



**Recreation, Park, Greenways, and  
Open Space Plan 2012-2022**

*Manheim Township*

Manheim Township

**Manheim Township**  
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**Recreation, Park, Greenways, and  
Open Space Plan 2012-2022**

*Manheim Township*

**Prepared by:**  
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# Reader's Guide to the Plan

**The Manheim Township Recreation, Park, Greenways, and Open Space Plan contains both an action plan and the research that supports it. It is presented in four sections:**

The Plan Summary summarizes the findings of the research, public outreach and recommendations for improving recreation, parks, greenways, and open space over the next ten years.

The Plan includes Chapters 1, 2, 3, and 4. They provide an overview of the community; information about the planning process; recommendations; and the action plan.

The Foundation contains Chapters, 5, 6, 7, 8, and 9. These chapters provide detailed information about parks and recreation facilities; greenways and trails; recreation programs and services; management and operations; and financing parks and recreation.

The Appendices include the Capital Improvement Program and the Public Opinion Survey.

**Many people are interested in specific aspects of parks and recreation so the information contained in each topic is intended to be comprehensive for that topic. You may see information repeated in several chapters and that is intentional. It serves the reader interested in that individual subject such as facilities or programs or trails. Because readers are pressed for time and have particular interests, here is a strategic approach to reading the document:**

- Read the Plan Summary first.
- Review Chapter 3, The Plan. This chapter contains the plan's goals with the recommended actions to accomplish each goal.
- Go to Chapter 4, the Action Plan. This lists all of the recommended actions for the next ten years for recreation, parks, greenways, and open space with a time frame, leadership, and resources needed.
- If you want more detailed information about the planning process and the Community, read Chapters 1 and 2.
- To explore the functional areas of Manheim Township's public parks and recreation system in depth, then go to the Foundation and read the chapter or chapters in which you are interested. These include: Parks and Recreation Facilities, Greenways and Trails and Recreation, Programs and Services, Management and Operations, and Financing.
- Refer to the Appendices for additional information about capital improvements and community survey findings.

*Manheim Township*

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# Plan Summary

Executive Plan

Manheim Township



# Plan Summary

## Recreation, Park, Greenways, & Open Space

Manheim Township has developed this **Recreation, Park, Greenways, & Open Space Plan** to enhance the quality of life in our community. It will guide future decision-making regarding parkland, recreation facilities, programs and services, facility management, and the allocation of financial resources. As the community continues to grow and the Township faces increasing community needs in a challenging economy, making decisions based upon solid information is more important than ever before. This plan provides current operational information and demographic data, identifies critical issues and trends, and establishes strategies and recommendations for making Manheim Township's good parks and recreation system a great one.

### A Framework for Decision-Making

The plan is not law or a regulatory document. It is a recommended approach to providing our citizens with diverse year-round recreation

opportunities throughout their lifetime in parks and recreation facilities that are convenient, safe, and beautiful. It suggests management strategies and policies to protect our natural resources and provide high quality recreation facilities and services. Township officials, management and advisory boards; community organizations; the Manheim Township School District; and other interested parties will use the plan as a guide for future actions and decisions.

### The Community Supports Parks & Recreation

Manheim Township residents treasure their parks and recreation opportunities as well as the community's scenic character, heritage, and natural resources. Through a robust public participation process, hundreds of people participated in voicing their ideas, concerns, and suggestions regarding the kinds of facilities and services that are important to them as well as their ideas for supporting the parks and recreation system in the future. The public engagement process included a public opinion survey, key person interviews, focus groups, and public

meetings. The Manheim Township community is very active and involved and places a high value on the parks, recreation programs, and conservation. About 73 percent of the survey respondents reported using township parks – and even infrequent park users reported how important parks and recreation are in this community. The core values expressed by the citizens include the following:

- **Community** – Manheim Township is a special place in which to live. Strengthening the sense of community here through parks and recreation is important.
- **Sustainability** – Making the best use of all resources in ways that steward the environment, support human and financial resources, and provide a legacy for future generations is vital.
- **Health** – The health and wellness of citizens of all ages is paramount. Recreation fosters active healthy lifestyles through facilities, programs, and services that benefit individuals and the community.
- **Community Character and Scenic Beauty** – Manheim Township's rural foundation, scenic beauty, and distinctive way of life need to be preserved and protected.

Survey respondents stated that the **conservation** of open space and natural resources and **achieving a balance** should be Manheim Township's focus in parks and recreation over the next ten years. The balance would include a mix of programs, park improvements, providing indoor recreation, enhancing park maintenance, and trails. The majority of survey respondents indicated that they are willing to support parks and recreation by paying fees for programs, facility rentals, and maintenance of special use facilities. Forty-one percent of the respondents indicated that they would even be willing to pay an additional \$2 to \$9 per person annually to the Township to support parks and recreation.

## ***Vision and Mission***

Through the planning process, the Township established the following vision and mission statements for parks, recreation, greenways, and open space. These statements are the synthesis of the findings from public outreach. They will be used as the basis for decision-making for recreation programs, facilities, conservation, and management in the future.

### ***Vision Statement***

*Manheim Township's first class parks and recreation system enriches the community through the conservation of natural resources, recreation opportunities that support active healthy lifestyles, and community connections that bring together people, places, and our heritage.*

### ***Mission Statement***

*Our mission is to help our citizens engage in active healthy lifestyles,*

*enrich lifelong learning, and to conserve our natural resources. We do this by providing premier facilities and public service that is friendly, convenient, and exceeds community expectations and by working in collaboration with public and private partners.*

completed to the degree that would establish the facility as premier. The amenities for park improvement such as shade, restrooms, and landscaping are what make good parks great parks. No formalized planning process is in place for parks and recreation facility improvements. A park system needs a considered planning process for all major improvements and ongoing operations. A plan is more than an intention. It is a document that is built upon a process, demonstrating specific actions, professional expertise, research, and a clear outcome with specific factors defined. It should be rooted in public participation. Every plan should spell out the implications for long-term management, maintenance, and operation of the improvement including staff, budget, and alternative methods of support. Effective planning builds public support and ensures the likelihood that the Township can successfully afford to operate the project over the long term. Park maintenance is the single biggest expense of public parks and recreation systems. At present, no written formalized workload cost tracking system or park maintenance management plan is in place. Having a formalized maintenance management system in place is essential for the efficient and effective allocation of funding and staff.

## ***Programs and Services***

Manheim Township offers over 451 organized recreation programs annually. Over 9,000 people participate in them, a rate higher than typically found in public recreation systems. The Recreation Department serves people of all ages and interests and is organized in a way that demonstrates that service to the citizens is key. The divisions of Youth Services and Sports, Family

and Adult Services, and Facility Programs cover a wide range of customer services. The program managers have found creative ways of providing programs through partnerships and contracting with private sector recreation providers. An important goal is to recover the cost of the program through fees and charges. In fact, programs recover 88 percent of the Recreation Department budget, nearly double the national average of 45 percent. In addition to township programs, community sports leagues offer opportunities for athletic participation and youth development through soccer, football, baseball, basketball, lacrosse, and swimming.

