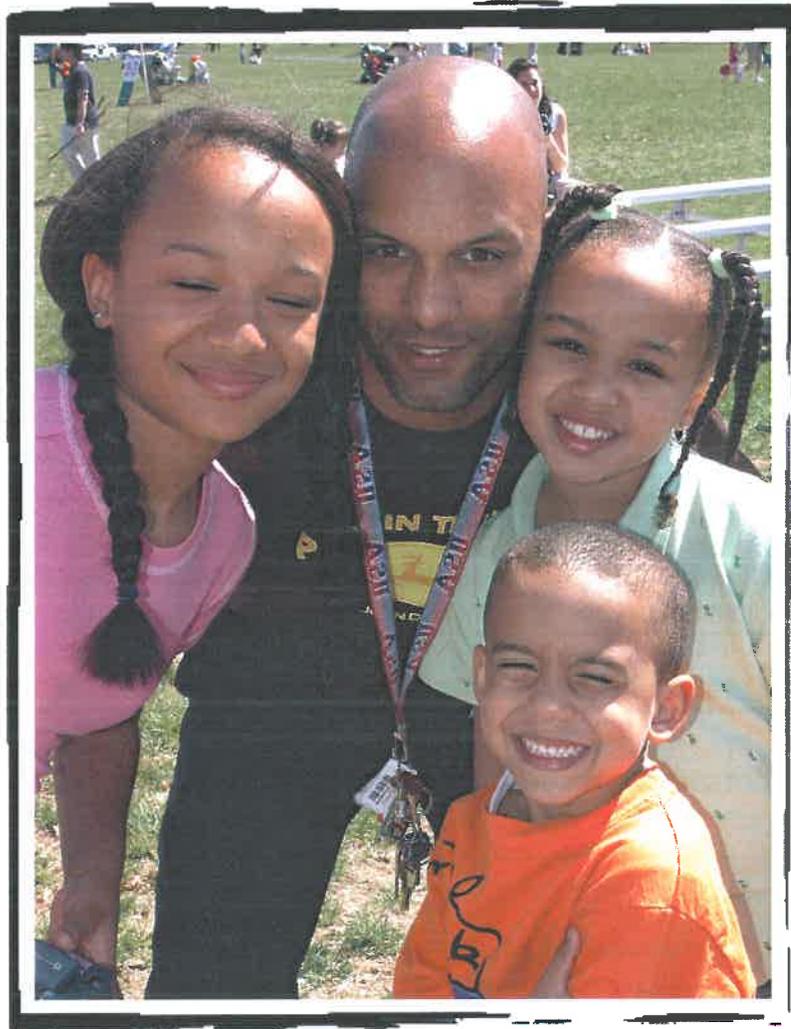
Objective 9

Develop and implement a marketing strategy for parks and recreation

Recommendations

1. **Undertake ongoing needs assessment to understand community interests.** Segment client groups according to identified characteristics such as pre-schoolers, active seniors, families, and those interested in sports, the arts, and other leisure interests. Obtain public input from a variety of means including:
 - A community-wide needs assessment update every three to five years. Build upon the recent Doylestown community survey conducted for this plan as well as other community surveys when undertaking future surveys. Use this plan as the basis for the next survey. To begin planning for active adult programs, consider a targeted survey of people age 45 and over.
 - Letters and telephone calls from residents. Suggestion boxes. The WEB site(s) for parks and recreation. Other WEB sites.
 - Focus groups. Community boards and organizations including the sports groups, service organizations, people with special needs, and others.
 - Periodic interviews in parks with park visitors.
2. **Participate in community advisory groups and organizations as a liaison to parks and recreation.**
3. **Evaluate programs, services, and facilities on an on-going basis to determine public preferences.** This should be a formalized process instituted for the programs overall. Target both leaders and participants for the evaluations.
4. **Develop information about customer preferences, interests, and demographic characteristics.** Knowing who the customers are and their characteristics is essential to expand and position services effectively. This can be done through registration, program evaluations, focus groups, and intercept surveys in the parks, special events or programs.
5. **Include the development of information about tourists and their financial impact on the Doylestown Community.** Use this information to document the important attractions and services that this community provides along with the economic benefits. Document why Doylestown merits investment of hotel tax funds to support recreation and tourism in the community. Make the case for investment to Bucks County and the Visitors Bureau in a strategic manner.
6. **Develop an action plan for three years based upon the assessment of community needs, programs, and services.** Develop specific strategies with goals and actions for the first year of the three year plan.

7. **Develop measurements to determine if the budget and resources devoted to marketing achieve the goals of the marketing program.**
8. **Create one multi-municipal recreation newsletter sharing all costs equitably.**
9. **Create a parks and recreation WEB site with linkages between the Borough and the Township. Link with the Doylestown Alive WEB site.**
10. **Distribute parks and recreation publications at strategic places in the community as a method of advertising services and building public awareness. Work with the Central Bucks School District regarding its policy on distributing fliers via school students.**



Goal 3

Create recreation opportunities to build upon the existing programs and services to enrich the quality of life for the people who live, work, and visit here.

Overview

Public recreation services introduce residents to a variety of recreation opportunities. Municipal recreation is the foundation for building lifelong active healthy lives. The Borough and the Township offer different levels of recreation programming based upon their staff capacity and expertise; the Township is able to offer more scheduled recreation programs because of its year round parks and recreation department. Together, the municipalities have a successful track record of collaboration in recreation programming. A unified approach to recreation service planning and management could expand all recreation opportunities for the public. The residents from the Borough and the Township use the facilities and programs interchangeably without respect to place of residence.

Significant Issues

- Residents would like to see more recreation opportunities in the area of the arts.
- Youth sports participation is proliferating while adult sports are minimal due to lack of facilities.
- Lifelong fitness and wellness programs need to be expanded upon in response to both public opinion and the number one public health issue, the lack of physical activity causing obesity, heart disease, diabetes, and other related diseases.
- Residents are conservation minded and wish to participate in more environmental and nature based experiences.
- There is a need for recreational experience that people use throughout their lifetime and on an expanded basis once they retire. The aging of the population warrants re-focusing recreational programming toward people 55 and older who lead active lifestyles.
- Continuing to include people with special needs in all aspects of parks and recreation is crucial. Finding new and better ways to serve citizens of all abilities is an important direction for the future.

Objective 1

Consider the potential for the Township and the Borough to collaborate on recreation programs and services.

Recommendations

1. **Consider an annual discussion in the fall to explore the program potential** for the next calendar year with representatives of the Borough and the Township management, parks and recreation managers and staff, and parks & recreation boards. Determine areas of potential collaboration. Set forth a plan based on areas of agreement for the next year. Determine the process for coordination along with a time schedule for accomplishing tasks.
2. **Advertise programs jointly.** Consider cost sharing on the program guide.
3. **Determine methods for registration and payment.** Long term, consider a unified registration and payment system, including credit card payments and registration via the Internet.
4. **Determine how the Township and Borough staff could coordinate the level of investment each municipality is willing to take on with respect to recreation programs and services.** There would be greater efficiency and effectiveness through unified staff efforts.

Objective 2

Develop a program management plan.

Recommendations

1. **Establish a three year program management plan.** The program management plan should include a mix of organized programs and self-directed recreation opportunities. For the organized programs, set goals for desired outcomes for the participants as well as the number and types of programs to be offered. Develop a municipal revenue policy with guidelines for fees and charges that are reasonable and attainable. Take into consideration the nature of the program, the facilities, and staff resources. Set a goal for cost recovery based upon this policy. Typically such a goal reflects the percentage of the operating budget that is supported with non-tax dollars generated through fees and charges, donations, and other means. Focus on effective customer service rather than on a “cafeteria-style” menu of programs.
2. **Broaden the perspective on service delivery from organized scheduled programs to providing opportunities for self-directed recreation.** This will enable the community to expand recreation opportunities without increasing demands on staff time.
3. **Include the role of “information broker” in which the parks & recreation staff presents ideas for how people can spend their leisure time on their own.** This could be a current feature on the parks and recreation WEB site linked between the two communities via the municipal WEB sites as well as in program guides and municipal newsletters. Coordinate this effort with Doylestown Alive WEB Site. Continue to publish articles in the local newspapers, including the weekly “To Do” column in the **Daily Intelligencer** about recreation programs and services.

4. **Insure that the program management plan addressed services and opportunities for people of all ages and abilities.** Create, sustain and enhance partnerships with community organizations dedicated to people with special needs including BARC (Bucks County Association of Retarded Citizens), Special Olympics, Senior Olympics, Autism, and others to be identified or emerge. Consider creating an ad hoc advisory committee for people with special needs and or including a representative for people with special needs on the Parks & Recreation Boards.

Objective 3

Build upon community nature based recreation opportunities over time.

Recommendations

1. **Focus on creating self-directed nature based recreation experiences in the community.** Use the Environmental Grove in Central Park as a springboard for this program area. Build upon successful efforts like Castle Valley Park and incorporate additional natural areas in to the park system.
2. **Advertise these areas and opportunities to the community in both municipalities.** Promote these recreational experiences that people can enjoy at their own discretion for relaxation, nature study, photography, bird and wildlife watching and destinations from the Bike & Hike Path year round.
3. **Explore partnerships with the Peace Valley Nature Center and the Central Bucks School District in environmental education.**
4. **Encourage group use of environmental areas of the parks.** Work with groups such as scouts, school groups, day care centers, senior centers, and other community organizations to conduct their own self-directed programs and experiences.
5. **Consider the addition of nature and environmental education as a program area.** Only move into this if sufficient staff time and resources can be dedicated to developing and implementing it.

Objective 4

Establish the arts as a program area within parks and recreation.

Recommendations

1. **Develop Doylestown Arts in Parks and Recreation (DAPAR).** Create a pilot program targeted at fostering life-long interest in the arts by involving children in all aspects of the arts. Consider partnering with other community arts organizations.
2. **Harness the resources in the community to work collaboratively in developing this program.** This includes the participants in the arts forum and

CB Cares. The Parks & Recreation Departments would be the “feeder” organizations to the higher-level arts institutions in the community. Target a specific age group such as middle schoolers for the pilot project. An example of the kind of pilot project might be a film production for youth in conjunction with a possible showing at the Chamber of Commerce Bucks Beautiful film festival or the County Theater. The idea is to capitalize on what already exists and feed into it.

Objective 5

Address the need to provide and promote recreation opportunities aimed at improving lifelong fitness and wellness.

Recommendations

1. **Adopt a multi-faceted approach that includes facilities, services, promotion, and partnerships.**
2. **Promote and advertise facilities** such as pathways, year-round recreation, and scenic natural areas to entice people to participate.
3. **Promote the need for an active lifestyle**, its role in disease prevention, and how Parks & Recreation can help citizens to lead healthy lifestyles.
4. **Establish/enhance partnerships with community organizations** such as Doylestown Hospital, CB Cares, the Summit on Aging committees in the Borough and the Township, the Central Bucks Family YMCA, and health care providers in this effort. Partner with the Pennsylvania Activities and Nutrition Advocates (PANA) and especially the Central Bucks School District. Explore working with the School District in implementing the plan for fitness that is required for all school districts by 2007.

Objective 6

Take a leadership role in providing a forum and encouraging cooperation among community sports organizations.

Recommendations

1. **Hold an annual forum for community sports organizations.** Invite all organizations to the forums to discuss topics of common interest such as fields, scheduling, permitting, common issues and opportunities, potential areas of collaboration and other topics that may emerge. Determine an action plan to foster future collaborative efforts.

Objective 7

Strive to provide the most convenient customer-friendly registration methods possible for enhanced public service.

Recommendations

1. **Use Rec Ware Software already purchased for program registration, tracking, and decision-making.** Consider how to phase in the Borough's registration procedure and coordinate the software.
2. **Implement a credit card system for payments.**
3. **Institute registrations via the Internet when credit card registration is in place.**

Objective 8

Monitor the pulse of the community to determine needs and interests in parks and recreation.

Recommendations

1. **Continue to evaluate programs, services, and facilities on an on-going basis to determine public preference.** This should be a formalized process instituted for the programs overall. Target both leaders and participants for the evaluation.
2. **Develop a targeted mailing list** for people interested in programs delineated by age group, special interests and so on.
3. **Participate in community advisory groups and organizations as an acting liaison to parks and recreation.** This would include service clubs, sports organizations and other community meetings that departmental staff could monitor or participate in as staff time allows.
4. **Obtain public input from a variety of means including:**
 - Park and Recreation Boards.
 - A community wide needs assessment update every three to five years. Build upon the recent township and borough survey and other community surveys in future surveys. Use this plan as the basis for the next survey. To begin planning for active adult programs, consider a targeted survey of people age 55 and over.
 - Letters and telephone calls. Suggestion boxes. Parks and Recreation WEB site.
 - Focus groups. Identify and hold focus groups on an on-going basis. Focus groups are a quick and easy method to obtain current information about public sentiment from key-stakeholders in the topic under consideration such as parents of youth

programs, active senior adults, conservationists, trail enthusiasts, and people with special needs.

- Periodic interviews in parks with park visitors.
5. **Develop information about customer preferences, interests and demographics.** Knowing who the customers are and their characteristics is essential to expand and position services effectively. This can be done through registration, program evaluations, focus groups and intercept surveys in the parks, special events or programs.

Objective 9

Continue to help facilitate community recreation services by other providers.

Recommendations

1. **Recognize that supporting community recreation efforts such as First Night offered by other groups require dedicated staff time.** Assess the availability of staff time and make that information known to municipal managers and officials before assuming responsibilities.
2. **Continue to develop public/private partnerships with commercial recreation and private non-profit providers such as the Central Bucks Family YMCA and Doylestown Hospital in offering public recreation opportunities.** This provides an important public service as well as operates as a feeder program to strengthen local recreation type businesses.
3. **Continue to provide support and advertisement in a one source recreation guide for community groups with their contact numbers.**
4. **Monitor trends to determine how services can be enhanced or rejuvenated.**



Goal 4

Invest in parks and recreation to sustain and enhance the health, safety, and welfare of the community.

Overview

The Doylestown Community invests in parks and recreation through capital improvements; in operating the parks and recreation facilities; and providing programs and services. The Township will be paying off the capital debt for the acquisition and development of Central Park through 2017. The Borough undertakes capital improvements on a year-to-year basis. The municipalities have secured about \$1.7 million dollars in grants to develop the Bike & Hike Path as well as other “safe routes to school”. Both municipalities dedicate a portion of the general fund for the annual parks and recreation operating budgets. The Township spends about \$40.72 per resident per year in parks and recreation operations while the Borough spends about \$22.17.

Significant Issues

- Major capital funding would be needed for land acquisition and park development for a new community park.
- Capital funds are needed for improvements in existing facilities such as ball fields, completion of the Bike and Hike Path and the cyclic rehabilitation of the parks.
- The Township’s per capita operating budget falls in the range of similar townships elsewhere. The Borough’s per capita operating budget is about the average state wide for communities of this size. The Borough operates with a full-time parks operation and a seasonal recreation operation with fewer programs and services and less park land.
- Partnerships and sponsorships are key to the community’s parks and recreation successes. However, the sponsors appear to be giving the most that they can. Strive to recruit new partners and sponsors persistently.

Public Opinion: Financial Support for Parks and Recreation

- About 46 percent of survey respondents were willing to pay \$18 more annually to improve parks and recreation. Another 18 percent said they needed more information to decide about whether to pay more. Only 20 percent were not willing to pay any more.
- Sports groups contribute financially for athletic field improvements, mainly in the Borough.
- The Bike & Hike Committee members volunteer to work in partnership with the municipalities in the pursuit of grants to fund the bike path. Through their success about 12 miles of bike path have already been built.

Objective 1

Provide adequate financial support for parks and recreation through the municipal operating budgets.

Recommendations

1. **Continue to fund parks and recreation operations at current levels.**
2. **Explore additional program partnerships to make the best use of limited financial resources.** Investigate other potential ways to cost share such as developing one program guide for both communities, sharing expenses and sharing staff time.
3. **Assess the municipal policies in both municipalities regarding fees and charges** to determine if they are adequate or if they can be increased to help offset operating costs. Include a review of policies regarding fees and charges for maintenance of athletic facilities.
4. **Continue to use a mix of tax funds, partnerships and non-tax funds to support public recreation.**
5. **Try to channel tax funds** towards parks and recreation facilities and generate user fees for recreation services.
6. **Use the Management Impact Statement to insure that adequate financial and human resources are available** to carry out, operate or maintain the initiative, before undertaking new projects or programs.

Objective 2

Establish a capital improvement program based upon decisions made for implementing this plan.

Recommendations

1. **Consider a bond issue or low interest loans for funding capital projects and land acquisition.**
2. **Set forth a five-year capital improvement program** based upon the recommendations of this plan.
3. **Establish strategic alliances with other providers as a way of maximizing all of the available resources for specific projects.** These could include community sports groups, the Bike & Hike Committee, The Central Bucks School District, Delaware Valley College, Doylestown Hospital, the Doylestown Business Alliance, the Chamber of Commerce, the Cultural District, and others.

