

## CHAPTER 11 IMPLEMENTATION PLAN

**STRATEGIC GOAL:** Follow adopted Township policies to the extent possible and practical to establish parks and recreation as a premier community service.

### OVERVIEW

Recreation offers important personal, social, environmental, and economic benefits to the people who live and work in Horsham Township. Parks and recreation services are a major ingredient to the quality of life in the community. These facts are acknowledged in the mission statement for the P&R Department.

The township already has an outstanding park and recreation system and dedicated, professional staff to manage it. The challenge to the P&R Department will be to continue to increase its commitment to parks and recreation at a level commensurate with customer needs in the future.

Chapters 7 through 10 recommended actions that should be taken to support parks and recreation and to keep it as an essential community service. The Township will need to continue to invest staff, time, and money to make this happen. How it should go about doing this, and when, are matters that are addressed in this chapter.

**ROLE AND RESPONSIBILITY:** Maximize available resources to support the delivery of services, including the creative use of partnerships.

### Recommendations

1. Carrying out the recommendations of this plan will require commitment from not only the P&R Department, but from other municipal departments as well as public, quasi-public, and private entities in and beyond township borders. The department will have to rely on a multitude of approaches and innovative ways of delivering the recommended level of service.
2. Partnerships should be used to pool limited resources to provide expanded services. This philosophy has been built into the mission statement for the P&R Department. It also has been spelled out in many of the roles and responsibilities. The chapters that present the recommendations each reiterate that a collaborative approach must be used to insure success and to more cost effectively accomplish the goals. This is an inherent concept that should be embraced by the Township.

The P&R Department currently operates within this framework with several long-standing partnership initiatives already in place. Continuing in this regard and developing a partnership program on an expanded basis should play a major role

in the delivery of parks and recreation services over the next 10 years.

**ROLE AND RESPONSIBILITY:** Strive to provide expected funding, staffing, and other resources to undertake the actions outlined in this report, which are designed to realize the long-term vision of the P&R Department.

### Recommendations

3. Familiarizing municipal officials with the contents of this plan and getting it formally approved by the Township Council should be the first and foremost action taken after the plan is approved by the Horsham Township Park and Recreation Plan Update Study Committee. This plan is transmitted to Council solely as a document that was prepared by the Study Committee:
  - Approval of the plan as an official municipal policy guide should be made at the discretion of the Township Council. Furthermore, the contents and recommendations of the plan are advisory. The decision to implement any recommendation should reflect the judgment of municipal officials and staff as well as the Township Solicitor's legal advice.
  - Regardless of the fact that the plan was prepared as a sound foundation for meeting future challenges, it should be regularly reviewed and updated to insure that the recommendations remain valid or are revised. Revisions to the plan may be warranted if it becomes apparent that implementation of a major recommendation is unlikely and that alternative strategies for satisfying needs should be formulated. Changes in customers' needs over time may also be reason to revise the plan.
4. Achieving the long-term vision of the P&R Department in the most effective manner will require some type of systematic approach. Figure 53 is an Implementation Matrix that attempts to make this a more manageable task. The matrix should be thought of as a form of time schedule:
  - It lifts out the roles, responsibilities, and actions that were recommended in previous chapters. There are nearly 150 individual recommendations, listed in the order in which each was discussed in chapters 7 through 10.
  - Each recommendation is placed within a 10-year time frame to reveal short term, intermediate term, and long term objectives:
    - Short Term – Recommendations that should be implemented in the next 1 to 3 years.
    - Intermediate Term – Recommendations that should be implemented in the next 4 to 7 years.
    - Long Term – Recommendations that should be implemented in 8 or more years.
  - When viewed as a whole, it may appear that all which is recommended in this plan is too much to achieve, but when the recommendations are assigned time phased priorities, it shows how they can be realistically implemented over time.
5. Although the Implementation Matrix is ambitious, the Township should attempt to adhere to the schedule by allocating funding, staffing, and other resources as

needed to accomplish the actions. The schedule should be reviewed on a

**Figure 53**  
**Implementation Matrix**

**TIME FRAME KEY:**

ST = Recommendations to be implemented in the SHORT TERM of 1 to 3 years (fiscal years 2004 through 2006).

IT = Recommendations to be implemented in the INTERMEDIATE TERM of 4 to 7 years (fiscal years 2007 through 2009).

LT = Recommendations to be implemented in the LONG TERM of 8+ years (fiscal years 2010 and beyond).

OG = Actions that should be ONGOING through the planning horizon for this study.

<b>System Plan</b>		
<b>STRATEGIC GOAL: Create a park and recreation system that provides first quality parks and recreation facilities that are needed and used widely by customers.</b>		
RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Work with others and seek partnerships to acquire and develop the park system.</b>		
1. Encourage continued cooperation with community-based organizations to leverage public dollars and to make park projects more cost-effective.	OG	114
<b>ROLE AND RESPONSIBILITY: Coordinate facility planning with customers, community-based providers, and other public agencies.</b>		
2. Encourage continued cooperation with community-based organizations to leverage public dollars and to make park projects more cost-effective.	OG	114
3. A means of logging in, documenting, and responding to general public comments relative to the overall development of the park system should be established.	ST	114
<b>ROLE AND RESPONSIBILITY: Work with the Hatboro-Horsham School District to maintain or expand the availability of school facilities for public use.</b>		
4. Secure a commitment guaranteeing customer access to school district properties.	ST	115
5. Participate in the planning for new and expanded schools.	OG	115
<b>ROLE AND RESPONSIBILITY: Provide a reasonably equitable distribution of community and neighborhood parks.</b>		
6. Preserve P9 (Horsham Valley Golf Club) as a community park.	as available with funding	115
7. Preserve P3 (Singer Property, an approximate 19-acres site) as an expansion to Cedar Hill Road Park.	as available with funding	116
Preserve P4 (Limekiln Simmons Elementary School site) as an expansion to Cedar Hill Road Park.	as available with funding	116
8. Construct neighborhood-level facilities at C1 (Chestnut Creek Park).	ST / IT	116
Preserve P5 (Lakeside Youth Service, an approximate 20-acre site) for a new neighborhood park.	as available with funding	116
Preserve P10 (Willow Grove Bank/former Braccia Property), an approximate 9-acre site, for a new neighborhood park.	as available with funding	116
Preserve P15 (Hideaway Swim Club, an approximate 13-acre site) as a neighborhood park.	as available with funding	119
9. Preserve P14 (Hankin Property, an approximate 20-acre site) as an expansion to Maple Park.	as available with funding	119
Preserve P16 (Horsham Meeting of Friends), the 6.5-acre park as well as additional acreage north and east of the park.	as available with funding	119
<b>ROLE AND RESPONSIBILITY: Distribute recreation facilities based on existing and projected populations, with consideration given to unmet needs and expected demand in the customer service areas.</b>		
10. Construct additional facilities at Township parks to better satisfy the recreation needs of customers.	ST / OG	119
Construct bicycling trails as addressed under #17 and #19.	ST / OG	120