Future directions include focusing on adult and family recreation, fitness, and nature-based recreation. Providing information about what people can do in the parks at their own discretion will be important in working to foster active healthy lifestyles. Providing ideas how citizens can engage in recreational pursuits on their own for fitness, family bonding, and socializing with family and friends can have a positive impact on engaging people in healthy lifelong recreation activities outside of organized scheduled programs.

## ***Organization and Management***

Manheim Township is fortunate in having managers and staff that are passionate and committed to working for the community, especially so in parks and recreation. Managers and staff have chosen to make serving Manheim Township their professional career. The Township

consistently looks for ways to operate effectively, efficiently, and professionally.

Over the years, the Township has explored various organizational approaches to parks and recreation. In 2006, parks and recreation were separated as a cost saving measure. The responsibility for parks was transferred to the Public Works Department while programs and services remained in the Recreation Department. The Overlook Golf Course became a separate operation. The six years of experience under this organizational structure has found that the expected cost savings were not realized. The park planning function was lost and is conducted informally without a structured process that includes public involvement, key stakeholders, and planning for long-term operational costs or alternative strategies for the Township doing the work with its own forces. Over the lifetime of a park, 75 percent of its cost is in maintenance. No system of communication is in place that the public or staff can use in a clearly understandable way. There is no single point of contact to provide clear, consistent direction to ensure that all parties are working with township parks and recreation policy toward the same goals. Consequently many people are involved in making decisions, answering questions and permitting facility use that may be counterproductive to township goals of maintaining facilities as premier in a safe, clean, and ready to use condition. Without an orchestrated communication system, the coordination of facility readiness and scheduled recreation programs is very difficult to achieve. Three strategies could increase organizational effectiveness, make the best use of township resources, and help to control costs:

- **Development and implementation of a formalized maintenance management system. This will provide real time information about maintenance tasks and costs that can be used for the most effective allocation of resources possible.**
- **Establishment of park planning as an official function of parks and recreation configured as the Department of Recreation and Park Planning. This would ensure a public participation process for the planning and improvement of public parks and recreation facilities; facilitate closer coordination between facilities and programs; and result in potential cost savings. This can help to improve services at all levels including programs, personnel, and the maintenance and appearance of facilities. This is especially important for rental facilities and their income generating potential based upon quality of facilities.**
- **Implementation of a formalized internal and external communication system undertaken in a collaborative spirit. The system would designate roles and responsibilities regarding policies, procedures, and responding to the public about parks and recreation; help to centralize, streamline, and unify responses to public requests; and create “one stop shopping” for citizens and organizations to contact Manheim Township about parks and recreation.**

## 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.

## Key Recommendations

The Recreation, Park, Greenways, and Open Space Plan provides recommendations to improve the quality of life in Manheim Township through parks and recreation over the next ten years. It strives to conserve our precious natural resources, take good care of what we have, expand parks and facilities, enhance recreational services, and increase public awareness about recreation opportunities. The plan recognizes that Manheim Township cannot do all of this on its own or all at once – partnerships, time, and funding are essential. Collaboration with others and an approach to funding that continues to use public and private support will be crucial in carrying out this plan successfully.

The plan develops the broad vision for parks and recreation into goals and recommendations. The four goals include:

- **Goal 1:** Establish parks and recreation facilities as community destinations where residents can have fun, experience nature, socialize and exercise in harmony with nature and environmental conservation.
- **Goal 2:** Connect our community through a system of greenways and trails.
- **Goal 3:** Engage the citizens in recreation opportunities to enrich their lives.
- **Goal 4:** Provide operational excellence and financial

sustainability that will garner widespread public support for parks and recreation.

In order to accomplish these goals, the following strategy summarizes the actions recommend in each of the four goals.

1. **Take care of what we have.** Develop a formalized maintenance management system for parks and recreation facilities. Continue to work with our partners in the parks including the community volunteer groups, youth sports organizations, the boy scouts and others.
2. **Improve our existing parks and recreation facilities.** Prioritize projects that would improve the parks through professional design and high quality features.
  - Complete master plans for Jaycee Park, Municipal Park, Perelman Park, Landis Woods, key portions of Manheim Township Athletic Complex, and Overlook Community Campus. Complete master plans whenever a major park renovations is undertaken and to solve problems and incorporate new opportunities into parks.
  - Strive to undertake improvements that are holistic and achieve completion of the project as a premier facility.
  - Provide passive recreation facilities. Consider Perlman Park as a priority as a nature based park.

- Continue to add facilities designed to generate park use such as a Splash Pad, in-line hockey rink, sand volleyball courts and walking areas.
- Explore ways to enhance rental facilities through enhanced maintenance, landscaping and other features.
- Create ADA access in all parks.
- Add pathways for safe and scenic walking in all parks.
- Protect natural resources. Provide a public informational program to increase awareness about the benefits of naturalization. Use maintenance techniques that demonstrate that the site is being maintained such as signage and mowing narrow boundary areas. Protect natural resources, engage citizens with nature, and reduce maintenance costs through naturalization where possible and through a strategic natural resource management program.
- Include public participation as part of all park-planning projects.

**3. Implement the Capital Improvement Program for parkland acquisition, park improvements and facility additions.** This enables sound multi-year planning to make the best decisions regarding the allocation of resources. The Township has been investing about \$245,000 annually in park improvements. Consider a bond issue to undertake major improvements when the Weaver Road debt is closed.

**4. Secure another 181 acres of parkland by 2030.** Consider land that is contiguous to existing parks and public land. Work with the School District to establish School Parks in which existing school sites could be made more park-like for extended use beyond traditional school hours and serve more people. Also continue to obtain land through the land development process for both parks and trails.

**5. Continue to develop the township-wide trail system.** Add pathways for recreation and transportation. Continue to coordinate trail planning with township planning. Connect parks to neighborhoods, schools, shopping areas, town centers, public facilities, and other destinations.

**6. Provide more year round indoor recreation opportunities.** Conduct a study of the Overlook Activity Center to determine how it could be re-designed for more indoor recreation space. Consider the potential for covering the pool for year round use.

**7. Designate park planning as an official township function.** Assign park planning as a function of the Recreation Department establishing the Department of Recreation and Park Planning. Add an Overlook Advisory Committee as a sub-committee to the Parks and Recreation Board. Conduct a study of the Overlook Golf Course to develop a five to ten year operating plan to ensure the sustainability of the golf course as a public recreation facility over time.

**8. Continue to work towards increasing public awareness about the parks and recreation opportunities in Manheim Township as well as the benefits of parks and recreation.** Continue the four direct mailings of the activity guide to township residents. Include testimonials from citizens in the guide as well as the benefits of parks and recreation to individuals, families, and the community. Use more photos of citizens engaged in recreation activities in the publication. Design and manage a parks and recreation website as the “go-to” source about real-time parks and recreation information. Include parks and recreation facilities on the Recreation Department website.

**9. Expand programs and services to reflect changing demographics and the way of life of the 21<sup>st</sup> century.** Focus on services for an active aging population and programs in fitness and wellness, nature, and self-improvement would be important here. Schedule programs and support around the reality of the hours of working households as well as stay-at-home parents. Develop a program management plan to ensure a common focus among the recreation program divisions.