4. **Use the criteria in Figure 4 to select projects for the capital improvement program.**
5. **Update the Mandatory Dedication of Land Ordinance** in the Township to secure additional park land or fees-in-lieu of dedication based upon market value of land. Consider the establishment of a Mandatory Dedication of Land Ordinance in the Borough.
6. **Undertake a professional fundraising campaign if appropriate for a major project.** Facilitate the formation of a community-based organization to take the lead on the fundraising program. Projects that lend themselves to fundraising include the proposed amphitheatre, Activity Center improvements, neighborhood parks and playgrounds, and trails.

Figure 4						
Sample Criteria for Selection of Capital Improvement Projects						
Project Title: Project X		Capital Cost: \$100,000		Funding Source(s): Muni's. & DCNR		
Annual Operating cost: \$10,000		Operating budget source(s): User Fees				
Criteria	Yes (2)	No (1)	High Priority (3)	Medium Priority (2)	Low Priority (1)	Total Points
1. Does proposed project meets public need?	2		3			6
2. Does the project benefit a majority of the citizens?		1			1	1
3. Will the project meet safety and accessibility needs of community?		1			1	1
4. Is the project consistent with JPROS Plan, design guidelines, park master plan and mission	2				1	2
5. Will the project improve existing park conditions? That is, it will fix up what the twp. or boro has rather than build new.	2		3			6
6. Is project in an area of the community that needs municipal investment?		1			1	1
7. Is funding available for the project?	2		3			6
8. Does a community group support(s) the project?	2		3			6
9. Will the Municipality or other provider be able to maintain the improvement/project upon completion?	2		3			6
10. Will the quality of the project enhance the public image of the Doylestown Community?	2			2		4
11. Do you have time to undertake the project?	2					2
TOTAL Points						41

(#) = point value

Chart Formula

Step 1. Answer each question of the criteria with a yes or no.

Step 2. Mark either “2” in the yes box or “1” in the no box.

Step 3. Determine if the project is a high, medium or low priority.

Step 4. Mark either a “3”, or a “2” or a “1” in the appropriate priority box.

Step 5. Multiply the Yes (2) or No (1) points times the Priority Points High (3), Medium (2) or Low (1). Put that answer in the total point’s column for that criterion.

Step 6. Continue working your way through all of the criteria in the same manner.

Step 7. Add the Total Points Column. Write the score in the box in the bottom of the column. Compare this score against the scores of other projects under consideration. In the example above, Project X scored a value of 41 out of a total 60 points possible. Compare this score with other projects that could range in value from 10 to 60. Use as part of decision-making process.

Step 8. Adjust the criteria and point values as merited based upon the use of the rating scale.

Chapter 8: Action Plan



Saving

... Our cultural & historical richness



Chapter 8: Action Plan

The implementation schedule sets forth the time frame for the actions the Doylestown Community will undertake over the short, medium, and long term through 2017. The implementation plan is scheduled around the four goals of the plan including: parks and recreation facilities and open space; management; recreation opportunities; and financing parks and recreation.

Goal 1
Continue to sustain and enhance a quality system of parks, recreation facilities, greenways and trails for recreation and resource conservation.

Project Key √ Start Project ⇒ Continue Implementation	Cost/Source	2008-2010	2011-2013	2014-2017
Update the Central Park Master Plan – include park hub at Kid's Castle, amphitheatre, sports fields on additional land, fitness facilities, landscaping & beautification.	\$50,000 – 70,000. Grant funding	√		
Master Plan Turk Park – focus on sports fields; add amenities for other park visitors.	\$50,000 Grant funding		√	
Assess existing sports field, develop a plan to improve them including a turf management program and lighting consideration.	\$25,000-30,000	√		
Master plan new Borough neighborhood park	\$25,000 grant funding	√		
William Neis Park/Central Bucks School District Improvements <ul style="list-style-type: none"> • Evaluation and recommendations • Improvements 	CBSD partnership \$25,000 proposed - to be negotiated. To be determined		√ √	⇒
Negotiate partnership with Delaware Valley College to develop sports fields for college and community use on college grounds	Staff time		√	
Add amenities in accordance with park master plans	To be determined	⇒	⇒	⇒
Acquire additional parkland for neighborhood parks and on additional community park with a sports complex. 58 to 120 acres.	Market value, donation, bargain sale, easement	⇒	⇒	⇒
Support Bike & Hike Path Committee efforts to build additional 12 miles of bike path.	Staff time. Grants.	⇒	⇒	⇒
Expand the public mural and art program	Grants, municipal funds, staff time	⇒	⇒	⇒
Continue to manage the Town Center as a park. Retain firm specializing in use of public space to make recommendations to assist Borough efforts.	\$25,000-40,000 Grant	√		
Assess open spaces and buildings for adaptive reuse for recreation	Municipal planners		√	
Establish a five year Capital Improvement Program	Base on master plan and study recommendations.	√	⇒	⇒

Goal 2

Continue to manage the parks and recreation system in a professional manner that conveys the greatest possible benefit to the public.

Project Key √ Start Project ⇒ Continue Implementation	Cost/Source	2008- 2010	2011- 2013	2014- 2017
Explore potential multi-municipal parks and recreation system with the Township, the Borough and possible the School District.	\$10,000 - \$9,000 grant from PADCNr and \$1,000 local match	√		
Create a five-year employee development program supported by a budget line item for training.	1 percent of the operating budget to be phased in over five years.		√	⇒
Evaluate projects, programs and events using the Impact Statement tool to determine if the resources are available to carry out the tasks.	Staff time	√	⇒	⇒
Develop a formalized maintenance management system. Consider a multi-municipal system.	\$10,000 - \$25,000. Consider a \$10,000 Peer-to-Peer Grant.	√		
Create a five-year strategic marketing plan to promote awareness of community recreation opportunities.	Harness local resources from the College, business and health care to develop the plan.		√	⇒
Explore the establishment of Site Watch to monitor and control use of public recreation space, especially game fields to insure that the fields are payable for community sports. Include CBSD. Negotiate and agreement and implement it.	\$1500 RecTAP grant. No match required. Staff time. Cost of program to be recovered through fees.	√	⇒	⇒
Use the plan recommendations as the basis for re-constituting the Parks & Recreation Boards. Consider a unified township & borough parks and recreation board with equitable representation. Develop a mission for the board(s), goals, roles, responsibilities, and training program for members.	Use the Peer-to-Peer Study as a mechanism to define board roles.	√	⇒	⇒
Grow the staff over time as programs expand and facilities increase. Do not undertake any program or facility for which there is no staff support to manage it.	To be determined.	⇒	⇒	⇒
Review the recommendations of this plan and the municipal accomplishments every year prior to budget season. Determine emerging needs and opportunities to evaluate and update the recommendations.	Staff, management and board member time.	⇒	⇒	⇒
Update this plan every five years.	\$30,000		√	⇒
Continue to manage the Town Center as a park. Retain firm specializing in use of public space to make recommendations to assist Borough efforts.	\$25,000-40,000 Grant	√		
Explore the concept of Site Watch as a way to enhance security of the parks and recreation facilities. Seek a RecTAP grant to explore this program.	\$1,500 RecTap grant from PRPS. No match required.	√		

Goal 3

Create recreation opportunities to build upon the existing programs and services to enrich the quality of life for the people who live, work and visit here.

Project Key √ Start Project ⇒ Continue Implementation	Cost/Source	2008- 2010	2011- 2013	2014- 2017
Explore potential merger of township and borough recreation programs and services using the Community Council on the Arts, summer concert series and Bike & Hike Path as models.	Part of Peer-to-Peer Study funded by PADCNR. \$9,000 grant with \$1,000 match.	√		
Develop a three year program management plan	Staff time	√	⇒	⇒
Incorporate nature based recreational programs and activities. Consider partnership with CBSD in environmental education.	Staff time. Consider partnership with Bucks County Parks & Recreation Dept.		√	⇒
Incorporate fitness and wellness programs and activities for people of all ages, especially the active aging population and youth.	Staff time. Potential additional staff. Support through fees and charges and municipal budget.		√	⇒
Hold an annual sports forum with community sports organizations, parks and recreation, and the school district.	Staff time	⇒	⇒	⇒
Implement a credit card registration and internet registration system.	To be negotiated with credit card provider.	√	⇒	⇒
Create an on-going needs assessment program. Include program evaluations, focus groups, non-users, and community surveys.	Staff time. Survey every five years: \$10,000-12,000.	⇒	⇒	⇒
Facilitate recreation offered by other providers. Continue effective communication to collaborate on important recreation services that could not be provided by local government.	Staff time.	⇒	⇒	⇒

Goal 4
Invest in parks and recreation to sustain and enhance the health, safety and welfare of the community.

Project Key √ Start Project ⇒ Continue Implementation	Cost/Source	2008-2010	2011-2013	2014-2017
Continue to fund parks and recreation at the current levels.	About \$800,000 in the Township and \$200,000 in the Borough. Sources: Municipal taxes, fees and charges, grants gifts, donations and sponsorships.	⇒	⇒	⇒
Explore a long-term financial strategy for land acquisition and capital improvements.	Time of municipal managers and their advisors. Amount of financing to be determined.		√	⇒
Establish a five-year capital improvement program based on the recommendations of this plan and future park studies.	Staff time. Create an annual budget for capital improvements that would be forecast over the next five years for effective planning and resource allocation. Amount to be determined.	√	⇒	⇒
Update the mandatory dedication of land ordinances to obtain fees commensurate with current land values. Consider mandatory dedication of land and fees-in lieu of dedication for all types of development including residential, industrial and commercial.	Staff time. Attorney fees. Seek copies of ordinances in other municipalities as examples.	√	⇒	⇒
Consider private fundraising for special major projects such as the amphitheater if staff time is available to manage the campaign.	Staff time, volunteer time. Potential fundraiser fee of \$25,000+. That would be offset by donations.	⇒	⇒	⇒

Appendix A: Park Conditions



Description of Open Space Areas

Mini Parks

Doylestown Borough

Hillside Park

Park Description:

A 0.76-acre public park with some active recreation facilities, this site is owned by the Borough of Doylestown.

Active Recreation Facilities

½ basketball court, playground.

Passive Recreation Facilities:

Open play area, picnic area

Support Facilities:

No support facilities

General Site Observations:

Located on the downhill side of the street from neighboring residential lots, this site shares a rear property line with a car service station. Although small in size, this park appears to be well used and historically has been used heavily by residents of the surrounding neighborhoods.

Opportunities:

Additional buffering from adjacent non-residential uses would create a more relaxed and secluded atmosphere. In addition, the provision of a path from Hillside Avenue would create better access to the site, especially in damp or slick conditions.

Historical Society Park

Park Description:

This .08-acre property is currently owned by the Doylestown Historical Society and was created as a pocket park in the Borough of Doylestown.

Active Recreation Facilities

Game tables

Passive Recreation Facilities:

Reflecting pool, benches, flower gardens

Support Facilities:

Historical society building

General Site Observations:

This park, although located in the downtown area, and within 200 feet of Main Street, functions and has the feel of a secluded, private park. The attention to detail and construction material in the park, combined with the reflecting pool and game tables make this park a special destination for many users (both residents and day-time workers in the area) who welcome the sense of solitude.

and peacefulness found in this park. Because of the secluded atmosphere, vandals have damaged the park.

Opportunities:

Opportunities with this park exist mainly in areas of programming, such as music, poetry, performing arts, games, game tournaments or gardening programs. However, it should be noted that over-programming of this park could lead to diminished sense of solitude and peacefulness currently found in this park. Additional programs are needed and increased park activity for recreational purposes may decrease the vandalism in this park.

Star Park

Park Description:

This Borough owned 0.05-acre pocket park is located in the center of town and is the site of a mosaic wall mural and garden. It was developed as a part of a land development and alley improvement involving surrounding buildings and parking areas. The mosaic mural was designed and created by a local artist. The artist solicited the assistance of community children to participate by placing tiles on the mural (with her assistance). The mural and park also serve as a memorial to a soldier, who died while serving our country in the War in Iraq.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Fountain and benches.

Support Facilities:

No support facilities.

General Site Observations:

Star Park functions as a respite and resting / reflecting area for people walking through or working in Doylestown. This park is often used as an informal gathering area for families walking through the downtown area and for groups of all ages, particularly teens, who tend to perceive this park as an alternative place to gather. The park is a surprising small public space that contributes to the sense of community in the Borough.

Opportunities:

Due to the location of this and other small parks in the Borough, vandalism can be a problem. Sturdier signage and other protections against vandalism may be prudent. Other opportunities include small demonstration flowerbeds, and summer arts programs for young children.

Wood Street Pocket Park

Park Description:

A new “urban” in-fill park, the property is approximately 0.2 acres and was previously an under-utilized parking lot.

Active Recreation Facilities

Tot lot; back parking area can be closed off for skating.

Passive Recreation Facilities:

Benches, picnic area.

Support Facilities:

No support facilities.

General Site Observations:

The site is used partially as a permit-only parking lot and partly as a tot-lot/open space area. The tot-lot is a popular facility and is used frequently. The park has become a gathering area for pre-school age children and their caregivers. The rear parking lot has become a popular gathering area for elementary age children and young teens.

Opportunities:

Additional buffering between the park and the adjacent residences, as well as more decorative plantings and shade trees in the picnic area.

Neighborhood Parks

Doylestown Borough

Burpee Park

Park Description:

This Borough-owned 3.5 acre park is located on East Ashland Street next to Our Lady of Mt. Carmel Elementary. The park contains numerous active recreation facilities, and is the site of many Borough summer programs.

Active Recreation Facilities

1 basketball court, playground, 1 volleyball court, 1 softball field, 1 street hockey area, and 2 shuffleboard courts. The shuffleboard courts no longer have their markings and may be removed in the future.

Passive Recreation Facilities:

Pavilion, picnic area, benches and a large open playing field.

Support Facilities:

Storage areas and restrooms in the pavilion.

General Site Observations:

The site's proximity to the elementary school results in heavy use by young children. The site is also fenced due to being surrounded by streets on three sides. Burpee Park serves as both a neighborhood park and also as a playground for the adjacent K-8 parochial school, Our Lady of Mount Carmel. It is home to a number of recreational activities and summer programs offered by Doylestown Borough.

Opportunities:

The close proximity of the community gardens creates some unique opportunities for environmental, gardening and art education programs. The basketball courts are within easy walking distance of a majority of the Borough.

Doylestown Township

Sauerman Park

Park Description:

This property, located between Sauerman Road and Route 611, is approximately 13.64 acres and is owned by Doylestown Township. Much of the park is heavily wooded, and the park maintains a secluded atmosphere. The rear lot line adjoins Neshaminy Creek, and while the site is not part of the Bucks County Link Park System, it is located close enough to possibly benefit from nearby Bridge Point Park's access to the Link Park System.

Active Recreation Facilities

1 softball field, 1 tot lot play area, 1 horseshoe pit, 1 volleyball court.

Passive Recreation Facilities:

Picnic area and woodland trail, bird watching, outdoor classroom.

Support Facilities:

One porta-potty.

General Site Observations:

The site provides a variety of activities and recreational uses for the surrounding neighborhoods. A recent grant received by the Township from K-Mart funded a new tot-lot.

Opportunities:

Improvements to restroom and parking facilities, as well as connecting the existing woodland trails to the Link Park System would enhance the usability and accessibility of this park

Community Parks

Doylestown Borough

Chapman Park & Swimming Pool

Park Description:

This Borough-owned park with a swimming pool is situated on a site of approximately 22.89 acres, and is located on East State Street. Swimming instruction is available at the pools, as well as competitive swimming teams and a recreational swim club. The pool is maintained through revenues from pool memberships, and a board of managers is appointed by the Doylestown Borough Council to oversee operations. Membership is open to anyone within the Central Bucks School District, which includes the Boroughs of Doylestown, Chalfont and New Britain and the Townships of Doylestown, Buckingham, New Britain, Plumstead, Warrington and Warwick. Chapman Park also contains the Borough Pond, which is home to an annual fishing derby, and serves as home to half of the Summer Concert Series, which is coordinated by the Performing Arts Committee, which is a joint venture between the Township and Borough. The Kids Triathlon is held at Chapman Park.

Active Recreation Facilities

1 Basketball, 2 volleyball, 4 swimming pools, 1 tot lot, 1 multi-purpose field, youth fishing.

Passive Recreation Facilities:

Picnic facilities, fitness trail, nature trail, benches.

aspect of the park and facilities so that the use will not upset the delicate balance of the needs of the neighborhood and the needs of the athletic associations.

Doylestown Township

Central Park

Park Description:

Located on Wells Road, this park includes both active and passive recreation areas. Owned by Doylestown Township, this approximately 125.5 acre property includes the majority of Central Park, the Township Building, and land dedicated by the Doylestown Station development. In addition to recreation areas, portions of the properties are used for natural resource protection and farmland.

Active Recreation Facilities

5 tennis courts, 2 basketball courts, 2 bocce courts, 1 tot lot, 2 soccer fields, 1 lacrosse field, a golf link (135-150 yards), 1.5 miles of biking/hiking/jogging trails, 21 fitness stations donated by Doylestown Hospital, cross-country skiing, sledding and Kid's Castle (a community built playground). A newly constructed Activity Center is available for indoor recreation and can be rented for private events. The building contains a community room, kitchen and restroom facilities. Central Park also serves as the home of Oktoberfest, the Summer Concert Series, the annual Egg Hunt and numerous other community events.