RECOMMENDATIONS	TIME FRAME	PAGE
Construct hiking/walking trails as addressed under #17.	ST / OG	120
Construct a loop trail at C1 (Chestnut Creek Park).	IT	120
Install a series of fitness stations for exercises along the trail in C7 (Lukens Park at Dresher Road).	ST	120
Prepare a pre-feasibility study or marketing report for an outdoor swimming pool.	ST	120
Prepare a feasibility study for an outdoor swimming pool.	IT	120
Establish a nature area and interpretive trail at C7 (Lukens Park at Dresher Road).	IT	120
Establish a nature area and interpretive trail at O25 (Clearbrook Park).	IT	120
Establish a nature area and interpretive trail at P7 (proposed open space site).	as available	120
The usage of existing and soon-to-be constructed indoor recreation facilities (Library and Community Center) should be tracked and demand should be monitored so that data can be analyzed to assess how effective the spaces serve customer needs.	ST / OG	120
Analyze and consider issues regarding the provision of a dog park before a decision is made.	ST	121
Investigate the possibility of constructing an ice hockey rink in either C4 (Deep Meadow Park) or C1 (Chestnut Creek Park) as a shared facility for ice hockey in the winter and in-line hockey in the warmer months.	ST	121
Use the Anderson House at C1 (Cedar Hill Road Park) as an environmental education center and establish the park as the principal site for nature studies.	LT / partnership dependent	121
Construct an outdoor amphitheater at either S3 (Hatboro-Horsham High School), O10 (Hearne Property), or C2 (Cedar Hill Road Park).	LT / partnership dependent	121
Install playground apparatus at C1 (Chestnut Creek Park).	ST	121
Operate O7 (Strawbridge Property Open Space) as an historic site managed as an 18th Century working farm in partnership with historic groups.	partnership dependent	122
Continue with the Hatboro-Horsham Youth Basketball Association partnership and negotiations to construct a building for an indoor basketball gymnasium.	ST / partnership dependent	122
Construct 1 or 2 basketball courts at C7 (Lukens Park at Dresher Road).	ST	122
Research an appropriate role for a "local-sized" skateboard park and, if deemed appropriate, find a suitable location.	ST	122
Investigate the possibility of constructing an in-line hockey court in either C4 (Deep Meadow Park) or C1 (Chestnut Creek Park) as a shared facility for ice hockey in the winter and in-line hockey in the warmer months.	ST	123
Construct 1 or 2 shuffleboard courts at the Community Center.	ST	123
Construct 1 or 2 bocce courts at the Community Center.	ST	123
<b>ROLE AND RESPONSIBILITY: Acquire and develop parks with facilities that reflect needs and priorities as expressed by customers during all planning and design processes.</b>		
11. Involve customers throughout the planning process for park system expansions and improvements.	OG	123
<b>ROLE AND RESPONSIBILITY: Ensure that adequate natural areas are protected, restored, and enhanced as part of the park system.</b>		
12. Protect select, remaining open spaces as opportunities present themselves.	as available with funding	124
Preserve P1 (Little Neshaminy Creek corridor) as a swath of open space and greenway with trail.	as available with funding	124
Preserve P2 (Whitemarsh Memorial Park Cemetery), an approximate 20-acre site.	as available with funding	124
Preserve P6 (Heffernan Property), an approximate 15-acre site.	as available with funding	124

RECOMMENDATIONS	TIME FRAME	PAGE
Preserve P7 (RoMynalo Inc. Property), a site proposed to be set aside and dedicated to the Township.	as available with funding	124
Preserve P8 (Larocca Property), an approximate 30-acre site.	as available with funding	124
Preserve P11 (Natural Lands Trust, Inc. Property), an approximate 71-acre site.	as available with funding	124
Preserve P12 (College Settlement of Philadelphia), an approximate 123-acre site.	as available with funding	125
Preserve P13 (Kuhn Day Camp Property).	as available with funding	125
13. Inventory and protect significant environmental features within parks and open spaces.	ST / OG until completed	125
14. Manage open space sites by actively controlling the character and health of sensitive plants and animals and to maintain natural processes.	ST / OG	125
<b>ROLE AND RESPONSIBILITY: Provide facilities at parks that interpret the system and teach a conservation ethic.</b>		
15. Collaborate and participate with others to build customer awareness of environmental issues within the park system.	ST / OG	125
16. Showcase stewardship areas within the park system where sensitive environmental characteristics are being managed.	IT / OG	125
<b>ROLE AND RESPONSIBILITY: Provide open space connectors, greenways, and trails as major components of the park system.</b>		
17. Construct trails as part of a well-integrated community-wide system of access routes for pedestrians and bicyclists ... as opportunities present themselves either through the land development approval process or as right-of-way and funding are available.	as opportunities are available	126
Construct T1 ( 2.1-mile westward extension of the Power Line Trail) from C3 (Kohler Park) to Montgomery Township.	ST / IT / LT	126
Construct T2 (Park Creek Trail, a 1.9-mile trail) through C2 (Cedar Hill Road Park) and other open space along the Park Creek valley.	ST / IT	126
Construct T9 (Kohler Park Connector and Loop Trail, a 0.4-mile trail), including a crosswalk and signal at Horsham Road.	IT	126
Construct T11 (Nature Area Link Trail, a 0.24-mile trail) between the Library and the school district's Jarrett Nature Center	IT	126
Construct other proposed trails (T3-T8; T10; and T12-T16) ... as opportunities present themselves either through the land development approval process or as right-of-way and funding are available.	as opportunities are available	126
18. Undertake greenway initiatives (Little Neshaminy; Pennypack; Power Line Trail; and proposed trails T4, T5, and T6) ... as opportunities present themselves, either through the land development approval process or as right-of-way and funding are available.	as opportunities are available	127
<b>ROLE AND RESPONSIBILITY: Provide sidewalks and on-road bicycle facilities as adjuncts to the park system.</b>		
19. Expand the sidewalk system to fill in gaps and to better link origins and destinations to one another, including linkages to parks ... as opportunities present themselves through land development and road construction projects; as right-of-way and funding are available; or as Township mandates.	as opportunities are available	128
20. Ensure that selected roads are retrofitted to safely accommodate bicyclists ... opportunities present themselves through land development and road construction projects or as funding is available.	as opportunities are available	128
21. Facilitate key pedestrian and bicycle linkages to neighboring communities.	as available with funding	130
<b>ROLE AND RESPONSIBILITY: Improve accessibility for all customers by making parks and facilities barrier free.</b>		
22. Make parks and facilities accessible to persons with handicaps and disabilities.	ST / OG	128

RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Strive to achieve consistency in the style and materials used for signage, amenities, and structures within parks as a means of establishing uniform identity.</b>		
23. Install standardized signs and kiosks at parks and open space sites.	OG	128
<b><u>Maintenance Plan</u></b>		
<b>STRATEGIC GOAL: Deliver attractive and safe parks and facilities.</b>		
RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Operate and maintain the park system in partnership and cooperation with the community.</b>		
1. Solicit, take into account, and respond to customer opinions regarding park grounds maintenance.	OG	132
2. Use community volunteer resources to care for, maintain, and renovate parks and facilities.	OG	132
3. Acknowledge volunteer maintenance activities.	ST / OG	132
4. Create a volunteer recognition program.	IT / OG	132
<b>ROLE AND RESPONSIBILITY: Supplement maintenance activities through "adopt-a-park" and "adopt-a-facility" programs for volunteers.</b>		
5. Expand the volunteer base.	ST / OG	132
6. Offer a program whereby volunteers can "adopt" a specific park or facility to maintain.	IT / OG	133
<b>ROLE AND RESPONSIBILITY: Develop a "park watch" program to monitor and support park safety and security.</b>		
7. Collaborate with citizen volunteers to deter vandalism.	IT / OG	133
8. Create a park ambassador program for volunteers to monitor parks and help visitors.	IT / OG	133
<b>ROLE AND RESPONSIBILITY: Establish baseline standards for the proper maintenance and care of parkland and park amenities.</b>		
9. Periodically survey the physical condition of the parks to schedule routine maintenance projects.	OG	133
10. Institute a systematic maintenance program.	IT / OG	133
11. Prepare a Maintenance Plan for the park system.	IT / OG	133
12. Use workload cost tracking to determine how much it costs to carry out certain maintenance functions and tasks.	IT / OG	134
13. Develop an annual maintenance calendar and work order system.	ST / OG	134
14. Apply baseline standards uniformly to comparable sites throughout the park system.	IT / OG	134
<b>ROLE AND RESPONSIBILITY: Protect and manage open space, parks, and facilities to ensure customer safety and protection of structural integrity with attention to appearance, cleanliness, and security.</b>		
15. Replace and renovate facilities to maintain a safe, usable park system.	ST / OG	135
16. Periodically survey the parks identify major maintenance needs and special capital improvement projects.	OG	135
17. Conduct inspections and loss control audits to identify safety hazards and liability problems requiring corrective action.	OG	135
18. Train all parks staff, especially maintenance personnel, to recognize, mitigate, and correct safety hazards.	OG	135
19. Prepare park master plans.	IT	135
20. Develop recreation facilities in a manner that is sensitive to natural and cultural resources.	OG	135
21. Assess open space sites to identify appropriate land management practices.	IT / OG	135
Establish a plant nursery somewhere within the park system.	ST / OG	136
Designate "managed natural areas" within open space sites, if appropriate.	IT / OG	136

RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Adopt a preventative maintenance approach to facility maintenance.</b>		
22. Keep parks and facilities attractive and usable with a preventative maintenance program.	OG	136
23. Give turf areas in parks time to recover if activities can be rotated to alternate sites.	OG	136
<b>ROLE AND RESPONSIBILITY: Use measurable maintenance objectives to evaluate day-to-day facility and preventative maintenance needs.</b>		
24. Use Maintenance Plan data along with operations and maintenance guidelines to conduct a staff needs assessment.	IT / OG	136
25. Ensure adequate park maintenance personnel and equipment to properly care for the park system.	OG	136
<b>ROLE AND RESPONSIBILITY: Design and construct parks and facilities to facilitate maintenance but in a manner that is sensitive to customer health and comfort.</b>		
26. Assess whether changes in equipment, design, or programming could reduce maintenance needs at parks.	IT / OG	139
27. Develop park maintenance guidelines that match programmatic needs and customer expectations.	IT / OG	139
<b><u>Recreation Services Delivery Plan</u></b>		
<b>STRATEGIC GOAL: Offer a broad range and level of structured recreation programs for individuals and groups to participate in active and passive activities that meet customer needs and interests.</b>		
RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Collaborate with others to offer a broad spectrum of programs, when and where possible.</b>		
1. Work with other partners to provide programs to serve customers.	OG	142
<b>ROLE AND RESPONSIBILITY: Encourage partnerships and develop formal agreements, as needed, with public and community service providers to supplement existing programming.</b>		
2. Maintain and enhance relationships with special interest groups who currently serve customers' needs.	OG	142
3. Establish partnerships with new organizations.	ST / OG	142
4. Inventory and assess potential partners by identifying appropriate roles for programming needs.	ST / OG	142
5. Offer opportunities for others to provide partial or full sponsorship of programs.	ST / OG	142
6. Coordinate with the Hatboro-Horsham School District and the Hatboro-Horsham Adult Evening School regarding cooperative programs and joint use and scheduling of facilities.	OG	142
7. Coordinate with adjoining communities on recreation-related initiatives, as appropriate.	OG	142
<b>ROLE AND RESPONSIBILITY: Equitably distribute programs by offering them at locations throughout the community, if possible, provided the facilities necessary to support the programs are available.</b>		
8. Bring programs closer to home for its residents by attempting to offer neighborhood-based programs as much as possible.	ST / OG	143
<b>ROLE AND RESPONSIBILITY: Offer an appropriate balance of recreation program types in accordance with a program classification system tailored to the special interests and demands of customers.</b>		
9. Offer a variety of programs based on customer interest and demonstrated need.	OG	143
10. Remedy major program deficiencies by coordinating programs offered by other providers and by planning and sponsoring its own activities.	OG	146
11. Satisfy needs for programs in which there is a current void in the supply base and for activities that are expected to remain in demand by customers.	OG	146
12. Encourage other providers to expand their recreation programming effort to more adequately satisfy resident recreation needs.	OG	146



RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Mainstream persons with special needs into programs when possible to provide access opportunities for all customers, but consider offering specialized programs, if warranted.</b>		
13. Strive to make the Township's recreational activities, interpretive programs, publications, and other information available and accessible to persons with disabilities.	ST / OG	143
14. Comply with accessibility standards and guidelines regarding the location of programs.	OG	146
15. Accommodate ADA-related special needs in the design of printed and visual media.	ST / OG	146
16. Include senior adults, low-income households, and non-English speaking persons as special needs populations.	OG	146
17. Strive to provide equal opportunity to all to participate in recreation programs.	OG	147
<b>ROLE AND RESPONSIBILITY: Develop recreation programs that promote fitness and wellness values.</b>		
18. Incorporate fitness and well being as a priority focus for recreation and park services.	ST / OG	147
19. Embrace the concept of physical activity and adopt guidelines for programs to make customers healthier.	ST / OG	147
20. Expand and publicize the health benefits of programs.	ST / OG	147
<b>ROLE AND RESPONSIBILITY: Develop programs that educate customers about the environment and teach a conservation ethic.</b>		
21. Use well-coordinated programming efforts to instill responsibility and respect for the environment.	IT / OG	147
22. Provide programs pertaining to conservation education.	ST / OG	147
23. Support the joint-use of Township open space and natural areas for school-based programs.	ST / OG	148
24. Involve customers to implement restoration and management of natural areas within the park system.	IT / OG	148
<b>ROLE AND RESPONSIBILITY: Establish objectives for all programs to describe why they are offered.</b>		
25. Develop a systematic approach to program planning by formulating clear objectives for each program offered.	ST / OG	148
26. Evaluate recreation programs on an on-going basis.	OG	148
27. Hold a work session each budget season to determine goals, priorities, and programs for the next fiscal year.	OG	148
28. Bring target groups into the program planning process.	ST / OG	148
<b>ROLE AND RESPONSIBILITY: Advertise and promote the benefits of program participation and recreation.</b>		
29. Publicize precisely how customers can benefit from participating in programs.	ST / OG	148
<b>ROLE AND RESPONSIBILITY: Increase communication and the flow of information using technology and the media to publicize programs, events, services, policies, rules and regulations, volunteer opportunities, and meetings.</b>		
30. Use a broad mix of publicity strategies to inform customers of the recreation opportunities available to them.	OG	149
<b>ROLE AND RESPONSIBILITY: Target marketing efforts to non-users to engage their interest and make them users of the system.</b>		
31. Identify and reach out to sectors of the customer base that are not taking advantage of programs.	IT / OG	150
<b>ROLE AND RESPONSIBILITY: Provide scheduling services to ensure balanced opportunities for access to facilities by Township-sponsored activities, programmed activities offered by other partners, and spontaneous drop-in users.</b>		
32. Strive to insure that adequate play time is available to all customers by coordinating and scheduling the use of park facilities.	ST / OG	151
33. Consider improving the efficiency of ball fields by providing small fields designated for practice games and for general play.	IT / OG	151

RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Accommodate special events and other appropriate activities at parks to increase a sense of community and to help the parks function as positive recreation environments.</b>		
34. Establish policies to govern or guide the types of events that are compatible with the mission of the P&R Department.	ST / OG	151
35. Establish a special permitting system.	IT / OG	151
36. Establish policies for commercial advertising in conjunction with special events.	ST / OG	151
<b><u>Administration and Personnel Plan</u></b>		
<b>STRATEGIC GOAL: Create a park and recreation agency that is a model of excellence and efficiency by providing quality, user-friendly customer service that consistently supplies complete and accurate information and assistance.</b>		
RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Strive to carry out the mission of the P&amp;R Department.</b>		
1. Insure quality management to foster municipal support for implementation of the recommendations of this plan.	OG	153
2. The Director of the P&R Department should engage collaborative ventures with partners from within and outside the township.	OG	155
3. Maintain and enhance an on-going public participation process.	OG	155
<b>ROLE AND RESPONSIBILITY: Achieve an effective organizational structure comprised of professional P&amp;R Department staff, the Park and Recreation Board, and working relationships with community leaders and managers.</b>		
4. Maintain the current organizational structure of the P&R Department and the advisory board.	OG	155
5. P&R staff and the Board should jointly determine annual goals and performance objectives.	ST / OG	155
6. The Park and Recreation Board should continue as an advisory body that recommends policy and priorities.	OG	155
7. The P&R Department should attend regular working meetings to team with other Township departments.	OG	156
<b>ROLE AND RESPONSIBILITY: Maintain an adequate staffing level with personnel that work together as a team and yet have defined job descriptions.</b>		
8. The P&R Department should continue to be headed by a well-qualified Director.	OG	157
9. Procedures for contracting out certain elements of service delivery should be established.	ST	157
A full-time Parks Superintendent should be hired.	ST	157
A part-time Recreation Program Coordinator should be hired.	IT	157
Instructors for specialized programs should be hired on a temporary and as-needed basis.	OG	157
Another clerical staff person should be hired.	IT	157
Facility attendants should be hired for the Community Center.	ST	158
Custodial staff should be hired to keep buildings clean and orderly.	ST	158
10. Volunteers should be used to provide services more cost efficiently.	OG	158
11. Increase communication and the flow of information between staff.	OG	158
12. Manage staff so that they are motivated and technically skilled.	OG	158
<b>ROLE AND RESPONSIBILITY: Operate the P&amp;R Department using business-like practices with emphasis on good management, fiscal responsibility, and serving customers efficiently.</b>		
13. Insure the provision of a high degree of customer-friendly service.	OG	158
14. Conduct annual performance appraisals of employees.	OG	158
15. Provide internal and external training.	ST / OG	158

RECOMMENDATIONS	TIME FRAME	PAGE
16. Utilize modern business practices to maximize efficiency.	OG	159
<b>ROLE AND RESPONSIBILITY: Build the local park and recreation constituency by expanding public outreach and announcing available services and benefits.</b>		
17. Improve communication and public information distribution.	ST / OG	159
<b>ROLE AND RESPONSIBILITY: Respond efficiently to customer inquiries, complaints, and suggestions.</b>		
18. Publicize the list of staff members and contact information.	OG	159
19. Develop an efficient response system for customer inquiries, complaints, and suggestions.	ST	159
<b>ROLE AND RESPONSIBILITY: Demonstrate effective use of resources y leveraging Township funds with outside funding strategies.</b>		
20. Consider alternative funding sources to offset the municipal cost of delivering services.	OG	159
<b>ROLE AND RESPONSIBILITY: Evaluate the effectiveness of services and programs on a regular basis by measuring customer satisfaction and benefits compared to costs.</b>		
21. Develop a cost tracking system that analyzes the cost of services.	IT	160
22. Compare costs to benefits.	IT / OG	160
23. Evaluate fees and adjust fees where appropriate.	OG	160
<b>ROLE AND RESPONSIBILITY: Evaluate management of services and facilities that are not cost-effective and explore whether partners can be used to improve efficiencies.</b>		
24. Determine which programs will be supported as a basic service even if revenues are insufficient.	IT / OG	160
<b>ROLE AND RESPONSIBILITY: Welcome partnerships and sponsorships.</b>		
25. Meet with community groups and organizations to build relationships and establish supportive partnerships.	OG	161
26. Enter into sponsorship agreements.	IT / OG	161
27. Utilize neighborhood support for fundraising projects.	IT / OG	161
<b>ROLE AND RESPONSIBILITY: Encourage volunteerism as a way to extend the programmatic efforts of the Township.</b>		
28. Educate staff about the value of volunteers.	OG	161
29. Manage the use of volunteers.	ST / OG	161
<b>ROLE AND RESPONSIBILITY: Invite all customers to participate in planning, designing, and advocating parks and recreation services.</b>		
30. Encourage all interested persons to offer suggestions, complaints, and compliments.	OG	161
31. Involve the community in developing strategic work plans for parks.	IT / OG	162
<b><u>Implementation Plan</u></b>		
<b>STRATEGIC GOAL: Follow adopted Township policies to the extent possible and practical to establish parks and recreation as a premier community service.</b>		
RECOMMENDATIONS	TIME FRAME	PAGE
<b>ROLE AND RESPONSIBILITY: Maximize available resources to support the delivery of services, including the creative use of partnerships.</b>		
1. Carry out the recommendations with commitment from the P&R Department, other municipal departments, and public, quasi-public, and private entities.	OG	163
2. Use partnerships to pool limited resources to provide expanded services.	OG	163
<b>ROLE AND RESPONSIBILITY: Strive to provide expected funding, staffing, and other resources to undertake the actions outlined in this report, which are designed to realize the long-term vision of the P&amp;R Department.</b>		
3. Familiarize municipal officials with the plan and get it formally approved by Township Council.	ST / OG	164

RECOMMENDATIONS	TIME FRAME	PAGE
4. Use this Implementation Matrix as a systematic approach to achieve the long-term vision of the P&R Department.	OG	164
5. Attempt to adhere to the time schedule presented in this Implementation Matrix by allocating resources to accomplish the actions.	OG	164
<b>ROLE AND RESPONSIBILITY: Regularly assess the leisure preferences and recreation needs of customers to ensure that the strategic plan reflects local conditions and update the plan as needed.</b>		
6. Periodically update the plan.	IT / OG	174
<b>ROLE AND RESPONSIBILITY: Develop and follow a detailed acquisition, development, and prioritization strategy.</b>		
7. Give detailed consideration to recommendations that involve tangible initiatives, such as land acquisition and park development.	OG	174
8. Due to numerous variables, certain acquisition and development proposals should be implemented when opportunities arise and funding is available.	OG	174
9. Consider various techniques to preserve targeted lands.	OG	175
<b>ROLE AND RESPONSIBILITY: Secure adequate levels of funding commensurate with on-going operation needs and to implement long-term capital improvement goals.</b>		
10. Secure sufficient funds each year to accomplish proposed actions.	OG	177
11. Follow a Capital Improvement Program to develop and rehabilitate the park system.	OG	177
12. Secure adequate operating funds to maintain the park system to appropriate standards and customer expectations.	OG	180
13. Consider various funding sources to carry out the recommendations of the plan.	OG	180
<b>ROLE AND RESPONSIBILITY: Monitor private development proposals and encourage or require the provision of appropriately sized and located open space, linkages, and recreation facilities to serve the needs of new customers.</b>		
14. Employ various regulatory techniques to mandate or encourage the conveyance of proposed park and trail lands and the development of park areas and recreation facilities.	OG	183
<b>ROLE AND RESPONSIBILITY: Serve as an advocate and work with other public agencies to expand pedestrian and bicycle facilities to complement the park system.</b>		
15. Implement portions of the proposed pedestrian and bicycle network as work is being done on roads.	OG	185
16. Coordinate with agencies having jurisdiction over roads to address how pedestrian and bicycle issues can be integrated into the scope of road improvements at the beginning of a project.	OG	185
17. Construct sidewalks and retrofit roads to accommodate bicycles through regular improvement schedules.	OG	186

regular basis, perhaps during each budget cycle, to assess and modify the priorities. Coordination among all those involved will be required to make mutual decisions and reach consensus on future priorities in light of opportunities and constraints.