## Implementation: Moving Forward

While it might appear that the job is complete because the plan is written, the work has only begun. Implementing the Manheim Township **Recreation, Park, Greenways and Open Space Plan** is not one step, but more of an ongoing process of planning, doing, assessing effectiveness, and beginning the process anew over the next ten years to bring Manheim Township ever closer to its potential as a nationally recognized parks and recreation system. To implement the Plan, an operational program is needed. An operational program will describe the specific actions that will be taken to accomplish each objective identified in the Plan. The operational program will identify timelines, responsible parties, resource allocations and sources, and an evaluation plan that will identify specific outcomes to be achieved. The **Recreation, Park, Greenways and Open Space Plan** focuses on the **what**. The operational program focuses on the **how**. The operational plan should include the following:

- **Action Items** – Identify the specific tasks to achieve the identified objective.
- **Responsible Parties** – Designate who will be accountable for each task.
- **Schedule** – Create the exact dates in months and years for accomplishment of the task. Set milestones for important accomplishments by specific date.

- **Resource Requirements and Sources** - List funds, materials, personnel, and equipment required for the task. Provide the source of the resources including the Township, partners, sponsors, fees and charges or others.

- **Outcomes** – Specify the results to be achieved by the specified date.

- **Evaluation Measure** – Establish indicators to show if the effort has been successful.

recreation facilities, marketing, and financing. The operational plan links the work of the Recreation Department, Public Works Department, and the Parks and Recreation Board to the recommendations of the **Recreation, Park, Greenways, and Open Space Plan**.

Establish annual review meetings to keep implementation and use of the plan front and center. Keep this plan before key stakeholders. The plan should be out and used regularly. All outcomes should refer to plan implementation. It is easy to get distracted in routine activities but the Plan needs to be in use in all township planning and decision-making. Boards such as the Commissioners, township Administration, Planning and Zoning, Public Works, Overlook Golf Course, and the Parks and Recreation Board all need to have the Plan and refer to it regularly so that there is an on-going link to this plan.

As an adopted plan, it serves as a guide; it is not carved in stone. It is intended to seize opportunities and meet emerging needs as circumstances warrant. The *process* of implementing the plan is ongoing and continuous, not a one time event, as set forth in the operational plan.

## Ensuring Success for the Operational Plan

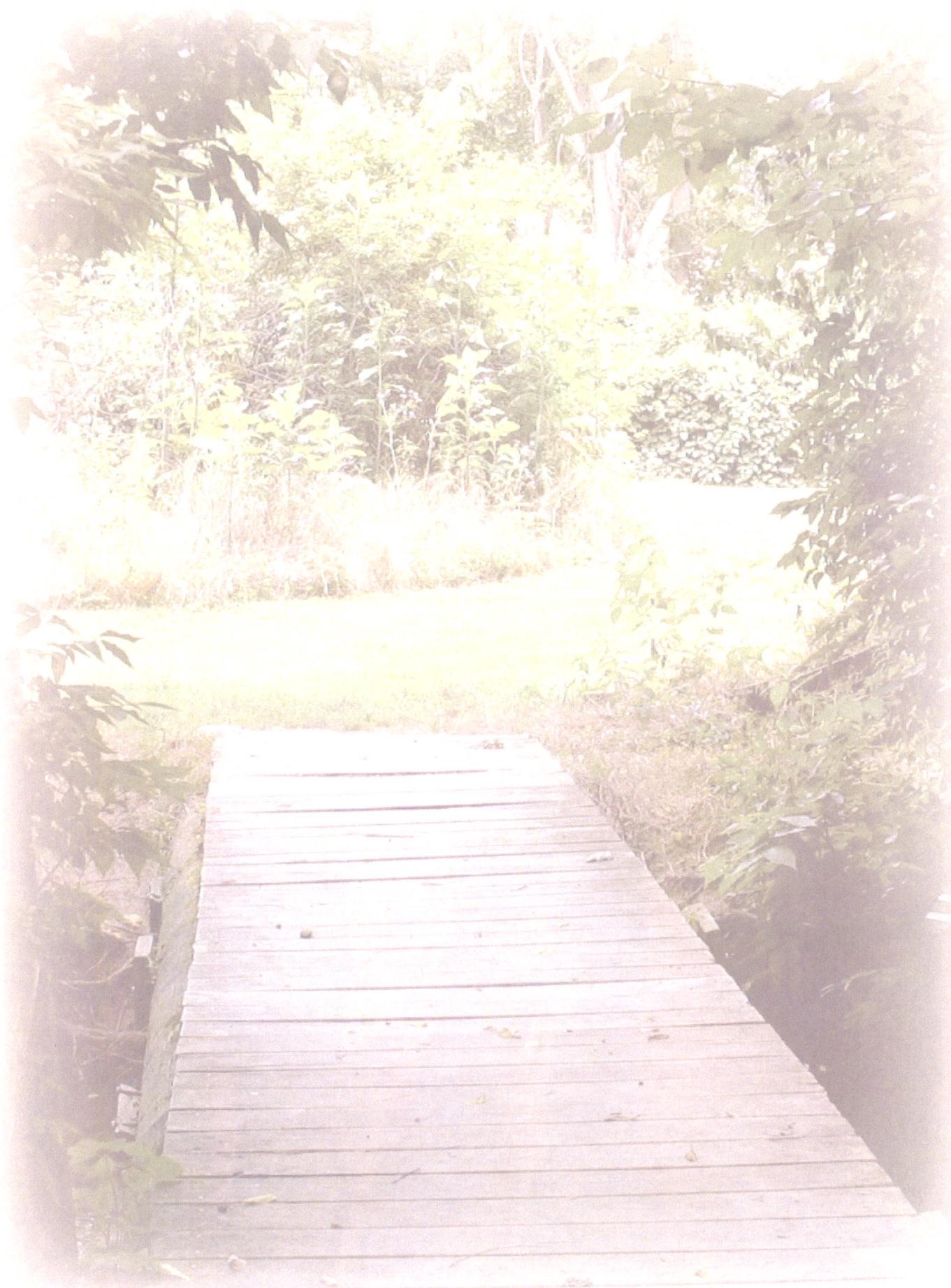
Generally, the Recreation Director prepares the bulk of the operational plan that is used for an annual work program in consultation with the Township Manager, the Public Works Director and parks and recreation staff. The Parks and Recreation Board provides overall guidance, review and approval of the plan, and recommends it to the Board of Commissioners.

To get started, consider having a “retreat” for the parks and recreation management and staff as well as the Parks and Recreation Board to identify how to kick-start this plan. Include the liaisons to the Board of Commissioners. Plan this ahead thoroughly to get the maximum benefit.

Based on the outcomes of the retreat, the Director would create the operational plan for the next fiscal year. It should address all of the functional areas of parks and recreation including programs, management, maintenance, parks,

Manheim Township should move ahead with the plan as adopted, but be prepared to let go and switch strategies as necessary. Flexibility, patience, and adaptability will be essential in creating a parks and recreation system that suits a community the caliber of this community. With a tangible plan and a sound implementation process in place, Manheim Township is likely to create a parks and recreation system that will continue to be a community treasure, a source of economic vitality, and a reason to live, work, and play here.