Passive Recreation Facilities:

2 picnic pavilions, 1 informal amphitheater with a portable stage, bird watching, and natural areas.

Support Facilities:

Pavilions, bathrooms, concession building, parking and park roads.

General Site Observations:

- Although large portions of the site are already developed, there are still large areas that can remain as passive open space or can be used for future active recreation development. It should be noted that Central Park, as it was originally designed in 1992, was intended to be a Community Park and a focal point of the Doylestown Township Park System. In 1997, Kids Castle was designed and then constructed as a part of a community-wide volunteer build over a period of two weekends. Since its opening, Kids Castle has continued to draw large crowds from throughout the region, to the extent that the nature of Central Park has evolved from the Community Park that it was originally designed to be, to the Regional Park that it has become. The park is well used and tends to function well, even during periods of extremely intense use, such as when 10,000 attendees at a summer concert or when attendance over 20,000 people attend Oktoberfest. This additional 24 acres which were recently incorporated are includes a hike/bike trail connection to Kutz Elementary School and an Environmental Education Area. The park also adjoins Neamand Park, providing access to the Neshaminy Creek for additional environmental educational programs.

Opportunities:

Central Park celebrated its tenth anniversary in 2005. Based on the history of park use and management as well as public recreation needs, it is time to re-visit the design of this park. An updated master site plan would help to respond to public needs, maximize its resources and protect the park from "being loved to death". Considerations could include:

- The addition of an amphitheater/permanent amphitheater structure. This should be well designed as a signature facility, not just as a structure planted in the park. The facility should evoke the rich historic and cultural aspects of the community - designed as a park hub with a complete examination of all aspects of its use such as the sound system, visitor access, comfort facilities, concessions, its appearance both during performances as well as when it is not being used. A mission and guiding principles for the amphitheater should be fleshed out so that residents, elected and appointed officials and park and recreation managers know the vision and goal for this important facility. This project will be one of the most important the township undertakes. The right design and public image will capture the imagination and support of the people of this community for generations to come.
- The provision of safe pedestrian and bike access to Central Park in future bike path and transportation planning. It is a major community and regional destination.
- Designing Kid's Castle as a hub in Central Park will enhance this portion of the park for visitors, management and programming. Features could include restrooms, additional adult sitting and supervision areas, additional shade, and controlled access.
- Future maintenance and capital expenditures and phased replacement of Kids' Castle need to be considered. This facility, as treasured as it is by the community, is an example of the importance of setting a policy on gifts and donations of facilities. The trend is toward establishing an endowment to offset the maintenance and operating cost of a donated facility. Long term the cost of facility management and maintenance is much higher than the original capital cost.
- Explore the addition of sports fields, passive recreation amenities, gathering areas and landscaping as part of updating the park master plan.
- Identify the relationship of existing facilities and uses with respect to proposed changes in the park; for example, the location of Oktoberfest if that area of the park were to be changed.

Schools

Central Bucks Tennis Courts "The Cow Pasture"

Park Description:

This 10-acre site is owned and maintained by the Central Bucks School District, although residents are permitted to use the site on weekends and when the site is not in use by students.

Active Recreation Facilities

1 Baseball Field, 1 practice football field, 6 tennis courts, and approximately 3 multi-purpose fields

Passive Recreation Facilities:

While the site is mainly an active recreation facility, there are some benches and a walking path located around the perimeter of the multi-purpose fields.

Support Facilities:

Storage building and shed.

General Site Observations:

Currently, parking is located across the Memorial Drive at War Memorial Field. Oftentimes, people will park on the street where it is more convenient (although dangerous). This site was originally a cow pasture, when owned by the Burpee family, prior to its acquisition by the Central Bucks School District. The athletic fields were established as extra practice fields to be used occasionally by the high school sports teams but the fields have evolved into a full athletic complex that is well-used by the school and the community.

Opportunities:

This site could be master site planned as a joint effort of the Central Bucks School District and the joint municipal park and recreation organizations. Incorporate the potential for securing properties contiguous to the lands used for community sports and recreation. Make the campus more park like and comfortable for leagues, spectators and park visitors. An analysis of sports fields located throughout the immediate area around Central Bucks High School, Lenape Middle School, and Doyle Elementary should be performed. A cohesive pedestrian circulation, parking, and facility plan may be of benefit to the facilities, as well as to the Central Bucks School District, Doylestown Borough and Doylestown Township. In addition, a number of proposed bike/hike trails have been proposed that would further connect these facilities to the surrounding neighborhoods and perhaps even nearby recreation facilities. Joint programming and scheduling of the fields, in conjunction with all of the playing fields, could benefit all users.

Central Bucks West High School

Park Description:

The 16.63-acre property on which the Central Bucks West High School is located also contains a number of active recreation facilities. The property is owned by the Central Bucks School District, and is located between State and Court Streets and Lafayette Street and Memorial Drive in Doylestown Borough.

Active Recreation Facilities

3 softball fields, 2 multipurpose fields, 2 gymnasiums

Passive Recreation Facilities:

No passive recreation facilities

Support Facilities:

Support facilities contained within the school building

General Site Observations:

Use of this site is high due to the number of organizations that use the facility (and compete for its use).

Doyle Elementary

Park Description:

This 15-acre site is owned by the Central Bucks School District and contains mainly active recreation facilities.

Active Recreation Facilities

2 softball fields, 2 basketball courts, 1 playground, 2 multi-purpose fields.

Passive Recreation Facilities:

Nature trail and benches. Hike and Bike Trail.

Support Facilities:

Support facilities contained within the School building.

General Site Observations:

In addition to the school recreational facilities, students also use the fields next door at William E. Neis Park. It should be noted, that although Doyle is on fifteen acres in size, when combined with the adjacent playing fields at Lenape Middle School and William E. Neis Park, a sports complex of over 66 acres is created. The combined park and playing field area, that easily flows from parcel into the other without obvious property line delineation, is often perceived by both residents and park users to be one large sports complex.

Opportunities:

An analysis of the sports fields located throughout the immediate area around Central Bucks High School, Lenape Middle School, and Doyle Elementary should be performed, as noted above.

Lenape Middle School

Park Description:

This 45.37-acre property, which is owned by the Central Bucks School District, contains mainly active recreation areas surrounding the middle school

Active Recreation Facilities

2 baseball fields, 2 softball fields, 1 football field, 4 tennis courts, 4 multi-purpose fields, batting cage, and 2 gymnasiums.

Passive Recreation Facilities:

Hike / Bike trail and benches.

Support Facilities:

Located within the school

General Site Observations:

Lenape Middle School has the largest amount of land available for recreational programming of all the educational facilities in Doylestown Borough and Township, aside from Delaware Valley College. It should be noted, that when this site is combined with the adjacent playing fields at William E. Neis Park and Doyle Elementary School, a sports complex of over 66 acres is created. The combined park and playing field area, that easily flows from one parcel into the other without obvious property line delineation, is often perceived by both residents and park users to be one large sports complex.

Opportunities:

An analysis of the sports fields located throughout the immediate area around Central Bucks High School, Lenape Middle School, and Doyle Elementary should be performed, as noted above.

Kutz Elementary

Park Description:

This site is approximately 12 acres and is located on Wells Road, near Central Park and the Doylestown Township Building. The site is owned by the Central Bucks School District, and the Township cooperates in seasonal preparation, maintenance and use of playing fields on a portion of the site, which are used by local athletic programs.

Active Recreation Facilities

2 softball fields, 1 multi-purpose field, and 1 gymnasium.

Passive Recreation Facilities:

Open Space

Support Facilities:

Located within the school

General Site Observations:

Some open space is available, as well as a small amount of playground equipment. Bike / Hike trails connect the surrounding communities to Kutz Elementary School and a new trail is currently under construction that will connect Kutz to Central Park and to other residential communities along Wells Road.

Opportunities:

The close proximity of this site to Central Park creates unique opportunities for an elementary school to connect to the newly constructed Environmental Education Grove, Kids castle and the park through bike/hike trails.

Linden Elementary

Park Description:

This 14.39-acre site, which is owned by the Central Bucks School District, contains a large section of wooded natural area adjacent to the school fields, outdoor classroom, and trail. It serves as a neighborhood park for the surrounding residential neighborhoods. Linden Elementary School grounds contain a portion of the Bike & Hike Trail, which begins at Linden Avenue and continues behind the school linking to Creek Drive.

Active Recreation Facilities

1 basketball court, 1 playground, 1 multi-purpose field, and 1 gymnasium.

Passive Recreation Facilities:

Outdoor classroom in the woods.

Support Facilities:

Located inside the school

General Site Observations:

The school is almost completely surrounded by residential lots. Access to this site would be primarily for people from the surrounding neighborhood and students. A sidewalk system currently exists in some parts of this portion of the Borough, but will soon be greatly expanded thanks to funding from the Hometown Streets Safe Routes to School Program.

Opportunities:

A nature trail would create educational and recreational opportunities for students and residents in the surrounding neighborhood.

Sports Complexes

Doylestown Borough

William E. Neis Park

Park Description:

A 6.14-acre public park with active recreation facilities oftentimes used by local recreation organizations for softball games or tournaments. The Borough of Doylestown owns this property.

Active Recreation Facilities

3 softball fields, 4 tennis courts, 1 batting cage. (Note: the playground actually belongs to Doyle Elementary School not Doylestown Borough.)

Passive Recreation Facilities:

Pathways, picnic area

Support Facilities:

1 porta-potty and a storage shed

General Site Observations:

Close proximity to Doyle Elementary and Lenape Middle School results in heavy use by young and middle school aged children. It should be noted, that when this site is combined with the adjacent playing fields at Lenape Middle School and Doyle Elementary School, a sports complex of over 66 acres is created. The combined park and playing field area, that easily flows from parcel into the other without obvious property line delineation, is often perceived by both residents and park users to be one large sports complex.

Opportunities:

An analysis of the sports fields located throughout the immediate area around Central Bucks High School, Lenape Middle School, Doyle Elementary, and William E. Neis Park should be performed, as noted above.

War Memorial Field & Park

Park Description:

This property is owned by Doylestown Borough and is the site of War Memorial Field Stadium, and the location of a civil war encampment and public fair grounds. The site is approximately 14.08 acres.

Active Recreation Facilities

1 baseball field, 1 football field/track, 1 playground, 1 multi-purpose field, 1 basketball court.

Passive Recreation Facilities:

Picnic area

Support Facilities:

Concession and restroom buildings. Although numerous improvements and upgrades to the locker rooms and public restrooms at this facility have been made over the years, the condition of the public restrooms remains a major problem at this facility.

General Site Observations:

The majority of the site is currently fenced in for security reasons, and the site is used mainly by high school students for sporting activities, by the community for running/jogging, and for special events, such as an annual car show. The football /soccer field has historically been over-used and over-programmed due to the limited availability of stadium space for the two (now three) high schools in the Central Bucks School District. An artificial turf surface was installed on the existing field. This is also one of the few lit fields in the community. War Memorial Field has undergone extensive renovation and improvements over the past years, yet always appears to be in need of additional improvements, due its age and its heavy usage. It should be noted that War Memorial Field has been home to small-town high school football games and various other sporting events for many decades, and serves as a major gathering spot and landmark for the community.

Opportunities:

An analysis of the functionality of sports fields located throughout the immediate area around Central Bucks High School, Lenape Middle School, and Doyle Elementary should be performed, as noted above.

Doylestown Township

Turk Park

Park Description:

57 acres of a 127.32 acres site are leased from Bucks County for recreational use in Doylestown Township, and the Township maintains the site. This site is located at the intersection of Almshouse and Turk Road, adjacent to the Neshaminy Manor Campus. The site is used by youth athletic organizations for baseball, soccer, hockey, and football.

Active Recreation Facilities

2 baseball fields, 2 softball fields, 1 t-ball field, 3 multi-purpose fields, 1 football field, 1 swing set, 1 volleyball court and 1 tot lot.

Passive Recreation Facilities:

Woodland walk, fitness trail and exercise stations.

Support Facilities:

4 porta-potties.

General Site Observations:

While some passive facilities on-site are provided, it may be beneficial to increase the amount of seating or pavilion facilities for residents who are not participating in sporting events, and for family members of athletes that may desire alternative recreational opportunities while at the park. Unfortunately, the playing fields are overused and cannot be maintained as well and the sports associations and the community would like them to be. Drainage and irrigation are also items that have been identified as major concerns at this park and have contributed to the sometimes unusable and/or perceived unsafe conditions of the fields.

Opportunities:

The short distance between Turk Park and Dark Hollow Park, Central Park and Neamand Park creates the opportunity for a trail system that can cover a large portion of Doylestown Township and into Doylestown Borough. In addition, the proximity to Bucks County facilities creates the

opportunity for joint programs, such as 4H activities, sporting organizations, or other educational programs, between Doylestown Township and Doylestown Borough.

Special Use Facilities

Doylestown Borough

Community Gardens

Park Description:

A 0.8-acre site owned by the Borough that is actively gardened in community garden plots.

Active Recreation Facilities

Garden Plots

Passive Recreation Facilities:

Some open space areas.

Support Facilities:

Several small sheds are located on-site for tool storage

General Site Observations:

The site is relatively secluded behind some residential units. Any increase in use for the site would result in the need for parking facilities, as the street dead-ends at the site.

Opportunities:

The site is located in close proximity to Burpee Park and Chapman Park, creating an opportunity for environmental education and gardening programs in conjunction with the summer recreation programs.

Doylestown Township

Triangle Park

This park is currently in the planning phase and is to be constructed as a 3 acre Memorial Park for "all those who have served." It is planned to include a memorial statue design by Ashby Saunders, a flagpole, plantings and a gathering area with benches and gardens

Greenways

Doylestown Township

Cedarcrest Farm

Park Description:

This site consists of passive parkland along Upper State Road. It is owned by Doylestown Township, and is approximately 18.2 acres. This site is part of the Bucks County Link Park System.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Woodland areas, some open space.

Support Facilities:

None on-site.

General Site Observations:

This site consists mainly of a woodland and meadow area surrounding a subdivision. Little open space is available for actual activity, so the benefits of the site are mainly aesthetic.

Opportunities:

Connection opportunities to the Bucks County Link Park System are possible through bike/hike trails. Benches could also be provided for neighborhood residents. There is also a potential to connect the site via trails to any potential trails that may become a part of the Route 202 Parkway project.

Dark Hollow Park

Park Description:

Dark Hollow Park is approximately 212.2 acres, and is owned and maintained by Bucks County. Portions of Dark Hollow Park lie within Warwick Township and those portions have not been included in the area estimate. The park is located along the Neshaminy Creek, and was established for flood control purposes in 1990 as an addition to the county park system. Access to the park is provided in Warwick Township on York Road. This park is part of the Bucks County Link Park System.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Areas for walking, fishing, bird watching. In addition the park is part of the Bucks County Link Park System.

Support Facilities:

None on-site.

General Site Observations:

Both Doylestown Township and Doylestown Borough would both benefit from having access to this site from within Doylestown Township.

Opportunities:

This park, in addition to others located within the Link Park System, provides excellent opportunities for extensive trail systems along the Neshaminy Creek, as well as through one of the more rural areas of Doylestown Township.

Thiessen Open Space

Park Description:

This 1.38-acre passive recreation site is located on Quarry Road and is owned by Doylestown Township. This site is part of the Bucks County Link Park System.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Wooded area.

Support Facilities:

None on-site.

General Site Observations:

This small site appears to be generally steep and difficult to access.

Opportunities:

As part of the Link Park System, this site can be used as part of a trail system, and as part of a network of open space within the Doylestown area. Careful tree removal in conjunction with adjacent properties such as Edison Stone Quarry could result in scenic views downstream towards the Village of Edison.

Valley View

Park Description:

This Doylestown Township owned 7.14-acre site is located above Central Park between Wells Road and New Britain Road.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Open space areas, some wooded areas.

Support Facilities:

None on-site.

General Site Observations:

The linear nature of the site makes it functionally practical for the location of a trail connecting recreational facilities in different areas of the township.

Opportunities:

The site creates the opportunity for a trail between parks in Doylestown and the Township area to enable the two areas to connect better.

Victorian Gardens

Park Description:

This 8.7-acre passive Doylestown Township owned site is located off Cooks Run and Mahogany Court.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Woodland areas.

Support Facilities:

None on-site.

General Site Observations:

The site is located between a townhouse development and a single-family development, as well as laterally between Doyle Elementary and the Harvey Ave/Shady Retreat Road Forest.

Opportunities:

The location of this site enables trail connections between Doyle Elementary and the surrounding athletic facilities and the Harvey Avenue/Shady Retreat Road forest, as well as safe pedestrian access to both of these sites by the residents living nearby. A bike/hike trail connecting the existing trail along Shady Retreat Road at the Bucks County Intermediate Unit building, through Doylestown Borough property and the Victoria Gardens open space and Doyle Elementary/Lenape Middle School / Doylestown Hospital, could create some beneficial trail connections for the neighborhood and educational opportunities for students.

Natural Areas

Doylestown Borough

Varcoe Open Space

Park Description:

This property consists of a 1.5 acre wooded and lawn area behind the Varcoe Funeral Home, and is owned by the Borough of Doylestown.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Some open space and wooded areas.

Support Facilities:

No support facilities.