**ROLE AND RESPONSIBILITY:** Regularly assess the leisure preferences and recreation needs of customers to ensure that the strategic plan reflects local conditions and update the plan as needed.

### Recommendations

6. It is important to periodically update the plan to reflect shifts in the community's recreation needs. The P&R Department should continually log customer requests and preferences to help identify participation trends and changes in the use of leisure time. Customers should, at least every five years, be surveyed to assess overall community recreation interests. If there are major differences between the survey findings and the recommendations of the plan, then the plan should be updated to assure consistency between recommended services and community needs and desires.

**ROLE AND RESPONSIBILITY:** Develop and follow a detailed acquisition, development, and prioritization strategy.

### Recommendations

7. The Implementation Matrix assigns general time frames for when recommended actions should be undertaken. This broad format is well suited for many of the recommendations, particularly those that are more policy-oriented. But it is useful to give more detailed consideration to recommendations that involve tangible initiatives, such as land acquisition and park development, because they are typically more time and cost sensitive. They can require longer times to plan and execute (i.e., to negotiate a land acquisition; to design and construct a recreation area or facility). And they can be high cost items.
8. The Township believes that certain acquisition and development proposals are inherently unsuited to be pinned down to any given year(s) for implementation due to numerous variables:
  - Acquisition
    - Land may be pursued as open space or parkland only if the property owner is a willing seller and if the asking price is near or below market value.
    - Land may be pursued only if the site is in jeopardy of being developed or converted to a non-open space use.
    - Land may be viewed as being a beneficial site to preserve although it is not critical to the open space or park system and, therefore, is not a high priority at this time.
    - It may be possible that key features or portions of a targeted preservation

area could be set aside as open space through the subdivision and land development process rather than by using public monies.

- Targeting a site, or a portion thereof, for acquisition in a specific year possibly could accelerate its conversion to a non-open space use or impact its market value.
- Funding constraints.
- Development
  - Park/facility development may be contingent upon the acquisition of the underlying land.
  - A development project may be undertaken in conjunction with another provider under which aspects of a partnership have yet to be worked out.
  - It may be possible to have the park/facility constructed by private interests as part of the subdivision and land development process.
  - Funding constraints.

For the above reasons, some proposed acquisitions and developments in Figure 53 are given non-specific time frames. The target year in which implementation should take place is, instead, left open-ended.

9. A menu of techniques should be considered by the Township as ways to preserve targeted lands. A specific strategy by which all or separate rights to the tracts of land should be conveyed to the Township is not prescribed. Instead, this section merely identifies techniques that may be considered.
  - Fee Simple Acquisition – Land is comprised of a "bundle of rights" which includes, for example, the rights to farm, timber, extract minerals, construct buildings, and exclude others from access to the land. All of these rights can be owned as a whole by a landowner or they can be separated and conveyed either permanently or temporarily to others as a "less-than-fee" interest in the land. When a landowner has all the rights, he/she is said to own the land in "fee simple." If the Township buys all the rights to a property, it is a fee simple acquisition.
  - Easements - It may not always be necessary for the Township to have fee simple ownership of land to achieve public interest goals. For example, an "easement" could be acquired. Easements can be used to place restrictions on a property and prohibit certain uses and activities, thereby conserving the land and the environmental features of importance. Easements can also be used to permit public access through and use of the property or a portion of it. Easements are particularly well-suited as a way to assemble linear swaths of open space and corridors for trails. Properties upon which an easement is established remain privately-owned. Easements can also be effective tools for bona fide conservation organizations working in partnership with the Township to protect lands targeted for preservation and public use.
  - Lease – Another way to open a tract for public use without acquiring it as fee simple is to establish a lease. A lease is a temporary interest in the land that gives the leasee the right to utilize the land for a specified purpose and period of time. The Township now leases Meetinghouse Park from the Horsham Meeting of Friends. The important thing to keep in mind about leases is that the land is not permanently set aside for public use. Where

- permanency is required or desired, fee simple acquisition should be sought.
- Condemnation – Land acquisition is most often a negotiation process whereby the Township and a landowner mutually agree upon the terms of conveyance of specific land interests. In exchange for the property interests being acquired, the Township typically pays the landowner a monetary sum equivalent to the fair market value of the land. Sometimes, municipalities acquire land through condemnation, which is the exercise of the power of eminent domain. Condemnation is generally used when a property owner does not cooperate to sell property or cede specific property rights. Condemnation is permitted only when the land being acquired is to be used for a legitimate public purpose and the former owner is paid for the acquisition. If the municipality and the former owner cannot agree on how much the property is worth, the courts decide the price to be paid for the interests acquired.
  - Purchase and Lease-Back or Resale – The Township may purchase a property in fee simple, place restrictions on the deed prohibiting certain uses, and then lease it back to interested parties. An advantage to this method is that the Township can purchase land for future use and, through leasing, recoup some or all of the purchase price. Being Township-owned, the lease can be terminated when the Township decides it wants or needs to use the land. A variation of this preservation technique is to resell all or some of the land after placement of deed restrictions or easements.
  - Right of First Refusal and Purchase Options - These methods involve establishing an agreement that specifies that the land may be acquired by the Township at a future date. A right of first refusal provides the option to match an offered purchase price within a specified time period should a landowner receive a legitimate offer to sell. A purchase option is simply a right that the Township holds to purchase the land by a specified date at a specified price. Both rights of first refusal and purchase options can be either donated or sold to the Township.
  - Nonbinding Agreements – The Township may be able to protect land through the use of voluntary nonbinding agreements whereby the landowner agrees in writing to protect certain designated features, receiving in turn a plaque or certificate that acknowledges the special significance of the property and the owner's contribution to protection efforts. Under this method, the landowner's compliance with municipal land conservation goals is purely moral, as there is no legal obligation to do so. Although it does not guarantee protection, nonbinding agreements offer a way to publicly announce a property's importance and make landowners aware of what they own that is worth protecting, with the hope that this first step could evolve into a long-term or permanent commitment to protection.
  - Purchase of Development Rights - If the Township is only interested in protecting land or designated features of a property without gaining the right for public access, then this method of acquisition of partial interests rather than full fee title in land is available. In essence, the Township could preserve significant natural, scenic, historic, or cultural resources by purchasing a landowner's right to develop the property or otherwise alter the

character of the features that are deemed worthy of protection.