# The Plan

## Chapter 1

**Introduction: About the Plan**

## Chapter 2

**Manheim Township, A Healthy Community**

## Chapter 3

**Recommendations**

## Chapter 4

**Action Plan**

Manheim Township

*Manheim Township*

# Chapter 1

## Introduction: About the Plan

***The Manheim Township Recreation, Park, Greenways, and Open Space Plan*** will guide park and recreation improvements in the 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.

### Community Based Plan

This plan recognizes that Manheim Township has established the foundation of a first class parks and recreation system. The number and variety of facilities is exemplary: 567 acres of parkland in 16 parks; two swimming pools; a public golf course; miniature golf; roller rink; skate park; restaurants; and year round programs and services. Stauffer Mansion and the Overlook Community Campus are iconic as the standard of a first class parks and recreation system. Outstanding customer service is the hallmark of the Recreation Department and Manheim Township overall.

The purpose of this plan is to foster active healthy living, support environmental conservation, and enhance the sense of community

through parks and recreation. We base our purpose on the community values and input that emerged from the public participation process as follows:

- *Manheim Township is a special place in which to live with a quality of life that is second to none.*
- *Parks, recreation, and trails advance Manheim Township's commitment to be a healthy community for all residents, now and in the future.*
- *Conservation of natural and cultural resources is paramount in sustaining the cultural heritage of Manheim Township.*

- *Making the best use of all resources in ways that steward the environment, support human and financial resources, and provide a legacy for future generations is vital.*

By implementing the parks and recreation strategies suggested in this plan, the Manheim Township will enhance the sense of place here and foster feelings of community that will help attract and retain businesses, residents, and visitors.

The Manheim Township Recreation, Park, Greenways, and Open Space Plan creates a vision for the future of a green and connected community in which people of



all ages continue to enjoy and support the township's beauty, cultural heritage, and outstanding recreation opportunities. The recommendations of this plan are based upon an investigative and educational process to identify recreation and conservation initiatives and opportunities that are important to the citizens. This plan is timely. It is driven by a strong community engagement process in which elected and appointed officials came together with citizens in a public conversation about how to improve the community through parks and recreation. Finding ways to provide services and facilities in response to ever increasing public expectations in a climate of fiscal austerity is the major challenge of this plan.

## Parks and Recreation:

- Improves health and fitness
- Increases property values
- Enhances economic benefits to the community
- 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

*adopted per the Municipalities' Planning Code, Act 247.*

- *Establish park and recreational facility guidelines and definitive principles and standards for the required dedication of public recreational land, which is suitable for the recreational uses intended and accessible to the development in the community so that these lands may be acquired in accordance with the township SALDO (Subdivision & Land Development Ordinance).*

- *Establish the basis for the township's recreational fees to be collected in lieu of the required dedication for recreational purposes in accordance with the Pennsylvania Municipalities Code, Act 247, Section 3(11).*

## Planning Goals

Manheim Township's Recreation, Park, Greenways, and Open Space Plan will continue to guide the township's actions and decision-making in achieving its mission to "Provide to all people quality service through the continued maintenance and development of parks, facilities, and programs."

Manheim Township set forth the following planning objectives for this plan:

- *Create a new Park, Open Space, and Greenway Infrastructure Plan complementing the 1987 Parks and Recreation Comprehensive Plan and the 1998 Update.*
- *Complement the 2007 Lancaster County Growing Together Plan.*
- *Serve as the statement of township policy and the functional element for parks and recreation under the Manheim Township Comprehensive Plan*

## Planning Process

The planning process included four phases: assessment of the Manheim Township parks and recreation system; 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 six areas.

- *Community Recreation Needs*
- *Parkland and Recreation Facilities*
- *Greenways and Trails*
- *Programs and Services*
- *Organization and Management*
- *Financing*

## Public Engagement

This plan is rooted in community involvement, a process that 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.

## Frequently Asked Questions

### Is this plan a law?

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

### What will the plan do?

The Manheim Township Recreation, Park, Greenways, and Open Space Plan will focus planning on community opportunities and 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 municipality makes about parks, recreation, greenways, trails, programs, financing, management, and related efforts. This plan serves as a reference document and a framework for overall municipal and collaborative planning and management. It is essential that all related departments, boards, and commissions incorporate this plan into their own planning and operational efforts including maintenance, spatial improvements, land development, open space conservation, trail planning, capital improvement planning, and municipal financing.

### How will the plan be implemented?

The recommendations will be phased in over the next ten years. Not everything can be accomplished at once. Recommendations range from those that cost little to large projects that would require substantial funding from public and private resources including grants.

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

About three out of four citizens use township parks and recreation facilities. And those that don't actually use them report that parks

and recreation are important for the Township to have. Parks protect our natural resources and provide clean air and water. Parks and recreation 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.

Recreation helps to build a strong sense of community by connecting citizens through enjoyable hours spent together in the pursuit of happiness and health. Proximity to parks, greenways, and trails helps to increase property values<sup>1</sup>.

Recreation is an important part of a well-balanced lifestyle.

People who are engaged in active healthy lifestyles live longer<sup>2</sup>, are less in danger from heart disease and stroke<sup>3</sup>, are at significantly reduced risk of cancer<sup>4</sup>, and have improved chances of combating a wide range of chronic conditions such as diabetes, arthritis, asthma, and depression<sup>5</sup>.

Participation in a broad range of leisure activities has the potential to improve physiological and mental health. It contributes to personality development and improves psychological well-being by reducing anxiety and stress. Recreation participation increases sense of well being, deters addictions, and assists in the social learning of tolerance and respect for others. Recreation plays an important role in promoting a strong sense of community by providing settings for people to socialize, share common interests, and being a major driver of community interaction



and pride. Recreation facilities make an important contribution to the physical infrastructure of communities. They provide a social focus for the community and affect people's perception of their neighborhood. It is widely accepted that parks and recreation influences how a community looks, feels, and functions.

Public recreation is considered to be public health. In 2009, the U.S. Center for Disease Control enlisted local communities in the fight against diseases such as heart disease, diabetes, and hypertension by offering plentiful and convenient places and programs that will help citizens to increase physical activity. This will help to reduce national health

care costs, one of our country's most pressing challenges.

## Plan Organization

The Manheim Township Recreation, Park, Greenways, and Open Space Plan is organized in two parts: the Plan and the Foundation.

<sup>1</sup>Bolitzer, B., & Netusil, N.R. (2000). *The impact of open spaces on property values in Portland, Oregon*. *Journal of Environmental Management*, 59, 185-193 and Crompton, J.L. (2001). The impact of parks on property values. *Parks and Recreation*, May, 90-95.

<sup>2</sup>Gibbons LW, Macera CA. 1995. *Changes in physical fitness and all-cause mortality: a prospective study of healthy and unhealthy men*. *Journal of the American Medical Association*. 273:1093-1098

<sup>3</sup>Blair SN, Kohl HW and Gordon NF. 1992. *How much physical activity is good for health?* *Annual Reviews of Public Health*. 13:99-126

<sup>4</sup>Slattery ML. 1996. *How much physical activity do we need to maintain health prevent disease? Difference diseases –different mechanisms*. *Research Quarterly for Exercise and Sport* 67(2):209-212 Slattery ML, Potter J, Caan B et al.