General Site Observations:

This site has been landscaped and bermed to protect views of the funeral home from the road to the rear of the property.

Opportunities:

This site provides mainly visual benefit in a part of the Borough that lacks open space, although it may not be practical for heavy physical use. Some picnic facilities or benches for limited passive recreational use may be beneficial. In addition, this property has been suggested as an appropriate pedestrian link to the post office, and has been classified as highest priority for preservation.

Doylestown Township

Bridge Point Park

Park Description:

Located on Edison Road at the intersection of Edison Road and Edison Furlong Road, Bridge Point Park is comprised of two parcels of land that are flanked by Neshaminy Creek and Edison Road. The 2.25-acre site was restored by the Township in 1992 and is currently leased from Bucks County. It is located within the Village of Edison Historic District (which is designated as

a Historic District by the Pennsylvania Historical and Museum Commission and is eligible for the National Register of Historic Places) and serves as a waterfront park. The park is located mainly within the floodplain of the Neshaminy Creek, and is a part of the Bucks County Link Park System.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Sitting and picnic areas are available; and possible activities include walks along the Neshaminy and on the path network, fishing, bird watching, and visiting the 1820's Wheelwright Shop, which was renovated in 1992. This site is used mainly for natural resource protection and historic preservation. The site also is currently a part of the Bucks County Link Park System. In addition to resident users, this park also serves as a convenient lunch or rest location for various non-office workers, such as utility employees, salespeople, construction workers, and trades people throughout the day. Occasional special events and parties are also held at this location.

Support Facilities:

The site contains one building, known as the Wheelwright Shop, which is occasionally used for Township functions and private gatherings.

General Site Observations:

The site's location within the floodplain may slightly decrease site accessibility during high-water-table periods. The location within the Township and the Village of Edison results in a quiet, secluded park within a reasonably high-population area. While the park's location makes the site accessible to foot traffic, it is difficult for people outside of the village of Edison to gain access to the site by foot due to severe topography and the nature of surrounding roads.

Opportunities:

As part of the Bucks County Link Park System, there are opportunities to connect Bridge Point Park to other parks along the Neshaminy through bike / hike and jogging trails. In addition, this would open up the park to pedestrian access from outside of the immediate Edison Village area. The Wheelwright Shop also provides a covered building for programming and activities. Existing flowerbeds and environmental conditions provide ideal conditions for wildflower or herb gardening programs and environmental education exhibits and programs. The site also offers direct access to the creek for fishing and programs.

Castle Valley Park

Park Description:

Castle Valley Park is located at the intersection of Lower State and Almshouse Roads and consists of approximately 3.8 acres owned by the Doylestown Township. The site was transformed from a dumping site to a park as part of the Neshaminy Creek Watershed Rivers Conservation Project, which was funded by PA DCNR Keystone Grants. In 1999, the stream bank was cleaned up, approximately 100 tree saplings were planted, and minor renovations were made to the parking lot. Picnic benches have been placed along the walking trail. A split-rail fence, waterfront steps, nature trail and education kiosks were all constructed by volunteers and Doylestown Township's Parks Department as part of this project. In addition, the park is part of Bucks County's Link Park System.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Picnic benches, nature trails, access to the creek for fishing and educational kiosks.

Support Facilities:

None on-site

General Site Observations:

The location of the site in addition to the topography of the site creates unique opportunities to view a riparian environmental resource.

Opportunities:

This site would benefit from a redesigned parking area so that access to Almshouse Road from the site is made safer. At this point, sight distances from the parking area are minimal. In addition, due to the steep slopes on the site and the proximity to the Neshaminy Creek, increased erosion control measures may be of interest in order to protect the site from increased traffic and use. This provides an opportunity for additional educational signage, detailing erosion control measures and their importance for water quality and soil protection.

Neamand Park

Park Description:

Containing only passive parkland, Neamand Park is owned by Doylestown Township. Comprised of a number of tracts of land dedicated to the Township from different land developments along Windsor Way, Bittersweet Drive, Wells Road, and Lower State Road, the park was preserved between 1992 and 2002 and now contains a total of 131.47 acres. A walking trail exists adjacent to environmentally sensitive areas, and there is no vehicular access. The land is used primarily for resource protection along the Neshaminy Creek, and the park contains areas of floodplains, wetlands, a stream corridor, open areas, and woodlands. On-site activities include fishing, walking, nature study, and other passive outdoor recreation. In addition, this park is part of the Bucks County Link Park System.

Active Recreation Facilities

No active recreation facilities

Passive Recreation Facilities:

Areas for walking / hiking; bird watching and fishing.

Support Facilities:

None on-site

General Site Observations:

While walking access is good from the adjacent residential areas, in general the site would benefit from improved vehicle access and parking.

Opportunities:

The site offers some unique opportunities to create trail systems in conjunction with Central Park, and a connection to Kutz Elementary School and Delaware Valley College. In addition, bike/hike trails could connect the site with surrounding residential and recreation areas, including other parks in the Bucks County Link Park System. Parking facilities would also help to improve access to the site, which is otherwise difficult to access. Plans for the site should take into account the existing floodplains, wetlands and other natural features on the site, as well as vehicular access and parking in relation to the surrounding residential areas so as to avoid

conflicts between the two uses. The Township should consider another access to this park from New Britain Road.

Historic Areas

Doylestown Borough

Bucks County Historical Society

Park Description:

The site is approximately 24.22 acres, and is the location of "Pastimes," the George Hart House which serves as a residence and museum. The house, which is possibly the oldest in the Borough, was built along with a farm building c. 1700, and was the home of Jeremiah Langhorne Sr.

Active Recreation Facilities

No Active Facilities

Passive Recreation Facilities:

Open Areas

Support Facilities:

Bucks County Historical Society Museum

General Site Observations:

Little development with the exception of the existing buildings and a gravel drive on the site.

Opportunities:

Connection to other park and open space sites in Doylestown and the surrounding Township through bike/hike trails. Other opportunities are presented through the possibility of the Bucks County Historical Society hosting community gatherings or small educational seminars at the property.

Mercer Museum

Site Description:

The site is approximately 7 acres in size and contains the Mercer Museum and Spruance library. The Mercer Museum was constructed in 1916 by Henry Chapman Mercer and is a National Historic Landmark. It displays implements, folk art and furnishings of early America. It is home to the Folk Fest, a weekend-long festival of early American crafts and activities, held annually on Mother's Day weekend to benefit the Bucks County Historical Society.

Active Recreation Facilities

No Active Facilities

Passive Recreation Facilities:

Open Areas

Support Facilities:

Bucks County Historical Society

General Site Observations:

The site contains the Mercer Museum and the Spruance Library, with various outbuildings and parking areas. An open area provides the public with outdoor space for informal gatherings and picnics. The community uses the hill, adjacent to Ashland Avenue, for sledding hill.

Opportunities:

Connection to other park and open space and cultural areas within Doylestown and the surrounding community through sidewalks and bike/hike trails.

Doylestown Township

Fonthill Museum & Moravian Tile Works

Park Description:

This park consists of approximately 77.2 acres on Swamp Road and Route 313. The site contains the two Mercer structures, which are operated as museums, plus a large wooded area (known as Mercer Woods) and open fields, which are used for community events. Doylestown Borough surrounds the site on three sides, while the site itself is within the Township. The first structure on the site is Fonthill, which was the home of Henry Mercer. It is operated by the Bucks County Historical Society. It is classified as a National Historic Landmark. The second structure is the Moravian Tile Works, which was the site of the Mercer Tile production facility, and is now displays tile making technology. It is a National Historic Landmark, and is owned and is operated by Bucks County.

Active Recreation Facilities

Outdoor recreation areas are all passive.

Passive Recreation Facilities:

Wooded area and open fields

Support Facilities:

Two historic structures.

General Site Observations:

The grounds at Fonthill are very important for community events and are used for the annual Pumpkinfest and Fourth of July Community Picnic, among others. Fonthill is also the site of outdoor movie screenings during the summer months and of many weddings and private parties throughout the year. The large expanse of lawn adjacent to Court Street is also used by residents of the nearby neighborhoods for informal recreation such as pick-up football games, Frisbee catches and kite flying.

Opportunities:

Due to the necessity of large unprogrammed areas on the site, opportunities for this site include primarily better connections to other local parks. The best way to do this may be through additional bike/hike trails.

The Ridings

Park Description:

This 5.31-acre site is located between Ridings Lane and Court Street, and is comprised of all passive parkland, and is owned by Doylestown Township. The site contains an 1800's Spring House and an old stone building.

Active Recreation Facilities

No active recreation facilities

Passive Recreation Facilities:

Open areas for walking

Support Facilities:

None on-site.

General Site Observations:

This site is mainly suitable as a localized open space area for residents in the immediate surrounding area.

Opportunities:

Some benches or an informal walking trail may encourage use of this open space. In addition, connection to larger open spaces, especially the nearby Pine Run Reservoir and Open Space, through the use of bike/hike trails may be beneficial.

Agricultural Areas

Doylestown Township

Irongate Open Space

Park Description:

This 23.21-acre township owned site is currently partially farmed. A portion of the site is used for stormwater management for the Irongate subdivision. This is one of the larger purely passive open space areas in the township.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Walking/jogging trails, some benches.

Support Facilities:

No support facilities.

General Site Observations:

This site provides passive recreation for residents in the developments immediately surrounding the open space.

Opportunities:

Although the site is relatively isolated from other open space areas, there is opportunity to connect to other sites through the use of bike/hike trails. In addition, the site is large enough to consider some active use, such as a volleyball court or a softball /baseball field.

Other Open Space Areas

Doylestown Borough

County Property at Union & Broad

Park Description:

This 1.63-acre vacant property is currently owned by Bucks County and is being used as an informal parking lot.

Active Recreation Facilities

No active recreation facilities

Passive Recreation Facilities:

Open space areas.

Support Facilities:

No support facilities

General Site Observations:

The site is generally open and slopes downhill from Union to Doyle Street. The majority of the site consists of a large grassy area with several phone poles as the only interruption to the open space in the downhill portion of the site.

Opportunities:

This site will be used for the new parking garage.

Doylestown Authority Tract

Park Description:

This 1-acre site is located on a reclaimed landfill. The site is relatively flat, with some wooded areas.

Active Recreation Facilities

No active recreation facilities

Passive Recreation Facilities:

Open areas and woodland.

Support Facilities:

No support facilities

General Site Observations:

While the site is located between several businesses and an industrial site, the site itself feels secluded due to the woodland areas.

Opportunities:

The topography and size of this site make it ideal for the location of softball or baseball facilities. Access to the site may need to be improved, as the road going past the site and into the industrial property appears to be less than two full lanes.

Harvey Avenue/Shady Retreat Road Forest

Park Description:

This 18.61-acre site is located between Harvey Avenue and Shady Retreat Roads, to the rear of the industrial site located behind the Doylestown Authority Tract. Access to the site is difficult due to the curve in Shady Retreat Road because the property is relatively isolated from Harvey Avenue due to the industrial site.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Wooded areas and wetlands.

Support Facilities:

No support facilities

General Site Observations:

While the site is generally isolated, the benefits of passive recreational access to these environmentally sensitive areas could create many educational opportunities.

Opportunities:

A bike/hike trail connecting from the existing trail along Shady Retreat Road at the Bucks County Intermediate Unit building, through the Victorian Gardens open space and to Doyle Elementary/Lenape Middle School / Doylestown Hospital could create some beneficial trail connections for the neighborhood and educational opportunities for students.

PennDot Storage Yard

Site Description:

This property is a 6.5-acre PennDot maintenance facility slated for abandonment. It consists of two parcels.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

No passive recreation facilities.

Support Facilities:

No support facilities.

General Site Observations:

The site is currently relatively flat; a good site assessment was not possible due to the site's current use as a storage yard.

Opportunities:

The location of the site adjacent to the Broad Street Corridor, a gateway to the community, provides an excellent opportunity to develop the site as a "town square" type of park with a gathering area / plaza for community events or as a community arts center.

Doylestown Township

Covered Bridge Crossing

Park Description:

Covered Bridge Crossing consists of three parcels of passive parkland, which total approximately 4.67 acres. The site is located adjacent to Covered Bridge Road and Ferry Road, and is owned by the Township.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Open space and some woodland areas.

Support Facilities:

None on-site.

General Site Observations:

These parcels are used mainly as buffers between residential properties and Ferry Road, Covered Bridge Road and adjacent properties.

Opportunities:

Due to the proximity to Pine Run Reservoir and an open space area, connecting to the reservoir would benefit the residents of this neighborhood.

Doylestown Hunt

Park Description:

Three open space parcels within this residential development total approximately 9.54 acres. The parcels are used for passive open space and stormwater management.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Open space areas, some wooded areas.

Support Facilities:

None on-site.

General Site Observations:

Open space areas within Doylestown Hunt are used for stormwater management and are not generally available for active or extensive passive recreation.

Opportunities:

Trail connections to larger nearby recreational facilities, including facilities around Central Bucks West High School and Central Park would be beneficial to residents of this neighborhood.

Fish & Game Association Shooting Range

Park Description:

While the entire subject tract is 196.06 acres, the Bucks County Fish and Game Association leases approximately 34 acres for use by its members who use the area for archery and rifle practice. The leased section is along Turk Road and the banks of the Neshaminy, between Wells Road and the end of Turk Road. Access is from Turk Road, with a large gravel parking area provided. The land is maintained by the Fish and Game Association.

Active Recreation Facilities

Archery and rifle range

Passive Recreation Facilities:

No passive recreation facilities

Support Facilities:

No public support facilities.

General Site Observations:

While the site is leased from Bucks County, access to the site is permitted only to members of the Fish and Game Association. A portion of the Neshaminy Creek traverses the site and an inherent danger exists between the use of the creek for recreational purposes and the presence and use of the archery and rifle range.

Opportunities:

The dense woodland is beautiful and it may be prudent to limit connections between this and other sites due to the hazardous nature of the active recreation on this site. The acquisition of this site for open space and natural resource protection could create an open space and greenway link from Central Park to Bridge Point Park.

Hagan Court

Park Description:

This 3.3-acre property is owned by the Township and is currently passive parkland.

Active Recreation Facilities:

No active recreation Facilities

Passive Recreation Facilities:

Open Space, some wooded areas.

Support Facilities:

None on-site.

General Site Observations:

This site is preserved mainly for stormwater management and aesthetic open space purposes.

Opportunities:

Connection to Pine Run Reservoir and Open Space through bike/hike trails.

Pine Run Reservoir & Open Space

Park Description:

This approximately 293.65 acre site is owned by Bucks County, and is located between Ferry Road and Sandy Ridge Road. The site contains a 39-acre reservoir surrounded by undeveloped land consisting largely of floodplains and wetlands. The land has remained in its natural state since the reservoir was created. The land has no formal access routes, but it is used for fishing, riding, walking, bird watching, and other passive recreational uses. The site is mainly designated as a resource protection area. The Bucks County Parks Department indicates a long-term goal of bringing this area into the County Park System as part of Peace Valley Park, to be used as a natural area. The County Park Plan also proposes a walking path through this area.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

While there are no formal facilities here, passive uses include fishing, riding, walking, bird watching, and other uses.

Support Facilities:

None on-site.

General Site Observations:

Access to the site is by pedestrians and is generally rare and very informal. Access to the site is difficult.

Opportunities:

The large area covered by the site creates the opportunity for a medium to large size trail network, possibly with connections to other local bike/hike trails and the Bucks County Link Park System. Improved access ideas may include a boat ramp, some picnic tables, and interpretive environmental and bird watching signage.

Spring Valley Road Open Space

Park Description:

This 0.75-acre township owned site is located on Spring Valley Road.

Active Recreation Facilities

No active recreation facilities.

Passive Recreation Facilities:

Open space, some woodland.

Support Facilities:

None *on-site*.