- **Life or Term Estates** - This technique involves the acquisition of land with certain restrictions attached to the deed. The Township may be better able to negotiate the purchase of property if certain interests in the land are reserved for the benefit of the landowner. For example, the Township could purchase land with all rights of ownership conveyed except the right to occupy a house or a portion of the full property for a specified term (usually 25 years) or until the death of the landowner.
- **Donations and Bargain Sales** - These methods of acquisition involve obtaining land at less than its full market value. Receiving donations of the full value of land is the least expensive way for the Township to obtain land and can, in some instances, be a wise approach for a landowner to take to directly benefit from tax incentives and the shelter effects of charitable deductions. If a full donation of land is not possible or if the landowner has an immediate need for cash through sale, then a partial donation and bargain sale might be a prudent alternative. By purchasing land at a price that is less than its full value, a landowner can still receive tax benefits based on the difference between the fair market value of the land and its actual sale price. The primary benefit to these techniques is that the Township can acquire land at a lower cost while the seller can obtain tax deductions.

**ROLE AND RESPONSIBILITY:** Secure adequate levels of funding commensurate with on-going operation needs and to implement long-term capital improvement goals.

### Recommendations

10. The success in achieving recreation goals goes beyond simply putting them down on paper. Financial resources are needed too, and sufficient funds must be secured each year to accomplish proposed actions. (Refer to Appendix G for general fiscal information.) A typical question then becomes – How much will it cost to fund the recommendations? Expenses incurred in carrying out a park and recreation plan can be divided into two groups:
  - **Capital expenditures** – These are “one-time” expenses for things such as land acquisition, park and recreation facility development, the preparation of plans and studies, and the purchase of vehicles and major pieces of equipment.
  - **Operating expenditures** – These are “continuing” expenses for wages, employee benefits, supplies, materials, insurance, and other expenditures related to the day-to-day operation and maintenance of the P&R Department.
11. Figure 54 is a proposed Capital Improvement Program (CIP) that estimates the projected financial commitment needed to develop and rehabilitate the park system in accordance with the recommendations of Chapters 7 and 8. The CIP identifies when capital improvements should be made in any given fiscal year over the course of the next 10 years. As noted above, costs to prepare special



studies and to purchase equipment are included and programmed according to P&R Department needs. The CIP should be used as a guide for annually



allocating sufficient funds through the Township budgetary process.

- It should be pointed out that the capital expenditures do not include any costs associated with potential land acquisitions. Estimated costs for preserving target areas have not been established due to the Township's philosophy of reacting to preservation opportunities should they arise rather than proactively pursuing them. Furthermore, it is difficult to accurately compute market values for properties without knowing whether the lands would be acquired in fee or by way of less-than-fee interests. Capital costs could be significantly reduced if alternatives to fee simple purchase are used.
  - It should also be noted that the CIP does not include costs associated with implementation of the on-road bicycle facilities and many of the trails and sidewalks. This purposeful omission is made because the Township hopes to take advantage of opportunities to construct these facilities in ways other than being programmed and funded as a municipal capital project. In addition to construction, all three of these elements of the proposed "System Plan" may necessitate land acquisition in fee, easement, or as right-of-way dedication.
12. Operation and maintenance is an essential element of the parks and recreation system. To protect the capital investment that the Township has made in its parks and recreation facilities, adequate operating funds should be provided to maintain them to appropriate standards and customer expectations. Figure 55 is a P&R Department operating budget that projects the fiscal needs for the next 5 years to not only maintain the current level of service but to increase it in accordance with the recommendations from the Implementation Matrix.
13. Township staff and elected officials should recognize their responsibility to plan for appropriate funding to carry out the recommendations of the plan. The funding can come from many sources:
- Taxes – The Township's General Fund supports parks and recreation. A portion of the Real Estate Tax is levied exclusively to generate funds available for the P&R Department. While an increase in the tax revenue generated for the department may be a logical source of increased funding, consideration should be given to the Township's maximum taxing rate and the impact that any increase in the park and recreation millage would have on the capability to finance other competing municipal services.
  - Grants – The Township may apply for Federal, State, and County grants to defray the costs of implementation. Though grants are available, competition for funding is keen, and receipt of a grant is not guaranteed.
  - Donations and Gifts – Local financial support from individuals, businesses, corporations, organizations, and philanthropic foundations may be a means to obtain monies, but they cannot be relied upon as a regular revenue source.
  - Sponsorships – The Township may offer opportunities for persons, organizations, and companies to sponsor programs and facilities by making financial contributions in exchange for recognition and publicity.
  - Fund Raising – Holding special fund raising events, sales, raffles, and other creative campaigns to collect contributions toward reaching a financial goal

Figure 55

### Projected Operating Expenditures

<b>GENERAL FUND</b>					
Revenue - Real Estate Tax millage dedicated for park and recreation purposes and the balance from funds generated from Local Enabling Tax charges (i.e., the Earned Income Tax, the Per Capita Tax, the Occupational Privilege Tax, and the Real Estate Transfer Tax) and other miscellaneous revenue sources.					
Expenditures - General expenses for the day-to-day operation of P&R Department and for the maintenance and care of parks. Expenditures for recreation programming are NOT included, as they are accounted for in the "Park and Recreation Fund."					
BUDGET FUND AND CLASSIFICATION	FISCAL YEAR				
	'04	'05	'06	'07	'08
<b>CULTURE RECREATION</b>					
452.100 Salary / Wages	\$120,800	\$144,400	\$149,000	\$153,500	\$158,000
452.150 Employee Benefits	\$21,800	\$24,000	\$26,400	\$29,100	\$32,000
452.200 Supplies / Materials	\$0	\$500	\$500	\$500	\$500
452.249 Horsham Day	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
452.300 Participant Recreation	\$0	\$0	\$0	\$0	\$0
452.450 Contracted Services	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
<b>Subtotal</b>	<b>\$153,000</b>	<b>\$179,300</b>	<b>\$186,300</b>	<b>\$193,500</b>	<b>\$200,900</b>
<b>PARKS</b>					
454.100 Wages	\$280,000	\$339,900	\$373,900	\$385,100	\$396,700
454.150 Employee Benefits	\$59,600	\$70,000	\$77,000	\$84,700	\$93,200
454.180 Uniform Expense	\$2,500	\$3,000	\$3,300	\$3,600	\$3,900
454.200 Supplies / Materials	\$22,000	\$25,000	\$28,000	\$30,000	\$32,000
454.249 Horsham Day	\$0	\$0	\$0	\$0	\$0
454.250 Repair / Maintenance - Tools	\$4,500	\$4,500	\$4,500	\$4,700	\$4,700
454.300 Other Services / Charges	\$11,000	\$12,000	\$12,000	\$12,000	\$12,000
454.320 Communication	\$2,100	\$4,000	\$4,000	\$4,000	\$4,000
454.330 Vehicle Expense	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
454.350 Insurance	\$0	\$0	\$0	\$0	\$0
454.360 Utility Expense	\$15,000	\$35,000	\$35,000	\$37,000	\$37,000
454.375 Tree Maintenance	\$17,000	\$15,000	\$15,000	\$15,000	\$15,000
454.430 Tax Collection Cost	\$0	\$0	\$0	\$0	\$0
454.450 Contracted Services	\$30,000	\$35,000	\$35,000	\$37,000	\$37,000
454.540 Contribution to Parks	\$0	\$0	\$0	\$0	\$0
454.700 Capital Purchases	\$50,000	\$60,000	\$20,000	\$20,000	\$25,000
<b>Subtotal</b>	<b>\$508,700</b>	<b>\$618,400</b>	<b>\$622,700</b>	<b>\$648,100</b>	<b>\$675,500</b>
<b>TOTAL</b>	<b>\$661,700</b>	<b>\$797,700</b>	<b>\$809,000</b>	<b>\$841,600</b>	<b>\$876,400</b>
<b>PARK AND RECREATION FUND</b>					
Revenue - Interest on investments, rent of land, park facility user fees, fundraisers, the sale of ski resort and theme park tickets, program/activity fees, contributions/donations, and vending machine commissions.					
Expenditures - Horsham Day, ski resort and theme park tickets, and year-round programming and recreation activities.					
BUDGET FUND AND CLASSIFICATION	FISCAL YEAR				
	'04	'05	'06	'07	'08
<b>FUND 31 EXPENDITURES</b>					
<b>Participant Recreation</b>					
452.101 Cost of Fundraisers	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000