<sup>5</sup>United States Department of Health and Human Services; Centre for Disease Control and Prevention. 1996. *Physical Activity and Health: A Report of the Surgeon General*. Atlanta, Georgia. Glasgow RE, Ruggerio L, Eakin EG et al.

The Plan includes the Introduction, Community Profile, Goals and Recommendations, and Action Plan. The Foundation presents the background information for the plan including the community profile, inventory and analysis of parks and recreation facilities, greenways and trails, programs and services, operations and management and financing. The appendices include the public opinion survey summary and Capital Improvement Program.

## The Plan

**Chapter 1: Introduction:**  
About this Plan. Plan goals, process, and frequently asked questions.

**Chapter 2: Community Profile.** Information about the population, public opinion, and trends.

**Chapter 3: The Plan.** Critical analysis of the parks and recreation system, vision, mission, core values, goals, and recommendations.

**Chapter 4: Implementation Schedule.** Timeframe for the recommendations for 2012-2022.

## The Foundation

**Chapter 5: Parks and Recreation Facilities**

**Chapter 6: Open Space Greenways and Trails**

**Chapter 7: Recreation Programs and Services**

**Chapter 8: Organization and Management**

**Chapter 9: Financing**

## Appendices

**Public Opinion Survey Report Summary**

**Capital Improvement Program**

Provide to all people quality service through the continued maintenance and development of parks, facilities, and programs.

Manheim Township

# Chapter 2

## Manheim Township: A Healthy Community

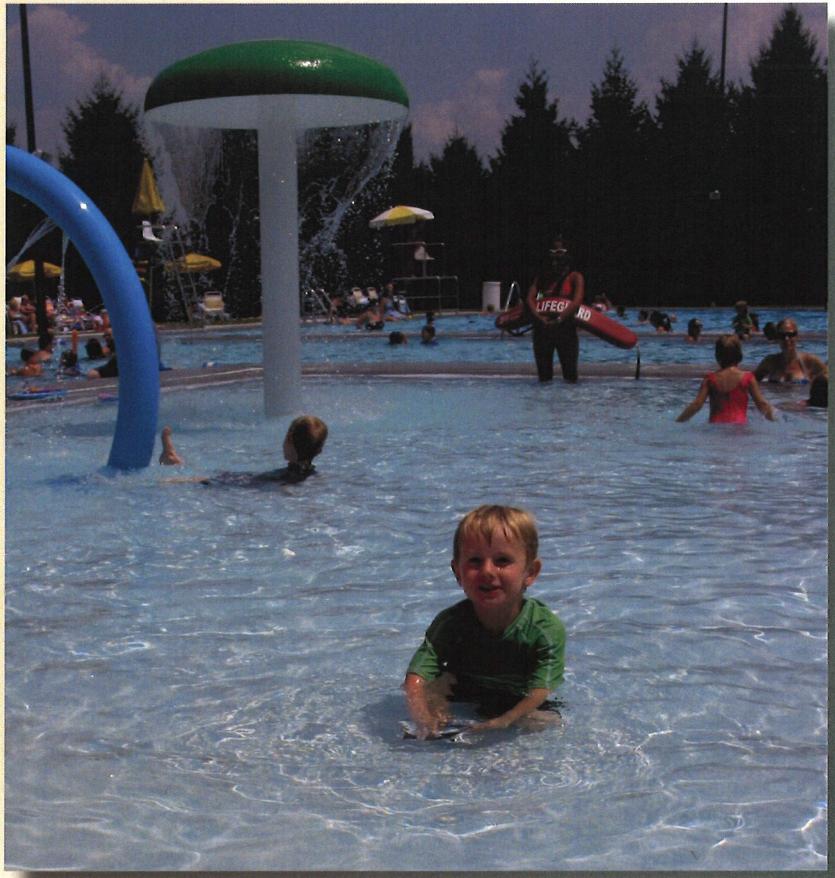
Manheim Township is a very desirable community in which to live. The excellent parks and recreation system contributes to the community's appeal. The citizens have a range of experiences in the parks including fitness, nature appreciation, swimming, socializing with family and friends, golf, disc golf, miniature golf, boating on the river, bicycling, organized sports, and having a party or a bite to eat in township-owned restaurants and banquet facilities. The citizens celebrate the times of their lives in community parks for everything from children's birthday parties and championship games to weddings.

miles wide and 3.2 miles long and has a population of 38,133. The Township is situated immediately north of the City of Lancaster, which serves as the County seat of government.

### Location and Access

The township's east and west boundaries are generally determined

by natural features, the Conestoga River and Little Conestoga Creek respectfully, whereas the northern and southern boundaries are man-made lines. Annexation of land by the City of Lancaster beginning in 1931 and ending in 1952 has resulted in a very irregular southern boundary that includes "islands" of township land area completely surrounded by Lancaster City. Manheim Township is contiguous to the Townships of Warwick, West Earl, Upper Leacock,



### About Manheim Township

Established in 1729, Manheim Township is one of the oldest and largest communities in Lancaster County. The Township is located in central Lancaster County and occupies approximately 22.6 square miles and is roughly 7.5

East Lampeter, Lancaster, East Hempfield, and Penn, and East Petersburg Borough.

Convenient linkages to major transportation routes through the Lancaster metropolitan area are available to township residents and businesses. Two Federal (US Route 222 and 30), and seven State roads (PA Routes 283, 401, 72, 501, 272, 23 and 230) connect the Township to the region. The proximity of the City of Lancaster to many larger eastern cities provides Manheim Township residents with convenient access to Philadelphia, Baltimore, and Wilmington, and reasonable access to New York, Pittsburgh, and Washington, D.C.

## Heritage

For over 200 years since its establishment, Manheim Township would have been described as a small and tranquil farming community. The township's topography and proximity to suitable farmland and transportation helped to stimulate a stable rural economy at the edge of the City of Lancaster. The character of the community has changed gradually since the 1950's from its original rural farming community to a more rapidly growing suburban "bedroom" community. The Township still hosts rural lands in its northeast quadrant. However, being bisected by New Holland Pike (PA 23), US 222, Oregon Pike (PA 272), Lititz Pike (PA 501) and Manheim Pike (PA 72) and US 30, the Township has remained an attractive place to live and conduct business that is most accessible to many community centers in the region.



With its rich cultural heritage, Manheim Township has six properties listed on the National Register of Historic Places including: Shenk House/Oregon Mill, Risser's Mill Covered Bridge, Pinetown Road Covered Bridge, Landis Mill Covered Bridge, Shreiner Farm, and Landis Valley Museum. According to the Lancaster County Historic Register, Manheim Township has 35 properties that are listed in the Level I Exceptional category. The Level 1 designation means the structures are examples of the highest quality architectural design and/or of historical importance. They are of countywide, regional, state, or national significance and should be preserved and protected at all costs.