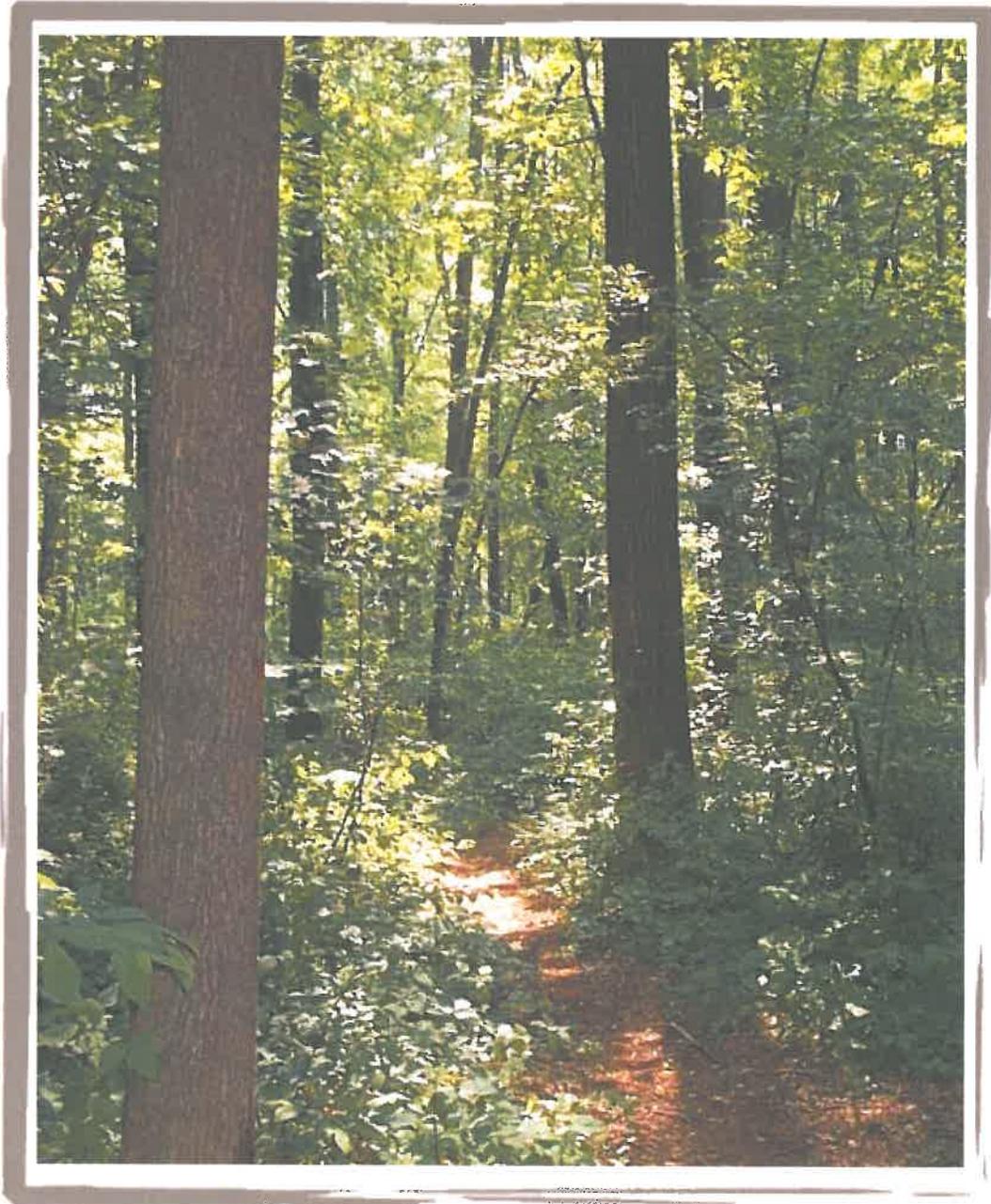
General Site Observations:

This site is mainly an empty lot used now for neighborhood open space.

Opportunities:

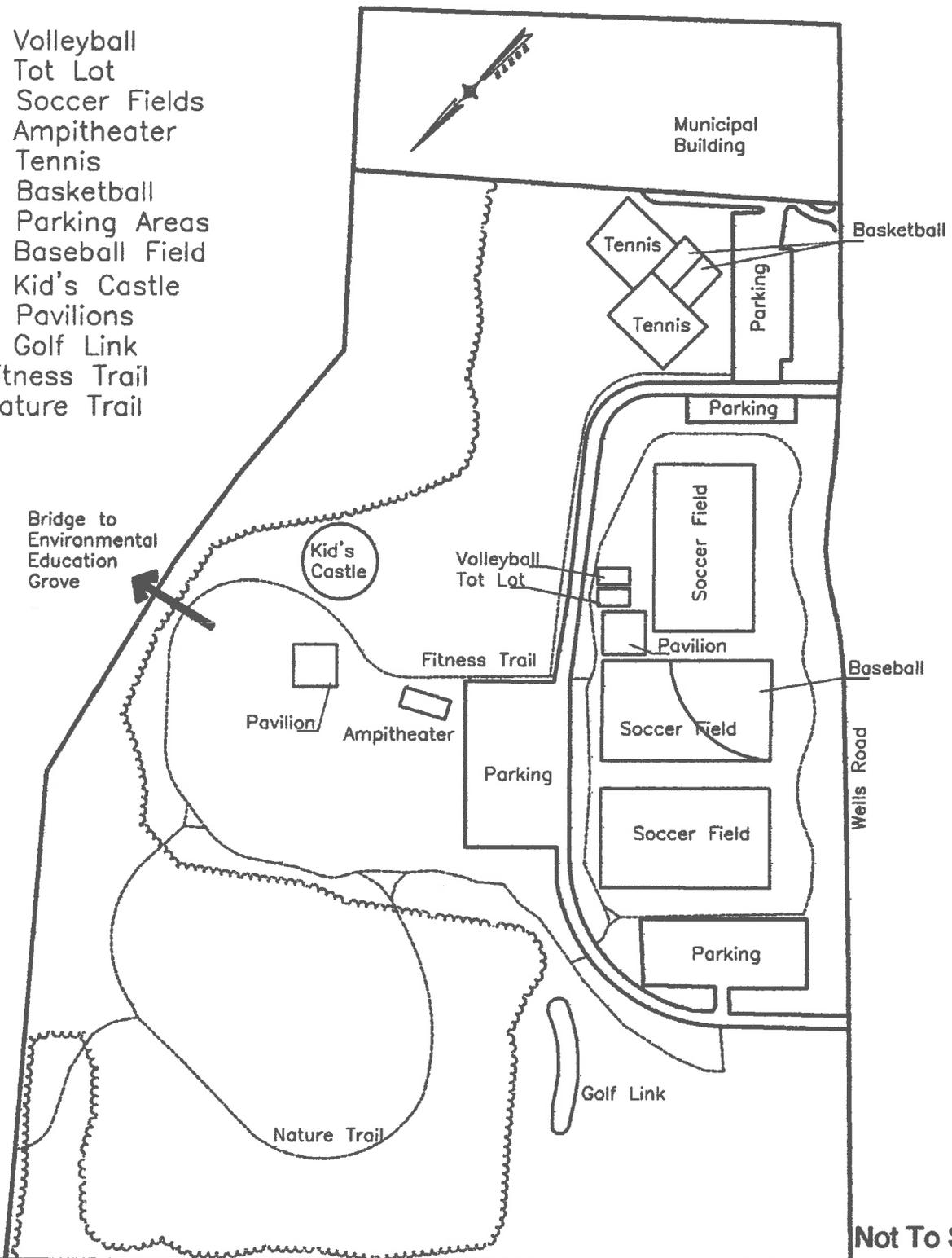
A small tot lot may be desirable for residents in the immediate area, as there is little in the way of recreation facilities in the vicinity of this property.

Appendix B: Park Diagrams



- 1 Volleyball
- 1 Tot Lot
- 3 Soccer Fields
- 1 Ampitheater
- 5 Tennis
- 2 Basketball
- 4 Parking Areas
- 1 Baseball Field
- 1 Kid's Castle
- 2 Pavilions
- 1 Golf Link
- Fitness Trail
- Nature Trail

Bridge to Environmental Education Grove

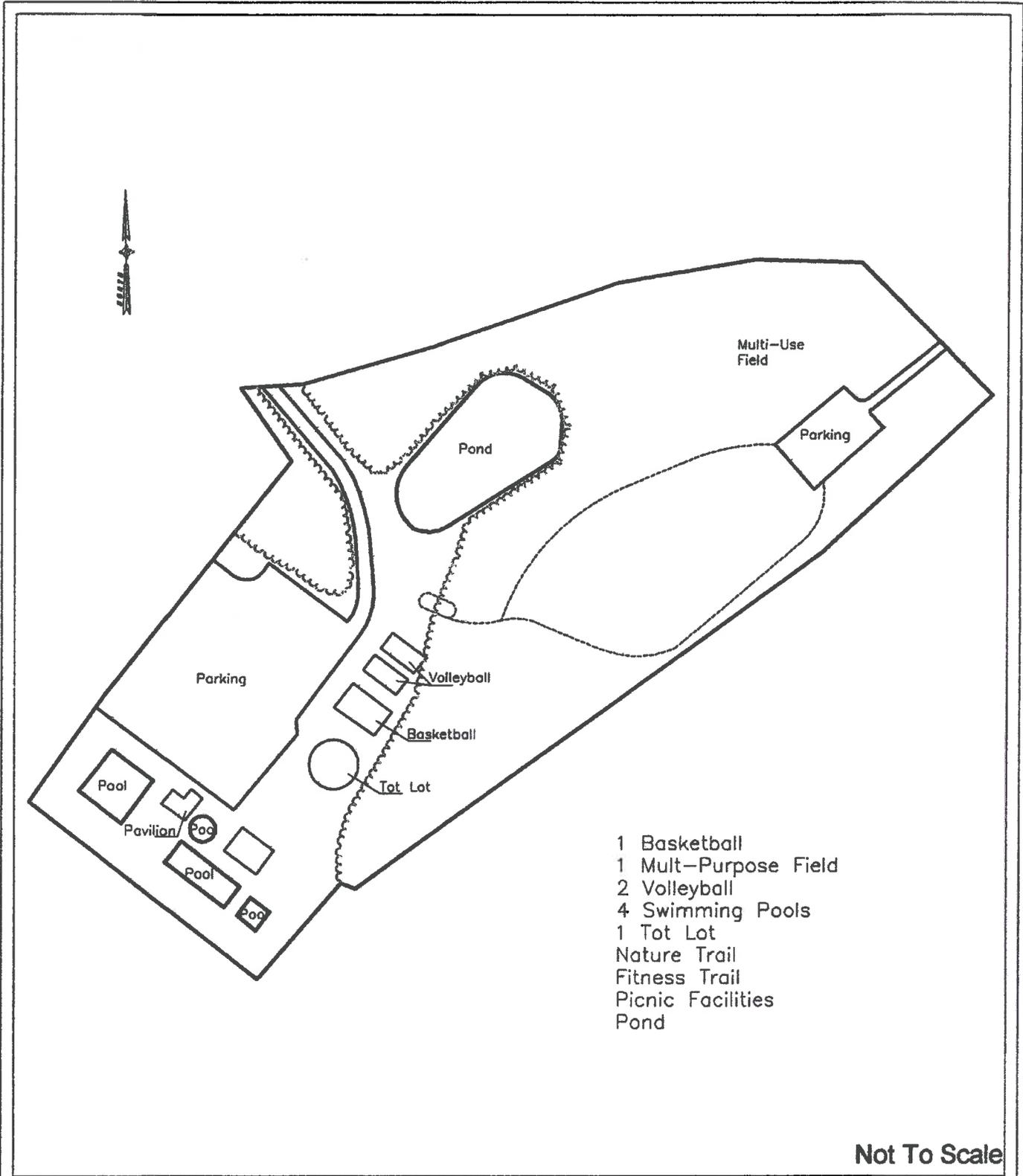


Not To Scale

Boucher & James, Inc.
 1456 Ferry Road, Building 500
 Doylestown, PA 18901



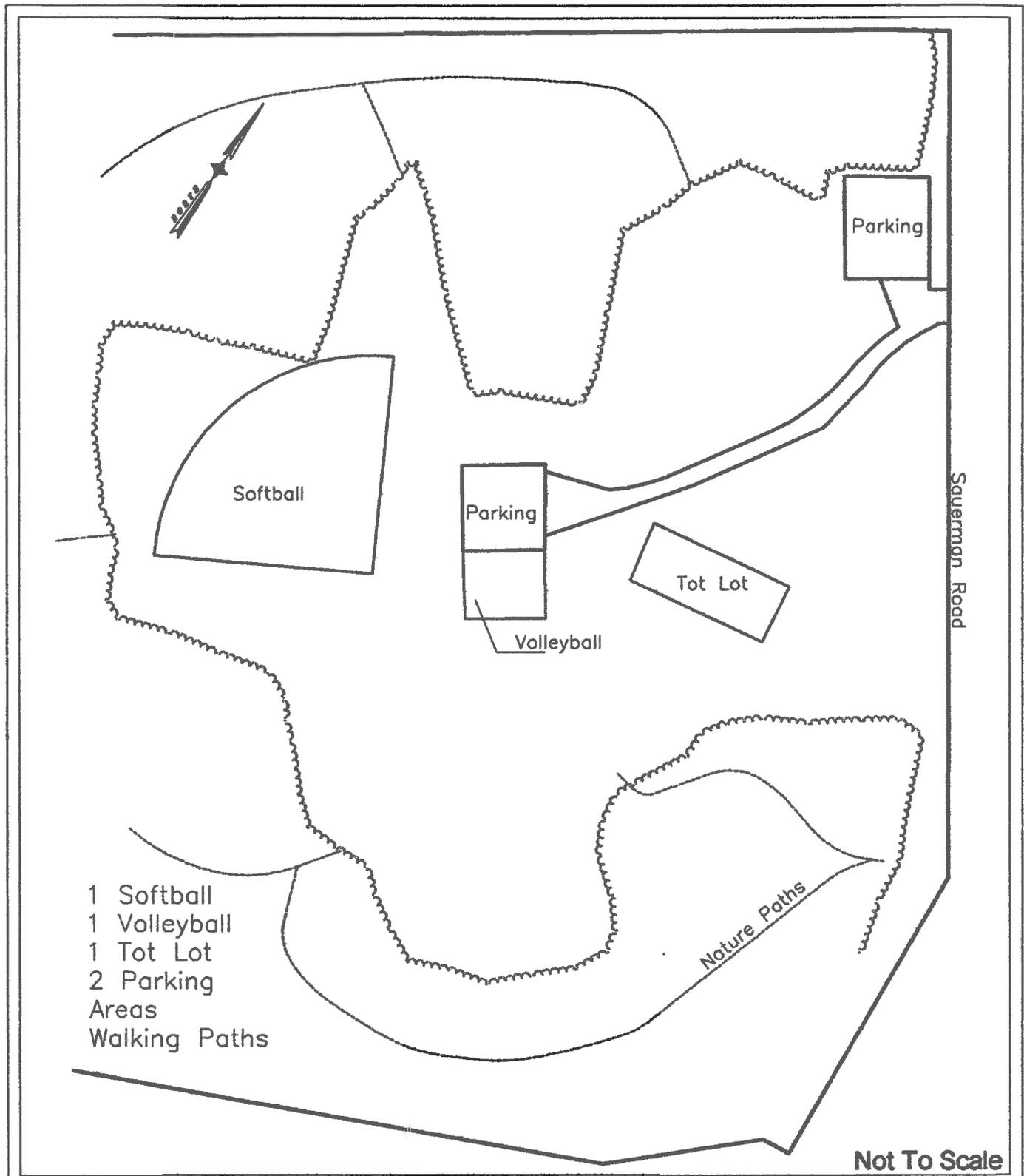
Central Park
 Doylestown Township
 Bucks County, Pennsylvania



Boucher & James, Inc.
 1456 Ferry Road, Building 500
 Doylestown, PA 18901



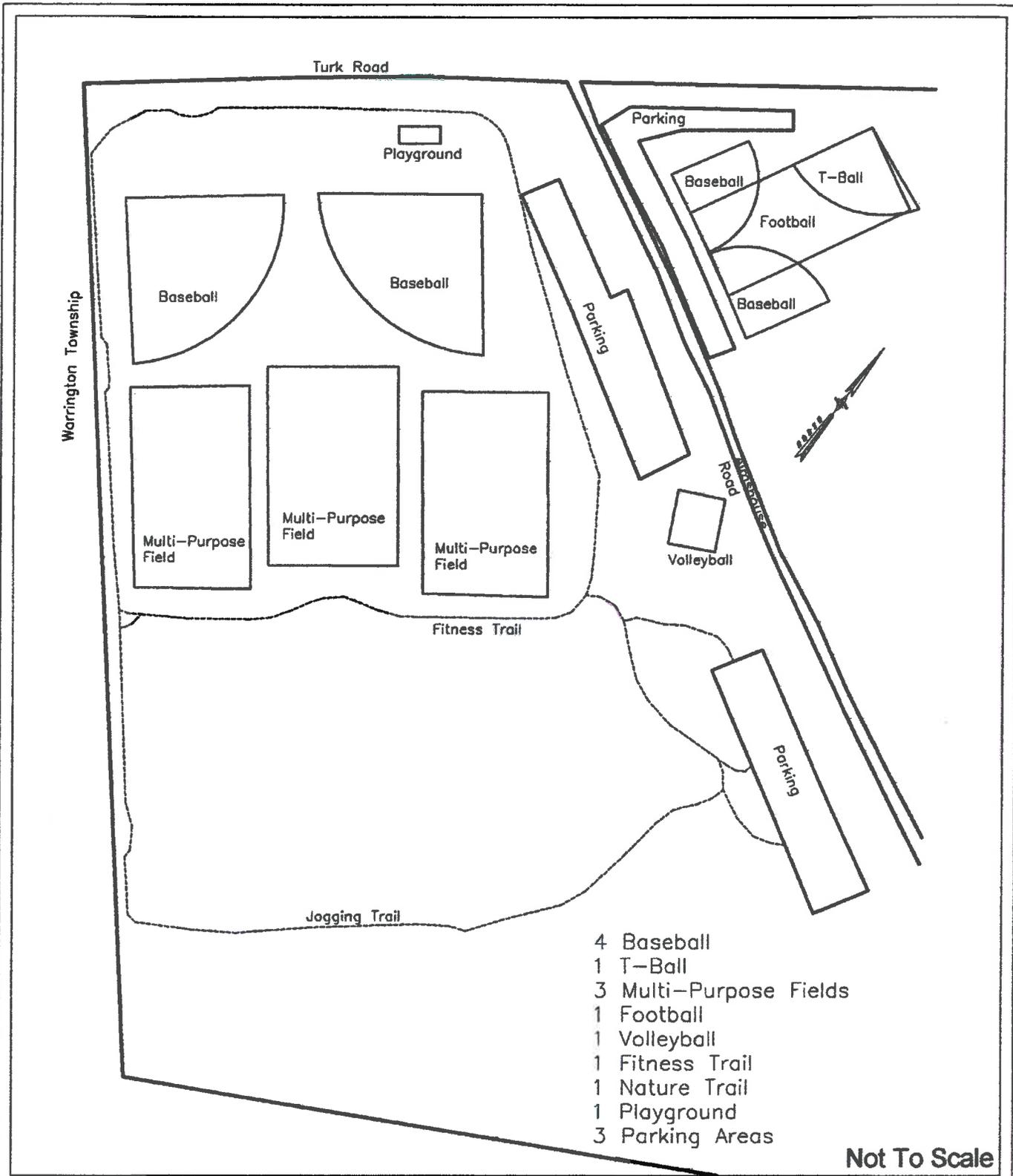
Chapman Park & Fanny Chapman Pool
 Doylestown Borough
 Bucks County, Pennsylvania