BUDGET FUND AND CLASSIFICATION	FISCAL YEAR				
	'04	'05	'06	'07	'08
452.180 Uniform Expenses	\$500	\$600	\$600	\$600	\$600
452.185 Training	\$1,200	\$1,200	\$1,200	\$1,500	\$1,500
452.201 Payments of Discount Ski Tickets	\$10,000	\$11,000	\$11,000	\$11,000	\$11,000
452.249 Horsham Day	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
452.300 Participant Recreation	\$500	\$1,000	\$1,000	\$1,000	\$1,000
452.301 Payments of Summer Discount Tickets	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000
452.320 Communication	\$1,500	\$1,600	\$1,600	\$1,600	\$1,600
452.371 Computer Maintenance / Supplies	\$1,500	\$7,000	\$2,500	\$2,500	\$2,500
452.401 Cost of Winter Programs	\$25,000	\$40,000	\$40,000	\$40,000	\$40,000
452.501 Cost of Spring / Summer Programs	\$60,000	\$65,000	\$65,000	\$70,000	\$70,000
452.601 Cost of Fall Programs	\$5,000	\$15,000	\$15,000	\$20,000	\$20,000
<b>Parks</b>					
454.249 Horsham Day	\$0	\$0	\$0	\$0	\$0
454.700 Capital Purchases	\$0	\$0	\$0	\$0	\$0
<b>Fiscal Agents Fee</b>					
475.000 Fiscal Agents Fee	\$0	\$0	\$0	\$0	\$0
<b>Interfund Operating Transfers</b>					
492.010 Transfer to General Fund	\$0	\$0	\$0	\$0	\$0
<b>Other Financing Uses</b>					
493.000 Escrow Fund Expenses	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL</b>	<b>\$181,700</b>	<b>\$219,400</b>	<b>\$214,900</b>	<b>\$225,200</b>	<b>\$225,200</b>

FISCAL YEAR TOTALS				
'04	'05	'06	'07	'08
\$843,400	\$1,017,100	\$1,023,900	\$1,066,800	\$1,101,600

**5-YEAR GRAND TOTAL = \$5,052,800**

may be an effective way to supplement P&R Department funds.

- **Fees, Charges, and Memberships** – User fees, participant charges, and seasonal or annual memberships to special facilities may serve as a potential revenue to defray costs, but such revenue is typically sufficient only to cover operating costs, usually expenses for planning, organizing, and supervising the specific activity, and for maintaining facilities for which the charges/fees support. These are not adequate to cover capital expenses. **Developer Contributions** – Fees collected from landowners that apply for subdivision and land development plan approval from the Township may be used to fund future capital expenditures, but cannot be used to cover operating costs. The level of income produced by the fees is largely dependent on the degree of subdivision and development activity occurring in the community, which is unpredictable. Slow growth periods likely could result in this being an unstable source of income.
- **Bonds** – If the projected expense of the recommendations precludes the ability of the Township to cover implementation costs solely by the General Fund, taxes, and other available revenue sources under a "pay now" philosophy, bond issues may be accepted as a prudent method of financing. A bond issue is a legal contract to borrow money that will later be repaid at a specified time with a fixed rate of interest. Bond issues enable the Township to take out a loan so that a capital improvement program can be implemented now but paid for later. An advantage to this method of financing is that the Township can spread the cost of a capital improvement program over a period of years, perhaps 20 or 30, so that future residents who will also benefit from the program can help pay for its expense, eliminating all the financial hardship from being placed on present taxpayers.

**ROLE AND RESPONSIBILITY:** Monitor private development proposals and encourage or require the provision of appropriately sized and located open space, linkages, and recreation facilities to serve the needs of new customers.

### **Recommendations**

14. The Township has authority to use its regulatory powers to advance the recommendations of the plan. Various regulatory techniques can be employed to mandate or encourage the conveyance of proposed park and trail lands and the development of park areas and recreation facilities:

- **Zoning Ordinance** - Zoning, which involves subdividing a community into districts and specifying the type and intensity of land use permitted in each district, is the primary tool used by municipalities to effect proper land use. Zoning regulations require certain forms of open space by regulating the intensity and density of development permitted throughout the community. Zoning requirements, such as minimum lot sizes, maximum building coverages, maximum impervious coverages, yard setbacks, and buffers, result in undeveloped land to varying degrees. It is not uncommon for some zoning districts to require a certain amount of open space (relative to either

the density of development being proposed or the tract's size) to be permanently preserved through deed restriction, easement, public dedication, or other legal means. Zoning may help the Township to realize its park and trail system goals because land that must be set aside can be sited using the mapped recommendations of this plan as a guide. Requiring the developers to consult the plan lets them know at the beginning of the site design process what, if any, land on their site is targeted for public use. This type of requirement also lets developers explore land dedication possibilities from the beginning of the site planning process.

- Subdivision and Land Development Ordinance - Subdivision and land development ordinances regulate the physical layout and design of new development so that it is consistent with established standards of quality. If a developer fails to conform to the standards or does not comply with any other requirements that the ordinance imposes, a township can deny approval of the plan:
  - Capital Improvement Park Fee – Horsham’ ordinance has provisions that require developers to pay a monetary contribution to help fund the acquisition, development, and capital improvement of parkland, which can be waived in lieu of land dedication to the Township. The Township should evaluate the ordinance to determine whether it can be strengthened to better advance the recommendations of this plan.
  - Land Dedication – The Pennsylvania Municipalities Planning Code gives authority for the ordinance to require public dedication of land and in-lieu-of requirements as a condition precedent to plan approval. The Township should consider whether it should impose such a requirement and how the above capital improvement fee relates to the planning code provisions.
  - Sidewalks – Horsham’s ordinance has design standards governing the construction of sidewalks as part of tracts submitted for plan approval. This requirement addresses the provision of new walkways only on developing tracts and where the standards apply based on street classification and other criteria. The Township should evaluate the ordinance to determine whether it can be strengthened to advance the sidewalk recommendations of this plan.
  - Streets/Roadways – Horsham’s ordinance has design standards for new streets. The Township should evaluate the ordinance to determine whether it can be strengthened to advance the on-road-bicycle facility recommendations of this plan. Consideration should be given to incorporating the standards in Appendix F into the ordinance.
- Official Map - An official map formally delineates and advertises lands that a township wishes to acquire for public purposes. For example, the Township could have proposed open space, park, and trail lands surveyed by a licensed surveyor and plotted on a base map of the community, which would be adopted by Township Council. By adopting the map, the Township can temporarily withhold building permits to prevent development of proposed public land. Once a landowner announces plans to subdivide or develop property that includes proposed public land, the Township is given one year

to acquire or begin condemnation of the designated land. The reservation becomes void and the property owner may proceed with development plans if the Township does not act to acquire the land within the one-year period. The basic intent of the official map is to ensure that municipalities have the option of acquiring land designated as being well-suited as a park or trail before the land can be privately developed. The Township should consider whether an official map should be created and adopted.