The Recreation Department is located in Stauffer Mansion. Stauffer Mansion was built in 1870 by John Frederick Sener, grandfather to Elizabeth Ludgate who in July 1975 willed her 16-

acre estate to be deemed a public community park. Her will also asked for the formation of a three-member trust that would help control financing and development of the park. The Stauffer Trust generates revenues through investment of the principle for the dedicated annual funding of operations and maintenance of the park. This led to what is now known as Stauffer Park complete with a softball field, tennis and basketball courts, formal gardens, a children's play area, and parking for visitors when the Mansion became home to the Recreation and Parks Department in January of 1976. Other historic structures under the Recreation Department are Boettcher House, the Barn, and Stoner House. These buildings serve in the important role of enabling citizens to experience their local heritage and culture through recreation. Boettcher House is an historical Landmark in Landis Woods Park that serves as a museum for native animals

and a public space available for community recreation as well as private parties on a rental basis. The house is a fine example of the evolution of a Lancaster County farmhouse. It is a story and a half Germanic-style structure, expanded to late Federal style by 1850, with a Victorian wing added on around 1890. The Stoner House renovation and regeneration project is one of the main projects of the Manheim Township Historical Society. The house is a visual centerpiece in the broad vista of the Overlook Community Campus in Manheim Township. The related barn has been historically adapted for use as a restaurant and banquet center. The goal of the Historical Society is to save, renovate, and create a viable, self-sustaining use for the house. The preference is to use the home as the house of record and repository for the historical society in an environment for education, research, and preservation efforts.

## Vision for Manheim Township's Future

Manheim Township is at the crossroads of many years of energetic growth and being a fully built out community. The vision for the future is one of a mature and vibrant community. Here, people of all ages, incomes, and life statuses will live harmoniously in a community that protects its cultural and natural resources while public facilities such as parks, recreation, greenways, and trails contribute to the residents' already high quality of life.

Census Year	Manheim Township			Lancaster County			Pennsylvania		
	Population	# Change	% Change	Population	# Change	% Change	Population	# Change	% Change
1950	9,269	n/a	n/a	234,717	n/a	n/a	10,411,626	n/a	n/a
1960	14,655	5,566	59.9%	279,359	43,642	18.0%	11,242,501	830,875	8.0%
1970	21,539	6,884	45.0%	320,079	41,720	15.0%	11,758,459	515,957	4.6%
1980	26,042	4,503	20.9%	362,346	42,267	13.2%	11,655,887	97,229	0.8%
1990	28,880	2,838	10.9%	422,822	60,476	16.7%	11,892,842	27,155	0.2%
2000	33,697	4,817	16.7%	470,658	47,886	11.3%	12,281,054	398,212	3.4%
2010	38,133	4,436	13.2%	519,445	48,787	10.4%	12,702,379	421,325	3.4%
1950-2010	n/a	26,844	311.0%	n/a	284,728	121.3%	n/a	2,290,753	22.0%

Source: US Census Bureau

## Demographics

The demographic profile builds upon the data presented in the **2010 Manheim Township Comprehensive Plan**. It characterizes present day Manheim Township and examines changes that have occurred in the Township since the 2000 Census. It specifically focuses on population, age, race and ethnicity, educational attainment, and income. The analysis demonstrates that Manheim Township is a highly populated and growing township. It is an aging, well educated, and relatively affluent community, and although largely racially and ethnically homogenous, the Township is diversifying. The township's population is expected to increase over the next two decades, and aging and diversification trends are expected to continue. The result is an increasing demand for park, recreation, and open space resources targeted to a diverse population of all ages, but with emphasis on seniors.

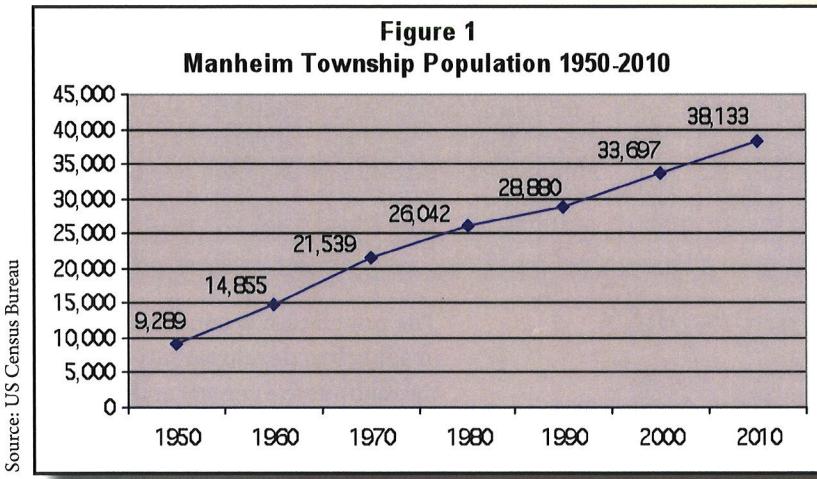
## Population Trends

Population counts for the Township from 1950 through 2010 demonstrate a constant and high rate of growth over the last six decades. Since 1950, the township's population has increased 311%, far exceeding the growth of Lancaster County (121%) and Pennsylvania (22%) (Table 1 and Figure 1).

The population is concentrated in suburban developments throughout the central and western portions of the Township and is most highly concentrated in the south, bordering the City of Lancaster (Figure 2).

## Population Projections

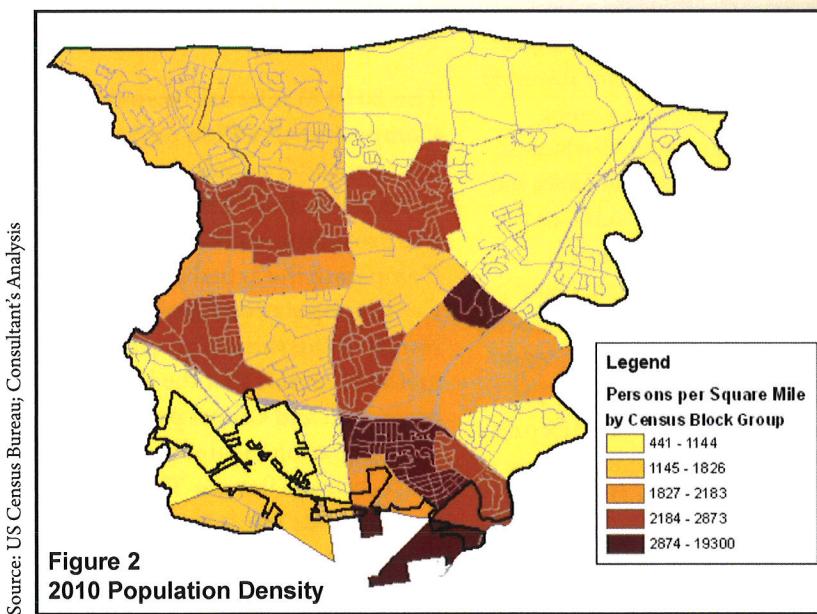
The **2010 Manheim Township Comprehensive Plan** projected the township's population for 2010, 2020, and 2030 using five projection methods. Comparing the actual 2010 Census population figure to the results of the various projection methods reveals that the linear projection and cohort projection with migration yielded the most accurate figures. The two methods result in a 2020 population ranging from 42,154 to 43,013 and a 2030 population ranging from 46,807 to 47,515 (Table 2). These figures represent increases ranging from 4,021 to 4,880 persons by 2020 and from 8,674 to 9,382 persons by 2030. Given such large projected increases, the Township can anticipate a high level of demand for parks, recreation, and open space resources over the next two decades.