Boucher & James, Inc.
 1456 Ferry Road, Building 500
 Doylestown, PA 18901



Sauerman Park
 Doylestown Township
 Bucks County, Pennsylvania



- 4 Baseball
- 1 T-Ball
- 3 Multi-Purpose Fields
- 1 Football
- 1 Volleyball
- 1 Fitness Trail
- 1 Nature Trail
- 1 Playground
- 3 Parking Areas

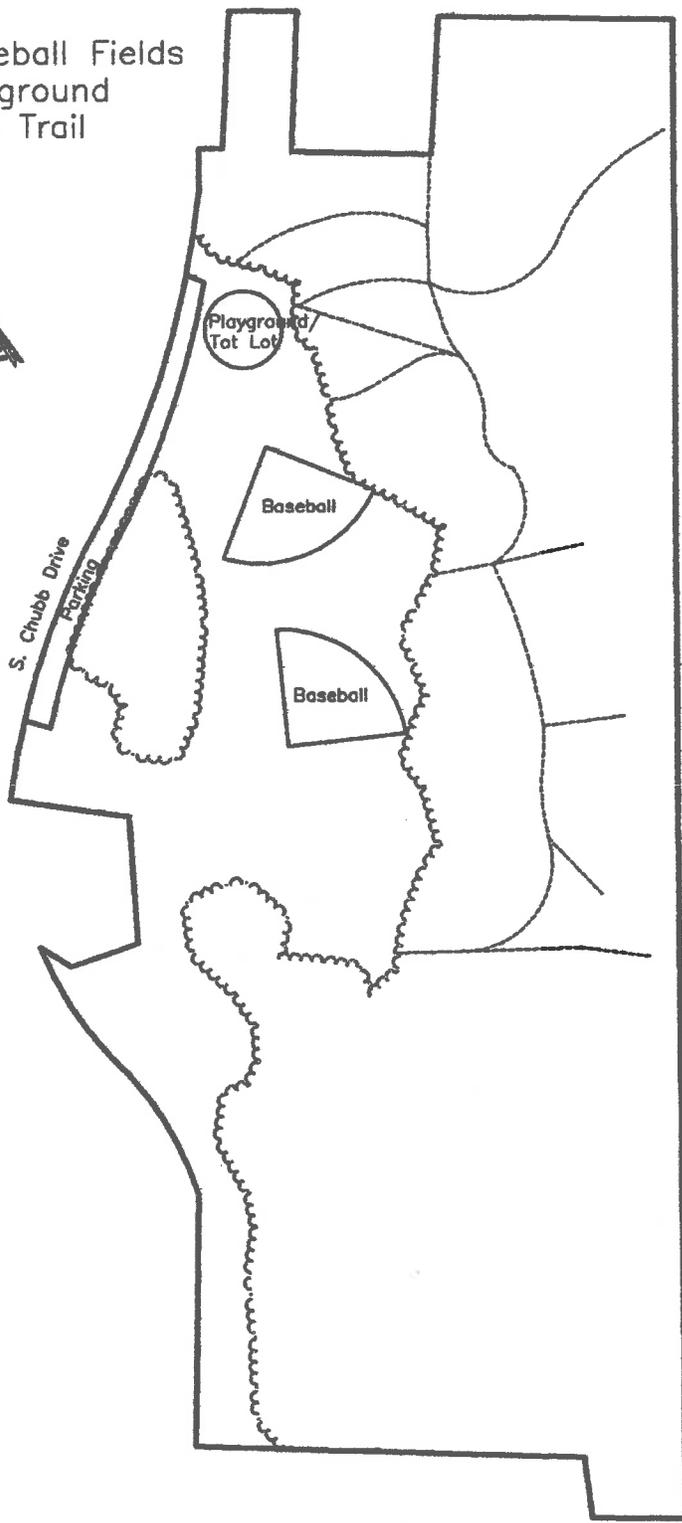
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Boucher & James, Inc.
 1456 Ferry Road, Building 500
 Doylestown, PA 18901



Turk Park
 Doylestown Township
 Bucks County, Pennsylvania

2 Baseball Fields
1 Playground
Nature Trail

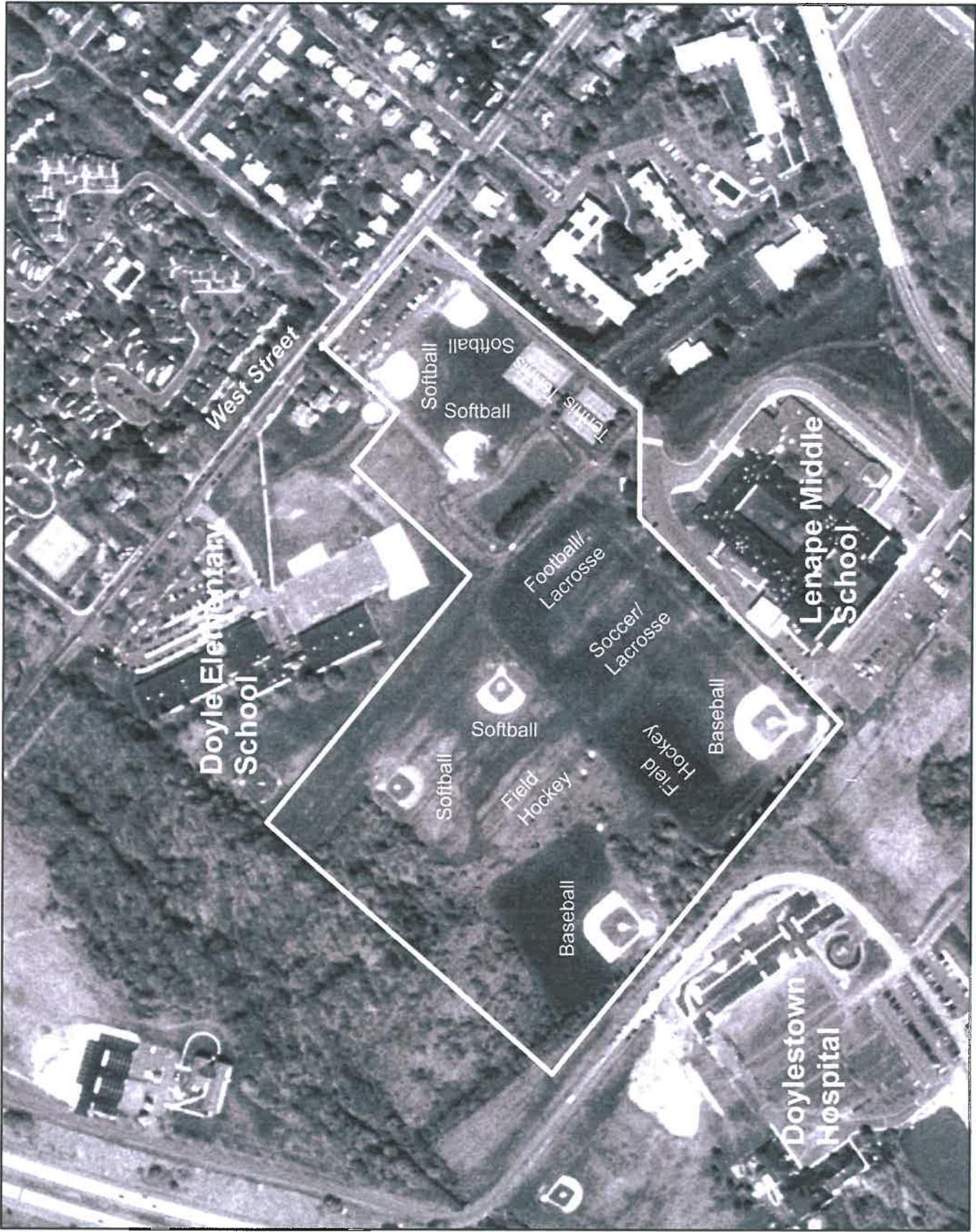


Not To Scale

Boucher & James, Inc.
1456 Ferry Road, Building 500
Doylestown, PA 18901



Veteran's Memorial Park (Maplewood)
Doylestown Borough
Bucks County, Pennsylvania



West Street

Doyle Elementary School

Softball
Softball

Tennis
Football/Lacrosse

Soccer/Lacrosse

Softball
Softball

Field Hockey

Field Hockey

Baseball

Baseball

Lenape Middle School

Doylestown Hospital

Appendix C: Public Opinion Survey Report



I. Introduction

Doylestown Township and Doylestown Borough jointly conducted a direct mail survey to assess public opinion about the parks, recreation and open space. The municipalities wanted to determine the opinions, ideas and concerns of the citizens to serve as a foundation for the **Doylestown Community Parks, Recreation & Open Space Plan**. By understanding the citizens' needs and interests, the municipalities can effectively plan for parks, recreation and open space conservation.

II. Process

Organization, Goals and Survey Instrument –A CPRP (Certified Park and Recreation Professional) developed the survey instrument in collaboration with the Doylestown Joint Parks, Recreation & Open Space Committee. The goal was to obtain citizen input regarding:

- Recreation activity preferences
- Parks and recreation facilities, both indoors and outdoors
- Perceptions about recreation programs and parks
- Attitudes towards financial support for parks and recreation
- Public priorities for future directions in parks, recreation and open space

Random Sample: Return Number Matters - A random sample of 1,800 households was drawn. This included 1,000 households in the Township and 800 households in the Borough. Every household in municipalities had an equal chance of being selected to participate in the survey. The goal was to achieve statistical significance through a return of 361 completed surveys in each municipality. This would produce survey findings with a high level of confidence and a low margin of error.

Distribution – Respondents received a pre-survey letter informing them that they would be getting a questionnaire the following week. The pre-survey letter informed the respondents about the project, the importance of their response and the time frame. The following week, the survey was mailed out via first class mail along with a cover letter and a self-addressed stamped reply envelope. One week after the surveys were mailed out, a follow-up post card was sent as a reminder for people to return their surveys or thanking them if they already had.

III. Survey Follow Up

In addition to the postcard reminder, follow up included telephone calls to the respondents who had not yet returned their surveys. Toole Recreation Planning is licensed to make telephone calls to survey participants by the PUC (Public Utility Commission) in accordance with the “Do Not Call” regulations. Up to three calls were made to a random group of 50 non-respondents in each municipality asking them to complete and return their questionnaire. The phone calls yielded the following:

- *Unreachable:* 58 of the survey sample who had not returned a questionnaire were unreachable. That is, they did not respond to the survey or any of the telephone calls.

- *Refusals:* 28 non-returned questionnaires refused in telephone follow up. Of the refusals, some were “hang ups” while others refused after listening to the purpose of the call. The main reasons given for refusals were that the respondent was too busy, the time was not good, lack of interest, or being happy with the parks and recreation in the community.
- *Reachable and Non-refused:* 14 of the survey sample contacted said they would either fill it out or they asked for another questionnaire, which was then mailed to them. Those contacted who had not yet returned the survey stated that they were satisfied with parks and recreation.

IV. Return

Of the 1,800 surveys mailed, 178 were undeliverable due to incorrect addresses, changes of address, refusals and deaths effectively reducing the sample to 1,622. Completed questionnaires returned totaled 741 within the response period. Another 38 were returned after that for a total of 779 completed surveys for a return rate of 48 percent. The yield produced exceeded the required number of 722 to achieve a statistical level of confidence of 95 percent +/- 5 percent.

Respondent Characteristics

Respondents provided demographic information that included their gender, age group, educational level, and household composition.

Respondent Age Group

About 36 percent of the respondents were in the 45 to 64 year age group. The next largest responding groups consisted of 30 percent in the 25 to 44-age cohort. About 29 percent were 65 or older. The age group of 18 to 24 made up less than one percent of the respondents. About four percent did not provide their age.

Gender of Respondents

Of those who answered the question about respondent gender, 43 percent reported that they were males and 41 percent females. The rest did not report their gender.

Household Composition

About 25 percent of the respondents had retired adults living in the household. About seven percent had people with disabilities. Respondents reported the following percentages regarding the presence of children and youth in the household.

- Pre-schoolers – 10 percent
- Elementary school students – 18 percent
- High school students – 13 percent

2. Have you or members of your household participate in community recreation programs in the last 12 months? Please circle where you have participated in the programs listed.

NA	No, did not participate	Yes			
		Twp	Boro	Twp & Boro	Other Places
a. Adult recreation programs	68%	7%	6%	13%	7%
b. Children's recreation programs	65	10	9	19	5
c. Summer Concert Series	47	23	21	44	7
d Festivals such as Oktoberfest, the Arts Festival	28	31	42	73	6
e. Community sports leagues e.g. DAA, CBAA, CYO	63	12	9	21	6

Interpretation

The findings of this question support the importance of special events and community festivals. Nearly three out of four respondents from the community attend the festivals. About two out of five go to the Summer Concert Series. These are very important community events. Under seven percent of the respondents go outside of the community for their recreation in contrast to many other communities in which citizens go elsewhere, including Doylestown, for recreation - especially special events and festivals. While the lowest participation is in general recreation programs and sports leagues, they still draw about one in five respondents. This would represent about 2,800 households in the Doylestown community.

Implications

The significant participation in special events has important implications for partnerships and sponsorships. Private businesses could effectively reach thousands of potential or existing customers at these events thereby making advertising at them an important marketing tool.

3. How would you rate the level of recreation programs available in parks and recreation to the following groups? Please circle one response for each item.

	Not Enough	About Right	Too Much	Not Sure	NA
a. Pre-schoolers	7%	26%	1%	54%	11%
b. Elementary students	9	35	1	45	10
c. Middle school students	15	25	1	48	11
d. High school students	20	21	1	47	11
e. Adults	19	37	.3	33	10
f. Young adults	20	20	.1	49	12
g. Retired adults	17	23	1	51	9
h. Families	12	38	.4	38	11
i. People with disabilities	12	10	.1	66	11
j. Overall level of service	10	40	.3	.3	11

Interpretation

There are two major findings regarding this question. One is that the respondents generally do not know enough about the level of service to specific community groups but 40% rated the overall level of service at “about right” The impression of the overall level of service is the most important perception in this question. The other major finding is that 1% or less stated that there is “too much” in terms of recreation programming. Service to youth, families and adults captured the highest ratings of “about right”.

Implications

Service to people with disabilities, young adults and high school students could be areas of concentration in the future, especially services for those with disabilities.

4. How often do you or members of your household use parks in the Township or the Borough? Please check the appropriate boxes.

	Township	Borough	Both	No Answer
a. Daily	3%	4%	1%	92%
b. Weekly	10	12	10	68
c. Monthly	9	7	9	74
d. Seasonally	17	9	23	50
TOTAL	39	32	43*	
e. Never, not interested	.5	.4	1	98
f. Never, but still think parks are important to have	3	4	10	84

*Some respondents circled more than one response.

Interpretation

About 40 percent of the respondents use the parks. Respondents reported using parks in both municipalities at the same or higher rate than either the Township or the Borough solely. Most use is seasonal although about one in ten use the parks weekly. Only one percent of the respondents indicated that they are not interested in the parks. About one in ten reported never using the parks but still think they are important to have. The total of 43 percent reporting use of parks in both the Township and the Borough along with the 10 percent who think the parks are important even if they do not use them brings the total to 53%. Parks are important over half of the respondents.

Implications

The reported use of parks in both municipalities is an important finding. This demonstrates that the residents already perceive the parks in either municipality as available to them. The favorable perceived value of the parks in the community underscores the importance of their role in the community and the need to support them.