- **Other Statutory Authority** – State statutes give the Township authority to undertake sidewalk construction across private properties. In order to protect the general health, safety, and welfare of the public, property owners can be required to construct sidewalks across their properties at their expense, or the Township can do the construction work itself and later assess the property owners their proportionate costs for the project. The Township should consider filling in critical gaps in the sidewalk network in this manner. Priorities should be established where key connections between points of interest are missing and where sidewalks may not otherwise be constructed as part of roadway improvement projects or land development activity.

**ROLE AND RESPONSIBILITY:** Serve as an advocate and work with other public agencies to expand pedestrian and bicycle facilities to complement the park system.

### Recommendations

15. Logically, both the sidewalk and bicycle facility recommendations of this plan are closely aligned with streets and roads. It makes sense, therefore, to expect that portions of the proposed pedestrian and bicycle network should be implemented as work is being done on the roads.
  - A basic principle for retrofitting roads is that pedestrian and bicycle elements should be an integral part of all road projects – Township, County, and State roads apply.
    - Design standards for pedestrian elements should be as uniform as possible throughout the network and conform to the Township's ordinance requirements.
    - Bicycle elements should conform to the recommendations in Chapter 7 and the standards in Appendix F.
16. The Township should coordinate with agencies having jurisdiction over the applicable roads to address how pedestrian and bicycle issues can be integrated into the scope of road improvements at the beginning of a project.
  - As road improvement projects are planned and programmed for funding, enough money should be budgeted to cover necessary supportive elements.
    - Agencies should seek supplementary funding. The System Plan Map (Figure 49) of this plan should be a key reference document used to justify the funding since the need for the pedestrian/bicycle elements, which are designed to meet transportation in addition to recreation needs,



has been demonstrated.

- The cost of pedestrian and bicycle provisions can be incorporated into the overall budget of road improvement projects.
17. Sidewalks should be constructed and roads should be retrofitted to accommodate bicycles through regular improvement schedules.
- Because the proposed pedestrian and bicycle network is so extensive, implementation will be a step-by-step process. The network will evolve over time. Improvements will be made gradually as roads come up for maintenance projects or 3R projects. (Maintenance projects are generally operation budget projects, whereas 3R projects are typically large capital-oriented projects.)

**Figure 54  
Capital Improvement Program**

PARK / FACILITY / SITE	SHORT TERM			INTERMEDIATE TERM			LONG TERM			
	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13
<b>C1 – CHESTNUT CREEK PARK</b>										
Playground apparatus		\$40,000								
Loop trail				\$35,000						
Ice skating area / Ice hockey rink (if not constructed at Deep Meadow Park)			\$85,000							
In-line hockey court (if not constructed at Deep Meadow Park)			above							
<b>C2 – CEDAR HILL ROAD PARK</b>										
Horseshoe courts	\$1,000									
1 picnic pavilion	\$50,000									
2 picnic shelters		\$15,000	\$15,000							
Environmental education center (Anderson House in 2010)								X		
Outdoor amphitheater (if not constructed at Hearne Property or High School)								\$400,000		
Park Creek Trail (T2)			\$100,000	\$100,000						
<b>C3 – KOHLER PARK</b>										
Horseshoe courts	\$1,000									
Community Center building	\$2,000,000									
1 or 2 shuffleboard courts		\$7,000								
1 or 2 bocce courts (grass)		\$1,000								
Dredge and restore pond			\$250,000	\$250,000						
Pond Area - Replace playground apparatus on Horsham side					\$40,000					
Pond Area - Restrooms			\$100,000							
Replace pavilion					\$50,000					
Resurface in-line skating hockey court						\$15,000				
Replace pedestrian bridge near Horsham Road										\$85,000
<b>C4 – DEEP MEADOW PARK</b>										
Ice skating area / Ice hockey rink (if not constructed at Chestnut Creek Park)			\$85,000							
In-line hockey court (if not constructed at Chestnut Creek Park)			above							
Renovate restrooms					\$20,000					
Replace playground apparatus							\$45,000			
<b>C5 – SAMUEL CARPENTER PARK</b>										
Resurface (re-paint, color coding) basketball courts	\$25,000									
Resurface (re-paint, color coding) tennis courts		\$15,000								
<b>C6 – POWER LINE TRAIL (Babylon Road to Dresher Road)</b>										
Dresher Road Crossing (signal)		\$60,000								
Limekiln Road to Cedar Hill Road (plus crossing, culvert)				\$250,000	\$250,000					
Cedar Hill Road to Lower State Road										\$500,000
<b>C7 – LUKENS PARK AT DRESHER ROAD</b>										
1 picnic pavilion and restrooms	\$200,000									
Fitness/Exercise Trail (stations spaced at intervals along trail)		\$5,000								
Nature area (self-guided interpretive and informal trail)					\$1,000					
1 or 2 basketball courts (\$25,000 each)		\$50,000								
<b>N2 – JARRETT ROAD PARK:</b>										
1 picnic pavilion										
Replace playground apparatus							\$25,000			
<b>N4 – WHETSTONE TOT-LOT &amp; OPEN SPACE:</b>										
Replace playground apparatus									\$25,000	
<b>N5 – SAW MILL LANE TOT-LOT &amp; OPEN SPACE:</b>										
Resurface half size basketball court								\$15,000		
<b>N6 – MAPLE PARK:</b>										
Resurface basketball court								\$15,000		
<b>N8 – MEETINGHOUSE PARK:</b>										
Replace playground apparatus							\$35,000			
<b>N9 – BLAIR MILL PARK:</b>										
Replace playground apparatus										\$40,000
<b>O7 – STRAWBRIDGE PROPERTY OPEN SPACE:</b>										
18th Century working farm (partnership)										
<b>O25 – CLEARBROOK PARK:</b>										
Nature area (self-guided interpretive and informal trail)					\$10,000					
<b>T9 - PROPOSED KOHLER PARK CONNECTOR AND LOOP TRAIL</b>					\$100,000					
<b>T11 - PROPOSED NATURE AREA LINK TRAIL</b>				\$20,000						
<b>PREPARATION OF STUDIES/PLANS/REPORTS:</b>										
Pre-feasibility study or marketing report for an outdoor swimming pool		\$12,000								
Feasibility study for an outdoor swimming pool				\$40,000						
Maintenance plan for the park system				\$18,000						
Park master plans for as yet undetermined locations					\$30,000	\$30,000				
<b>PURCHASE OF VEHICLES / MAJOR EQUIPMENT:</b>										
Replace TK 30 Dump Truck		\$45,000								
Replace Gravely 60" cut mower			\$8,000							
Replace Gravely 60" cut mower				\$8,000						
Replace TK 20 Pick Up Truck							\$35,000			
Replace TORO 16" cut mower								\$70,000		
Replace Jacobsen 11" cut mower									\$45,000	

**TOTALS =** \$2,277,000    \$250,000    \$558,000    \$721,000    \$501,000    \$45,000    \$140,000    \$500,000    \$70,000    \$625,000  
**GRAND TOTAL = \$5,687,000**