## Gender and Age Characteristics

### Gender

Both Manheim Township and Lancaster County have a higher percentage of females, but the difference is higher in Manheim Township. In Manheim Township, the number of females is six percentage points higher than males, while in Lancaster County the number of females is only two percentage points higher (Table 3).



### Median Age

The median age of Manheim Township rose from 42.6 to 44.0 between 2000 and 2010 (Table 4). This indicates that Manheim Township is an aging community (as are Lancaster County and Pennsylvania). With a median age of 44, the population of Manheim Township is comparatively older than that of Lancaster County and Pennsylvania.

### Age Trends

Age trends in Manheim Township from 2000 to 2010 show increases across all age groups with the exception of the population aged 25 to 44 years, which experienced a decline of -0.6% (Table 5). This trend is also seen countywide. In Manheim Township, large increases occurred in the population aged 55 to 59 years (41.6%), 60 to 64 years (61.2%), and 85 years and over (32.9%), consistent with the trend of an aging population.

**Table 2**  
**Population Projections**

Year	Cohort (with migration)			Linear		
	Population	# Change	% Change	Population	# Change	% Change
2010 Census	38,133	n/a	n/a	38,133	n/a	n/a
2020 Projection	42,154	4,021	10.5%	43,013	4,880	12.8%
2030 Projection	46,807	4,653	11.0%	47,515	4,502	10.5%

Source: US Census Bureau; 2010 Manheim Township Comprehensive Plan

Table 3 Gender Characteristics: 2010				
Gender	Manheim Township		Lancaster County	
	2010 Census	% of Total	2010 Census	% of Total
Male	17,968	47.1%	253,836	48.9%
Female	20,165	52.9%	265,609	51.1%
Total	38,133	100%	519,445	100%

Table 4 Median Age 2000 and 2010			
Year	Manheim Township	Lancaster County	Pennsylvania
2000	42.6	36.1	38
2010	44	38.2	40.1

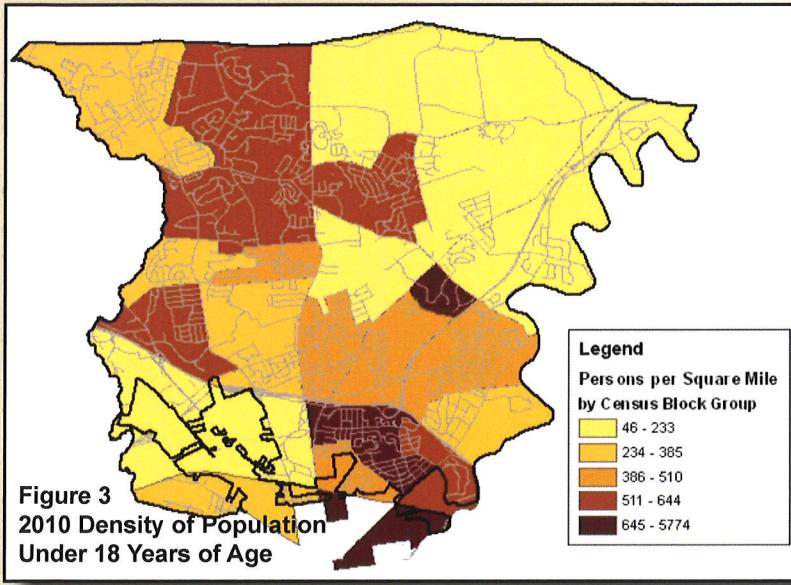


Table 5 Age Trends 2000 to 2010											
Age Range	Manheim Township					Lancaster County					Total
	(1) 2000 Census	(2) 2010 Census	(3) # Change 2000-2010	(4) % Change 2000-2010	(5) 2010 % of Total	(1) 2000 Census	(2) 2010 Census	(3) # Change 2000-2010	(4) % Change 2000-2010	(5) 2010 % of Total	
Under 5 years	1,862	2,124	262	14.1%	5.6%	32,680	35,521	2,841	8.7%	6.8%	
5 - 17 years	5,941	6,651	710	12.0%	17.4%	92,611	93,494	883	1.0%	18.0%	
18 - 20 years	976	1,129	153	15.7%	3.0%	20,653	23,261	2,608	12.6%	4.5%	
21 - 24 years	884	1,312	328	33.3%	3.4%	22,540	27,377	4,837	21.5%	5.3%	
25 - 44 years	8,393	8,344	-49	-0.6%	21.9%	133,185	124,619	-8,566	-6.4%	24.0%	
45 - 54 years	5,152	5,674	522	10.1%	14.9%	62,360	75,401	13,041	20.9%	14.5%	
55 - 59 years	1,871	2,650	779	41.6%	6.9%	22,425	33,534	11,109	49.5%	6.5%	
60 - 64 years	1,455	2,346	891	61.2%	6.2%	18,144	28,458	10,314	56.8%	5.5%	
65 - 74 years	3,028	3,249	221	7.3%	8.5%	32,706	39,240	5,534	16.9%	7.4%	
75 - 84 years	2,683	2,857	174	6.5%	7.5%	24,389	26,694	2,305	9.5%	5.1%	
85 years & over	1,352	1,797	445	32.9%	4.7%	8,965	12,846	3,881	43.3%	2.5%	
Under 18 Years	7,803	8,775	972	12.5%	23.0%	125,291	129,015	3,724	3.0%	24.8%	
18 - 64 Years	18,831	21,455	2,624	13.9%	56.3%	279,307	312,650	33,343	11.9%	60.2%	
65 and over	7,063	7,903	840	11.9%	20.7%	66,060	77,780	11,720	17.7%	15.0%	

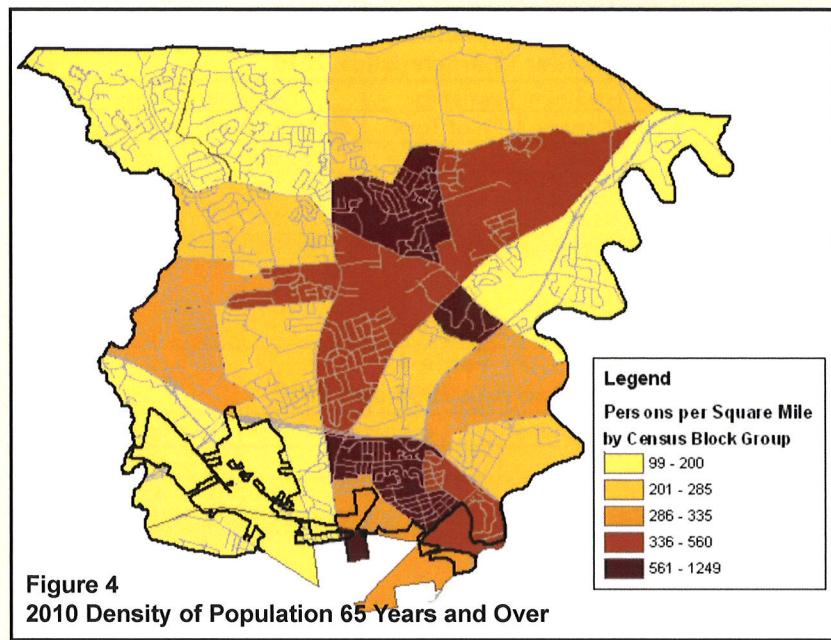
## Population Composition by Age

According to data on population composition by age (Table 5, column 5), 23% of the township's population is under 18 years of age and of this group, 17.4% are between the ages of five and 17 years. This represents the school-aged population, a group that is largely engaged in organized youth athletic activities. High concentration of the young population exists in the southern portion of the Township, bordering the City of Lancaster, and in the northwest (Figure 3). Nearly 21% of the township's population is aged 65 years and over, compared to 15% countywide, again indicating an aging population. In contrast, this population segment is more heavily concentrated in the eastern portion of the Township (Figure 4). Lancaster County has the highest proportion of youth under the age of five of all counties in Pennsylvania.