5. Please give us your impression of the parks in our community? *Circle one response for each.*

	Excellent	Good	TOTAL Exc & Good	Fair	Poor	TOTAL Fair & Poor	No Impression	No Answer
a. Cleanliness	34%	47%	81%	5%	.3%	5.3%	6%	8%
b. Attractiveness	31	45	66	9	1	10	5	9
c. Safety	26	47	73	8	1	9	9	9
d. Location	25	48	63	11	1	12	6	9
e. Types of facilities available	15	45	60	19	3	22	8	9
f. Your awareness of parks	16	43	59	22	5	27	5	8
g. Overall rating of Township Parks	23	48	71	8	1	9	10	10
h. Overall Rating of Borough Parks	17	47	64	13	1	14	12	9

Interpretation

The most prevalent rating of the characteristics of the parks is “good”. This was followed by “excellent”. Cleanliness achieved an 81 percent rating, a highly favorable response. The next highest rating was for safety at 73%, a crucial factor in successful parks. *Less than 2%* of the respondents from the Borough and the Township perceive park safety as poor. Overall, respondents perceive the parks favorably rating the park qualities as good to excellent with a range of 60% to 80% as good to excellent. Park awareness was lowest at 59%. Significantly, these high ratings came from a respondent pool in which about nine out ten had some impression of the parks. While people in the community have some impression about the parks, about one in five cited that their awareness was only fair. With a favorable rating at 60 percent, the types of facilities could be improved. This is tied directly to the facility preferences assessed in the next question.

Implications

The 81% score on cleanliness is a tribute to municipal operations. One of the most important things that local government can do in terms of parks and recreation is keeping the parks clean. This is a very high rating and should be the benchmark for all other scores. The next time a survey is done, the community should strive to achieve an 80% score on all the other factors. This will take time and commitment which could be phased in over the implementation of this plan. Promoting the parks should be strategic and in keeping with the type of parks and their purpose. For example, community wide and special purpose facilities should be advertised while neighborhood parks should primarily serve the residents of the neighborhood and not attract citizens from all corners of the community. Park location ratings will probably increase as neighborhood parks are added and the bike path completed. The message is to keep the parks clean and safe and work on improving the types of facilities available. Strive to achieve an 80 percent satisfaction rating on all characteristics in the future.

6. What priority should the following park and recreation facilities have in our plan to improve the system? *Please circle one response for each item.*

	High Priority	Medium Priority	TOTAL PRIORITY	Low Priority	Not Necessary	No Answer
Existing Facilities						
a. Walking paths	65%	21%	86%	3%	1%	9%
b. Bike paths	52	30	82	6	2	10
c. Natural areas	53	29	82	6	1	11
d. Picnic pavilions	23	47	70	16	3	11
e. Playgrounds	43	36	79	9	1	10
f. Sports fields	37	36	73	13	2	12
g. Game courts: tennis basketball	31	44	75	12	2	12
h. Horseshoe, shuffleboard, bocce	12	37	59	34	6	11
i. Roller hockey courts	12	6	18	31	40	10
j. Skate park	13	34	47	33	9	12
k. More golf features in Central Park	13	28	31	32	15	12
k. Amenities: restrooms, water fountains etc.	54	31	85	3	1	10
New Facilities						
l. Miniature golf	18	31	49	25	15	10
m. Water feature play area	18	30	48	27	13	11
n. Ice Rink	21	35	56	24	10	10
o. Amphitheater – permanent structure	29	37	66	15	8	10
p. Dog Park	23	25	48	27	14	10
q. Sports field and game court lighting	25	35	60	21	8	10

Interpretation

The most important improvements are walking and bike paths, natural areas and park amenities. Walking paths are the top priority for improvements in the parks and recreation system according to 65% of the respondents. The next highest at 54% are amenities such as restrooms, water fountains and so on. More than three out of five respondents identified 12 different types of facilities as priorities. These include: pathways; park amenities; natural areas; picnic pavilions; playgrounds; sports fields and lighting; game courts & lighting; and an amphitheater. It is important to note that game courts and sports fields achieved an unusually high rating or priority by about three out of four respondents. Typically these facilities capture a rating of less than half of this on community recreation surveys. Generally, few respondents said that these facilities are not necessary. Roller hockey courts received the highest response of “not necessary” at 40%.

Implications

The respondents expressed the importance of adding a variety of facility types to the park system as well as protecting natural resources. Pathways, amenities and natural resource protection are among the lower cost improvements. Another solution is increased advertising about where these facilities already exist. Several of the improvements lend themselves to continued and expanded partnerships such as with the Bike & Hike Committee and organized sports leagues. Others have the potential for special community projects such as the amphitheater, which could possibly be undertaken in a similar fashion as Kids' Castle through fundraising, volunteers, partnership, and sponsorships. The priority of sports field and game court lighting needs to be explored in a manner that considers both recreation needs and harmony with the surrounding community.

7. How important are the following indoor recreation facilities to you or members of your household? Please circle one response for each item.

	Very Important	Important	TOTAL IMPORTANT	Not Important	Not Necessary	No Answer
a. Gymnasiums	21%	28%	49%	28%	11%	11%
b. Indoor pools	21	31	52	27	11	10
c. Indoor track	11	24	35	39	15	11
d. Ind. sports training facilities	16	33	49	28	12	11
e. Fitness/exercise centers	32	36	68	14	8	9
f. Activity rooms	11	42	53	27	9	11
g. Meeting rooms	7	33	40	37	12	10
h. Senior center	20	37	57	25	10	9
i. Teen facilities	27	37	64	18	9	9

Interpretation

Fitness and exercise center; teen facilities; senior center; activity rooms and an indoor pool were cited as "important" facilities by over half of the respondents. Over half of the respondents said that an indoor track and meeting rooms were not important or necessary.

Implications

Overall, indoor facilities are not as important as outdoor facilities. Focus should be on outdoor facilities and making the best use of existing indoor facilities and partnerships.

8. Where do you think we should focus parks and recreation in the future? Please circle one choice for each item.

	High Priority	Priority	TOTAL High & Priority	Low Priority	Not Nec.	NO Answer
a. Expanding recreation programs & services	24%	50%	74%	12%	3%	12%
b. Upgrading existing facilities	24	50	74	12	3	12
c. Developing parks for active recreation	22	44	66	19	3	12
d. Developing parks for passive recreation	15	42	57	26	4	13
e. Building additional ball fields	14	23	37	40	9	14
f. Connecting the bike & hike path system	43	30	73	13	3	10
g. Adding an indoor recreation center	19	29	48	31	8	12
h. Protecting natural resources & open space	61	23	84	6	1	9
i. Park and recreation facility maintenance	41	43	84	4	1	12

Interpretation

According to the survey respondents, the future focus for parks and recreation should be in natural resource and open space protection along with facility maintenance. They scored the highest response as focus for the future at 84% each. In terms of higher priority for the focus, natural resource and open space protection at 64% outweighed facility maintenance at 41%. Next in line were expanding recreation programs & services and upgrading existing facilities at 74% each. However, connecting the bike path was a “high priority” at 43% versus expanding recreation programs and upgrading facilities at 24% each.

Implications

With many competing priorities and limited resources, the response on this question provides valuable information about where to direct future efforts and how to best allocate limited resources. Including protection of natural resources and open space as a major focus in parks and recreation would garner public support. Connecting the bike path is crucial. Continuing to maintain the parks is essential. These responses further refine the previous questions regarding facility and program preferences. These findings present a synthesis of all aspects of parks and recreation to zero in a clear cut direction from the perspective the general public.

9. *If we could do one thing to improve parks and recreation in the community, what do you think that should be? Please clearly print your response below.*

Interpretation

“One thing to improve parks and recreation in the community” generated 294 responses. Most of the suggestions named connection of the Bike & Hike Path. Other comments dealt natural resource protection; with more advertising and promotion of parks and recreation; nature programming, more and better sports fields; amphitheater; restrooms; signage; dog park; better playgrounds; indoor sports facility; indoor facility; more programs; more musical opportunities; arts; purchase more park land and natural areas; activities for teens; transportation for recreation; security; water fountains; multi-use facilities; attract more people to the parks; create area for congregating in the down town; and adult leagues;

Implications

The “one thing” suggestions mirrored the responses on the future focus of parks and recreation. Most of the responses dealt with bike path connection, resource protection, open space conservation, facility maintenance and the addition of identified programs and facilities. Finding ways to promote and increase public awareness about conservation efforts is important.

10. *Overall how satisfied are you with parks and recreation in the community? Please place a check in the box for the Borough and the Township to indicate your opinion.*

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Not Satisfied	Very Dissatisfied	No Answer
a. Township all/twp	25/31%	44/43%	17/14%	1/.5%	.3/.5%	12%
b. Borough all/borough	19/20	46/49	20/17	4/5	.1/0	11
c. Twp & Borough working together.						
All respondents	19	40	26	2	.3	
twp/borough	20/17	41/40	26/27	1/4	.3/.3	12

Interpretation

This question measured the level of satisfaction with parks and recreation in the community. About 69% are satisfied or very satisfied with parks and recreation in the Township and about 65% in the Borough. Three out of five respondents are satisfied with the Township and the Borough working together. Very few are not satisfied with parks and recreation at under five percent.

Implications

Setting a goal of 80 percent overall satisfaction rating by the general public would be a reasonable and achievable goal over the next five to ten years. This could be achieved by continuing to maintain facilities in an attractive and secure manner, natural resource conservation, facility improvements in line with the findings of this survey, and increasing public awareness about parks and recreation.

11. Township and Borough residents pay about \$20 per person per year in taxes for parks and recreation. What would you be willing to pay to improve parks and recreation in the community? Please circle one response for each choice.

	No Answer	Yes			No			Need More Info.		
		all	twp	boro	all	twp	boro	all	twp	boro
a. \$6 more a year	43%	30%	26%	35%	10%	9%	11%	17%	19%	14%
b. \$12 more a year	45	25	22	28	13	12	14	17	19	15
c. \$18 more a year	46	19	16	23	17	16	18	18	19	17
d. \$24 more a year	37	22	19	25	20	20	21	19	18	19
e. No more	51	12	13	11	20	15	26	17	18	15

Interpretation

This question had a large non-response rate. Anti-tax sentiment is prevalent. The public participation process found that most of this sentiment is with respect to school not municipal tax although most people seem to view taxes as one tax bill regardless of how it is distributed. Even though the response numbers are low, those who expressed willingness to pay an additional amount of money for parks and recreation outweighed those who were not willing to pay any more. The response from those wanting more information was higher than those who were not willing to pay anymore.

Implications

It is important to continue to find ways to support parks and recreation through a combination of tax and non-tax sources. While the respondents clearly expressed the desire for additional facilities and services, there was no clear-cut support from individuals willing to pay more. The findings overall suggest that providing additional information in a strategic marketing campaign about the benefits of parks and recreation could help in generating more support and public awareness. Perhaps this could be done on a project by project basis rather than for the system as a whole. The municipalities already have great success in generating non-tax support for specific efforts such as the concert series, Triathlon, Oktoberfest, Bike & Hike Path, Kids Castle and so on. Project focused efforts would be more manageable to staff and volunteers. Both municipalities have WEB sites and newsletters that already provide a lot of information to the public. Promotion, advertising and expanding public awareness are never ending challenges in parks and recreation statewide. A revenue strategy that includes taxes, fees and charges, grants, gifts, bequests, fund-raising, partnerships, and sponsorships with respect to staff and volunteer time will be the means to continue support for parks and recreation.

Your Turn!

Please use this space to share your ideas and suggestions. We welcome your opinions.

Interpretation

Additional comments in this space were provided by 196 respondents. Only four were negative and expressed concern about taxes being too high. The majority of the responses fell into six broad categories as follows.

- Advertising – advertise more
- Environment and open space – Add more open space to the park system; protect the open space that remains; prevent overdevelopment; provide environmental education.
- General – Keep up the good work in parks and recreation; more facilities for individual use; keep the parks safe and clean; add walking paths;
- Parks – Dog park; cultural events in parks; restroom in Burpee Park; keep Central Park largely undeveloped; improve the concerts; pool in township; things for 16 to 19 year olds; indoor facilities; facilities for adults; ice rink.
- Recreation – Adult leagues; improve concerts; teen programs, improvements to Senior Center.
- Trails – connect the bike path. Make parks safe for kids to bike to.

Implications

The comments were favorable and appreciative of municipal efforts in parks and recreation. The list has concrete suggestions for items the municipalities could consider.

VI. Volunteers

Survey respondents were asked to indicate if they would be interested in volunteering for parks and recreation initiatives. Eighty-six (86) people responded that they would. Forty-six (46) were from the Borough while 42 were from the Township. This represents an important new source of assistance in various projects ranging from community gardens to sports.

VII. Survey Implications

The survey findings provide an overall sense of direction for the Doylestown community in parks, recreation, and open space. Survey findings “take the pulse” of the general public. The findings and implications are important because they represent the opinions of the silent majority. While it is important to take into consideration the opinions of citizens that are organized according to special interests, it is equally important to balance those needs with those of the public at large. About three out of four respondents reported being satisfied or very satisfied with parks and recreation in the community. This is a positive finding. It also offers a framework for measuring progress in the future. Setting a goal of 80% citizen satisfaction would be a good target. So moving from a level of 74% satisfaction in the Township and 69% in the Borough appears to be attainable. The following items offer strategies for improving public satisfaction with parks, recreation and open space.

The Commitment to Parks and Recreation

The citizens sent a strong message of being pleased with the accomplishments of Doylestown Township and Doylestown Borough in parks and recreation. While there is concern about not wanting to pay more in taxes generally, the citizens also have described the importance of natural resource protection, open space conservation and the kinds of facilities and services they would like to see in the future.

Protect the Natural Resources and Open Space

Manage public lands from a natural resource conservation perspective and protect the remaining open space. The survey respondents named the protection of natural resources and open space as the top focus are in the future for parks and recreation.

Focus on Outdoor Recreation and Make Best Use of Indoor Facilities

The public response regarding the need for outdoor facilities outweighed the need for indoor facilities. Indoor facilities were less important or not necessary in comparison with outdoor facilities. That said, three out of four respondents listed expanding programs and services as a priority focus area in the future. Presumably this would include indoor recreation. The arts were also listed as the program area which garnered the most interest regarding activities in which respondents would like to participate. While the arts can be outside, indoor facilities would offer a more stable year round venue.

Connect the Bike & Hike Path and Expand It Regionally

Connecting the Bike & Hike Path was a resounding theme throughout the survey. Walking and bike paths were the top propriety for facility improvements. The respondents named the connection of the Bike & Hike Path as their number one priority for facility improvements. Written comments about the importance of the Bike & Hike Path and connecting all of the segments were the most frequently discussed topic. Written comments indicated the importance of connecting it beyond the Doylestown community.

Increase and Improve Sports Facilities

Sports fields and game courts were considered a priority or a high priority by three out of four respondents, an unusually high response. Written comments revealed that participants in sports rate local facilities less favorably than facilities they see in other communities in terms of both numbers and quality. Explore the potential for sports facility lighting to enable play longer in the day as well as throughout the seasons as urged by 60% of the respondents.

Add Amenities to the Parks

Adding amenities such as restrooms (that are open and available), water fountains, benches and landscaping would make the parks more comfortable and serve as a destination for people of all ages. Adding electricity in pavilions would enable people with special needs to stay in the parks longer b y being able to plug in medical devices.

Programs and Services

Promote opportunities and what to do. Respondents appear to want to know what to do and what is available. Continue to provide high quality services. Future program areas could include nature, fitness and wellness and additional special events. Note: While this is a survey finding, adding new program areas would ultimately depend on the availability of sufficient staff to offer the programs or form alliances with others to facilitate the provision of such services by others.

Education and Outreach

While the municipalities already advertise, have WEB sites and regular newsletters, survey respondents indicated that they would like to know more about parks and recreation in the community. This is a common challenge in municipal parks and recreation departments and for that matter, corporate America. Finding new, strategic ways to make the parks and recreation message “stick” in the public eye is a worthwhile effort.

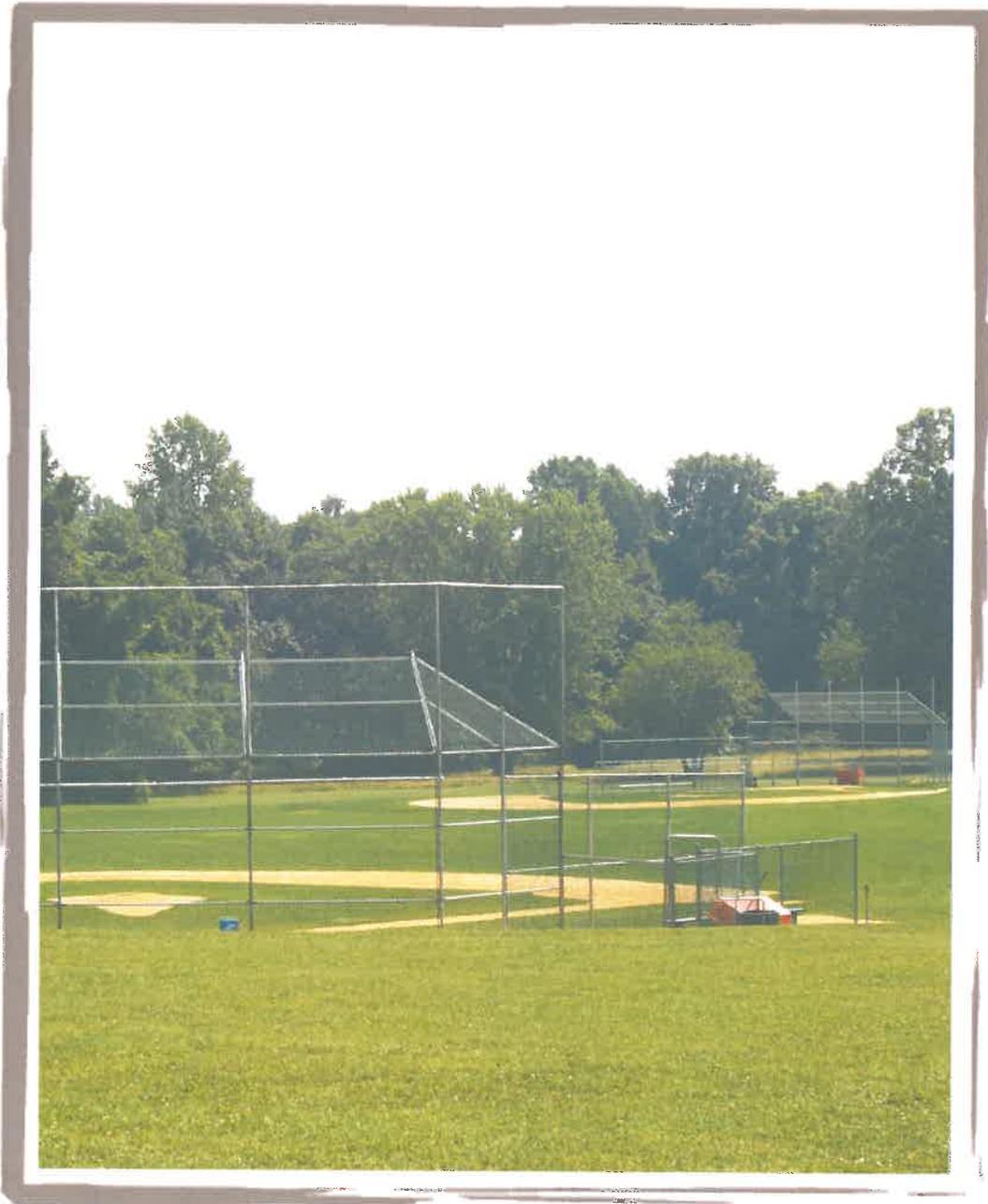
Supporting Parks and Recreation

Although the respondents expressed the need for facilities, services and resource protection, about half of them did not answer the questions regarding their willingness to pay a little more for parks and recreation. More respondents who were willing to pay more or who wanted more information outnumbered those who were not willing to pay any more. The message here is that the municipalities have to be creative in finding support for parks and recreation through a variety of means in addition to tax dollars. The Doylestown community has already achieved notable success in projects with little or no local tax money such as the Bike & Hike Path, Kids Castle, and sports field improvements. Future mechanisms for funding will include user fees and charges, fundraising, grants, gifts, donations, sponsorships, partnerships, and regional collaboration.

Continue to Work Together

About 60 percent of the respondents were satisfied or very satisfied with the Township and the Borough working together. Many of the items which they rated the highest or participated in the most were joint municipal parks and recreation efforts. This included the summer concert series, the Bike & Hike Path, special events, and the parks.

Appendix D: Capital Improvement Plan



Doylestown Community Park, Recreation & Open Space Plan Where the Benefits are Endless Capital Improvement Program				
Improvement	Opinion of Probable Costs	2008-2009	2010-2012	2013-2017
1. Master Plans				
Develop a Master Plan for the future development, use, management and programming of each of open space areas owned by the municipalities.	\$5,000 - \$45,000 per park / open space area			
For example:				
a. Central Park Update	\$25,000	√		
b. Turk Park	\$45,000		√	
c. Neamand Park	\$15,000			√
d. Dairy Queen Woods	\$15,000	√		
e. Sauerman Park	\$15,000		√	
f. Veterans Memorial Park	\$20,000		√	
2. Overall Assessment of Playing Fields				
Community wide assessment of existing playing fields	\$15,000 - \$25,000	√		
Turf Management Program (written)	\$5,000 - \$10,000	√	>>>	
3. New Community Park / Sports Complex				
Land Acquisition (75 – 100 acres)	\$12M - 15M		√	
Complete a Community Park Feasibility Study and Master Plan	\$30,000 - \$50,000			√
Phase in development of a Community Park with includes facilities identified in the master planning process including with clustered nodes of intense activity / playing fields with parking area, shade and facilities for life time recreation.	\$10M – 15M, depending on scope of improvements identified in the Master Plan			√>>>
4. New Neighborhood Parks				
Land Acquisition (20 acres)	\$3M		√	
Complete a Neighborhood Park Feasibility Study(ies) and Master Plan(s)	\$25,000		√	>>>
Construct a Neighborhood Park with includes facilities identified in the master planning process	\$3M – 5M, depending on scope of improvements identified in the Master Plan			√

Improvement	Opinion of Probable Costs	2007-2008	2009-2011	2012-2016
5. Bike and Hike Trails				
Work toward completion of the remaining 12 miles of the Doylestown Community Bike and Hike Trail	\$25/linear foot 12 miles = \$1.6M	>>>	>>>	>>>
Connections to New Britain Township and Peace Valley Park	\$25/linear foot		√>>>	>>>
Connection to New Britain Borough and New Britain Train Station	\$25/linear foot	√		
6. Town Center Park				
Develop a plan to manage the town center as a park and public gathering space	\$40,000			
7. Central Park				
Construct Permanent Amphitheatre Structure (including design fees and site construction)	\$250,000 - \$500,000	√		
Construct Park Hub near Kids Castle (including design fees and site construction)	\$100,000 - \$150,000			
Kids Castle – on-going maintenance and scheduled replacement of structure in phases	\$300,000 - \$400,000	\$25,000	\$150,000	\$175,000
8. Fanny Chapman Swimming Pool				
Develop a Long Range Improvement Plan for the Fanny Chapman Pool Complex.	\$40,000		√	
Budgetary Cost Estimates for Sample Projects and/or Site Amenities (2007 dollars)				
Baseball / Softball Field (per field)			\$50,000 - \$75,000	
Soccer / Football / Field Hockey / Lacrosse Field (per field)			\$30,000 - \$50,000	
Alternative Surface Playing Field (per field)			\$800,000	
Field Lighting (per field)			\$25,000 - \$40,000	
Court Resurfacing (per court)			\$50,000	
Tot Lot / Playground			\$30,000 - \$45,000	
Pavilion			\$40,000 - \$150,000	
Pavilion (with restrooms and kitchen)			\$125,000 - \$250,000	
Composting Restrooms (per toilet)			\$30,000 - \$40,000	
Pre-fab Restrooms (1 M / 1 W)			\$25,000 - \$50,000	
Restrooms (3 M / 3 W)			\$150,000 - \$200,000	
Volleyball Courts (outdoor, sand) (per court)			\$15,000	
Dog Park			\$20,000 - \$40,000	
Concession Stand (stand alone)			\$15,000 - \$25,000	
Backstops (baseball / softball) (each)			\$12,000	
Bleachers (per unit, portable)			\$2,000	
Concrete Table Pad & Anchor			\$2,500	
Alternate Surface for Golf Hole (tee and green)			\$5,000 - \$10,000	
Indoor Sports Facility			\$1 M - \$4 M+	

Appendix E: Parks & Recreation Boards Future Directions



Community Park and Recreation Boards

Strong citizen support is essential in successful park, recreation and open space systems. Professionals in parks and recreation must combine efforts with citizens to truly make the difference in the community. This is particularly true in the Doylestown Community where citizen involvement is a hallmark of the public parks and recreation system.

Plan Findings Regarding the Parks & Recreation Boards

The citizens who serve on the municipal parks and recreation boards play an important role in public parks and recreation. The findings from the research for the **Parks, Recreation and Open Space Plan** regarding the parks and recreation boards included the following:

1. Both Boards are advisory, not policy making.
2. Both Boards operate on an historical basis rooted in tradition. A look at how the boards could operate in the future could be considered based on the new parks, recreation and open space plan.
3. Both the Doylestown Township Parks and Recreation Board and the Doylestown Borough Parks and Recreation Board expressed interest in meeting together annually. The purpose of the meeting would be to discuss issues and opportunities of common concern and to devise strategies to move ahead together.
4. The Parks & Recreation Boards expressed interest in forming some sort of alliances with similar boards such as the Open Space Boards and the Environmental Advisory Councils. This would facilitate a holistic approach to community planning and citizen involvement. The alliance could range from informal discussions to formal liaisons.
5. The Parks & Recreation Boards would benefit by having school district representation on the boards.
6. Roles & responsibilities need to be clearly defined and implemented with respect to having a new plan in place. Since both boards are advisory, how the boards could work, what the functions of different members would be, and the relationships of the boards with municipal professionals should be clarified and documented.
7. Since there are already joint municipal parks and recreation related committees such as the Bike & Hike Committee and the Joint Council on the Performing Arts, perhaps exploring further merger of the parks and recreation boards could be considered.

8. There appears to be a sense among board members to plunge right into plan implementation. While this might seem to be a logical next step, it is more important to have the Boards work on defining their purpose, roles, responsibilities, operating methods and approaches at this time. Having a clear formal written statement of these items will strengthen board operations far into the future. It is worth the time and effort to discuss and formalize policies regarding the parks and recreation boards. This is similar to writing a business plan!

Next Steps for the Parks & Recreation Boards

Now that the Doylestown Community has a joint parks, recreation and open space plan in place, it is time to gear up for implementation. The newly adopted plan can be the catalyst for assessing current board operations to devise strategies and attitudes to spring ahead with a new commitment rooted in spirit, morale and camaraderie.

Fostering the Spirit of Collaboration

In order to grow the spirit of collaboration and dedication to parks and recreation rooted in strong commitment to the Doylestown community, the Parks and Recreation Boards could develop the following tasks and put the results in writing. **Written** policies and procedures help to clarify and simplify operations.

1. **Define the mission and purpose of the Parks and Recreation Boards.** This should include a statement of ethics that embodies positive attitudes, respect for individuals and organizations and an expectation for realistic optimism in moving ahead in plan implementation.
2. **Create an atmosphere of willingness** among the members to contribute to and support parks, recreation and open space initiatives, key stakeholders and the general public. Negativity and indifference cannot be tolerated as these will bring down the organization and interfere with plan implementation.
3. **Establish roles and responsibilities for board members.** Define relationships of the board to parks and recreation professionals, municipal administration and elected officials. Board member roles could be related to functional areas of parks and recreation such as land, facilities, programs, park maintenance, safety & security, budget and so on. Liaison roles with related municipal boards could be established as well. Other possible roles could be rooted in service to various client groups such as special needs, families, teens, the arts, sports, senior adults and so on. Another potential way to organize roles is around the four goals of the plan. It is imperative that members understand that their role is within the context of parks and recreation as a whole so that their particular functional role does not supercede the big picture. The big picture is the Vision Statement in the plan.
4. **Develop a sense of camaraderie.** The professionals and the citizen volunteers are in parks and recreation together for the good of the community. Optimism, appreciation, and mutual respect are key factors. This needs to carry through when

times are challenging as well as when things are going well. Be confident and express confidence in all undertakings.

5. **Support the objectives of the Parks, Recreation & Open Space Plan.** Create opportunities and ways to get the plan implemented. In order to create the opportunities, it is essential to listen, be actively engaged in parks and recreation efforts, observe first hand what is happening in the Doylestown Community, and show drive (leadership) in capitalizing on emerging circumstances to make things happen.
6. **Recognize that there will be some sacrifices in serving on the board.** Presence in programs, attendance at meetings, demonstrating support for things you might not totally agree with and missing time at home are all the cost of doing business.
7. **Be on the look out for how to improve parks and recreation.** Parks and recreation is either moving ahead or going backwards – it is never standing still!
8. **Make the intention to commit to these steps.** Making a commitment to these actions is paramount.

Characteristics of An Effective Board

- The Board has a written purpose.
- Roles and responsibilities are defined in writing.
- All members understand their roles and responsibilities, including the fact that the board is advisory, not policy-making.
- There is a spirit of collaboration and teamwork.
- Mutual respect among the board members and the professional staff is apparent.
- The board has confidence in the professional director, municipal management, and elected officials.
- Board members collectively arrive at decisions through informed discussion. No one person dominates. Diverse opinions are respected and encouraged. Differences of opinion are viewed as healthy and treated constructively. Members support the ultimate decision of the board.
- Board members have a sense of belonging and experience satisfaction from contributing to the community in a positive fashion.
- The board helps to set goals and objectives, an annual work plan, and evaluation of accomplishments and opportunities in parks, recreation and open space.
- The board complies with its rules, regulations and responsibilities as the chief advisory body for parks, recreation and open space.
- The board issues an annual report to the board of elected officials of accomplishments, needs and opportunities through the parks and recreation professional.

Doylestown Parks & Recreation Boards in the Future

As board members change over due to resignations or term expirations, new members will be needed. Board members should be qualified, creative and effective leaders who will champion the Doylestown community parks, recreation and open space. They understand the potential of the parks and recreation system to enhance the quality of life in this community and the region. Potential board members should have an interest in advancing parks and recreation and knowledge of the Doylestown community. Expertise in one or more of the following areas would be advantageous:

- Natural lands management and environmental protection
- Land use and community planning
- Recreation
- Tourism
- Marketing and public relations
- Business and finance
- Economic development
- Landscaping and horticulture
- Planning and fundraising
- Public/private partnerships

All new board members should receive an orientation to the parks and recreation system. Newly elected officials should be invited to participate in the training as well. Retain membership in the Pennsylvania Recreation and Park Society (PRPS) and the National Recreation and Park Association for the board. Inform and support member attendance at PRPS training programs and seminars for board members. Consider working with the Bucks County Recreation Council on having a joint annual meeting of parks and recreation board members in place of one monthly meeting. This would help to foster a citizen network for parks and recreation in Bucks County and to leverage support for issues of regional importance in parks, recreation and open space.

Action Steps

With the plan adoption, the boards could take the next year to develop their purpose, roles, responsibilities, training materials, and methods of operating. Managing the change will be a challenge as it is easy to stay in the comfort zone of “the way we’ve always done things”.

In order to achieve the highest level of success, the board members and professional staff need to be involved jointly in the process of determining their purpose, roles, responsibilities and so on. The following steps outline a potential approach.

1. Consider inviting PADCNR to a meeting to discuss community parks and recreation boards as an educational session. This could be a joint meeting of the Township and Borough boards.

2. Plan and hold a “retreat” to identify the purpose, mission and roles. This could be held on a Saturday to allow for more time than a standard evening meeting. Consider applying for a RecTAP grant from PRPS to retain an outside professional to guide the planning and implementation of the retreat and help with the production of follow-up materials. This is a \$1,500 grant with no match required.
3. Assign responsibility to board members for the development of identified written materials for board operation. All materials should be collectively discussed, revised where needed and adopted for use. These would include purpose, roles, responsibilities, code of ethics, board expectations and other materials as determined.
4. Develop training materials for board members.
5. Consider the possibility of applying for a Peer Grant from the Pennsylvania Department of Conservation and Natural Resources to explore the potential merger of parks and recreation functions between the Township and the Borough. This is a grant of \$9,000 with a \$1,000 local match for a one year study. An outside parks and recreation professional would work with the municipalities in exploring various aspects of parks and recreation consolidation. This would provide the framework and information for ultimate decision-making by the municipalities regarding future joint efforts.
6. Set up a thematic meeting schedule to run over the course of each year. Assigning themes and topics to meetings will set up a rhythm and stability for board functioning. It will help board members and professional staff to establish a routine along with common expectations. Of course the meetings would be dynamic and could accommodate inclusion of relevant topics for discussion and action as needed. These themes could be quarterly:
 - First Quarter – Programs. Board training (such as participation in annual PRPS board seminar). Consider holding the annual joint Township and Borough Parks and Recreation Boards meeting in this quarter. Associated board members could also be invited such as the EAC, Open Space Board, Planning Commission and so on.
 - Second Quarter –Land and Facilities. Annual parks and recreation tour. Consider working with the Bucks County Recreation Council to hold a meeting inviting all municipal parks and recreation boards for the purpose of networking ideas and strengthening boards through discussions with peers from throughout the region.
 - Third Quarter – Planning. Evaluating plan implementation, opportunities, and community needs. Consider holding an annual sports forum in this quarter as part of a meeting.

- Fourth Quarter –Operations and Financing. Planning for the next fiscal year, examining funding requirements and revenue sources, policies, and programs to be held. Developing a work program for the next fiscal year.
7. Organize each meeting according to a series of routine components: educational segment, reports, items requiring decisions and action, items for discussion, and meeting evaluation. This will provide an atmosphere of interaction rather than straight reporting. The educational segment could be a topic or item to enhance the knowledge base or expertise of the group. This meeting segment could rotate among board members and staff as well as through invited speakers. Invited speakers could be from the school district, county or municipal planning commission, arts organizations, people with special needs, business people, partners/sponsors or others. Board members could provide a segment rooted in their own expertise as it pertains to parks, recreation, open space, trails, greenways, conservation, marketing, fundraising, trends, planning and soon. The goal would be to facilitate change and improvements by raising the quality of discussion in the meetings and networking the ideas. Since the boards will be moving into new ways of operating, performing a brief meeting evaluation will help to improve each meeting. It should only take a couple of minutes! The findings should be applied to the next meeting in a continuous cycle of refinement and improvement.