Age data suggest that demand for parks and recreation currently exists across all age groups in Manheim Township, but is especially high among school aged youth. Furthermore, assuming that individuals aged between 55 and 64 years will remain in the Township and age in place, the Township can expect to see an increase in the number of seniors in the coming decades, and park and recreation facilities and programs specifically targeted to seniors will continue to be in demand in the future.

## Race and Ethnicity

The Township and the County are diversifying. The White population remains the largest population group in Manheim Township at 87.6% of the total population, but it experienced the lowest rate of increase from 2000 to 2010 at 6.4% (Table 6). The Hispanic and African American populations more than doubled from 2000 to 2010, and the Hispanic population surpassed the Asian population as the second largest in the Township with 6.6% of the total population.



## Educational Attainment

Because the 2010 Census does not include data on educational attainment, 2009 estimates are provided (Table 7). The data demonstrate that Manheim Township is a well educated community with 42.7% of persons over the age of 25 holding a bachelor's degree or higher, compared to 23.2% countywide. Approximately 16% of Manheim Township residents hold a graduate or professional degree, compared to 7.6% countywide.

## Income

Income estimates from 2009 indicate that Manheim Township is an affluent community in comparison to Lancaster County. Both median household income and per capita income are substantially higher in the Township than the rest of Lancaster County.

Population by Race and Ethnicity	Manheim Township						Lancaster County			
	2000 Census	2010 Census	# Change	% Change 2000-2010	2010 % of Total	2000 Census	2010 Census	% Change 2000-2010	2010 % of Total	
White	31,400	33,405	2,005	6.4%	87.6%	430,456	460,171	6.9%	88.0%	
Black or African American	491	1,153	662	134.8%	3.0%	12,993	19,035	46.5%	3.7%	
American Indian & Alaska Native	36	42	6	16.7%	0.1%	681	1,195	75.5%	0.2%	
Asian	1,056	1,894	838	79.4%	5.0%	6,802	9,860	45.0%	1.9%	
Native Hawaiian & Other Pacific Islander	2	3	1	50.0%	0.0%	158	164	3.8%	0.0%	
Other Race	344	922	578	168.0%	2.4%	13,669	18,819	37.7%	3.6%	
Two or More Races	368	714	346	94.0%	1.9%	5,899	10,201	72.9%	2.0%	
Hispanic or Latino (of any race)	932	2,498	1,566	168.0%	6.6%	26,742	44,930	68.0%	8.8%	

## Public Participation

This plan is rooted in public participation. Public involvement included five components: a Plan 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. By combining interviews of key

stakeholders that provide valuable support and services for parks and recreation with the opinions and needs of the general public, the process achieved a balanced perspective on special needs and overall community interests.

## Plan Study Committee

The Plan Study Committee guided the planning process by serving as the eyes and ears of the community. Members embodied a broad spectrum of community interests including representatives of the Parks and Recreation

Board, Township Planning & Zoning Department, Recreation Department, conservation, senior adults, sports, Manheim Township School District, and business. Committee members provided ideas, presented concerns, worked on formulating recommendations, participated in public forums, arranged interviews, and reviewed and revised the plan. The Committee focused on achieving a balanced, pragmatic, and achievable plan that would enhance the quality of life in Manheim Township.

## Focus Groups

Small groups of citizens came together to discuss their interests, ideas, and concerns regarding specific areas of parks and recreation. These groups included individuals and organizations devoted to the particular topic under discussion. The focus groups and their findings were as follows:

**Youth and Young Adults** – Two youth focus groups found that teens are interested in having places to socialize, safe places to bicycle, more indoor recreation space during inclement weather, and opportunities to volunteer. They wanted convenient access to restrooms and food service in places where they gather such as at the skatepark. Having a year

Level of Education	Manheim Township			Lancaster County		
	2009 Estimate	Margin of Error	% of Total	2009 Estimate	Margin of Error	% of Total
Population 25 years and over	25,663	+/- 606	100.0%	326,234	+/- 112	100.0%
Less than 9th grade	764	+/- 161	3.0%	25,431	+/- 1215	7.8%
9th to 12th grade, no diploma	1,408	+/- 227	5.5%	33,678	+/- 1136	10.3%
High School Graduate	7,159	+/- 479	27.9%	127,367	+/- 1792	39.0%
Some College, no degree	3,832	+/- 383	14.9%	45,192	+/- 1283	13.9%
Associate Degree	1,553	+/- 240	6.1%	18,739	+/- 840	5.7%
Bachelor's Degree	6,803	+/- 470	26.5%	50,891	+/- 1420	15.6%
Graduate or Professional Degree	4,144	+/- 390	16.1%	24,936	+/- 958	7.0%
% high school or higher	n/a	+/- 1.1%	91.5%	n/a	+/- 0.4%	81.9%
% bachelor's degree or higher	n/a	+/- 1.9%	42.7%	n/a	+/- 0.5%	23.2%

round indoor recreation facility where young adults can participate in events and socializing would complement hiking and biking in Manheim Township. Leagues for young adults would be fun but gym time is hard to get. A teen camp in the summer would be a good idea and it would need to be planned collaboratively with teens. A creative name (such as "Great Escape") that does not include "Camp" in the title would be more likely to attract participants. Youth also mentioned the need to have great playgrounds that children and their families can enjoy together. The parks should have something for everyone to do regardless of age.

**Senior Adults** – A focus group was held with an ongoing senior group that meets at a local church. The activities for the group are planned and coordinated by the Recreation Department. The group is an older demographic of seniors and they list their primary park related

activities as walking the trails and visiting the parks for picnics, reunions, and other planned gatherings. Discussion of ideas for activities and programs that might draw them to the parks included concerts, movies with discussions following the viewing (perhaps at the library), and special events. They cited the need for shade and ease of parking and getting to their destination as key considerations for attendance.

**Nature** – A focus meeting was held with Habitat MT, a volunteer organization formed in early 2010 with the support of the Manheim Township Commissioners to enhance the municipal parks through ecological landscape practices. The group has taken on projects in the parks such as the design and development of Discovery Meadow at the library, native plantings at the wetlands at Overlook Community Campus, community maintenance events, and installation of native plants at Destination Playground. Habitat MT shared some of their priorities for the parks: low maintenance landscaping, use of native plants (especially pollinators), water quality initiatives, riparian buffers,

Table 8  
Income Characteristics

	Manheim Township		Lancaster County	
	2009 Estimate	Margin of Error	2009 Estimate	Margin of Error
Median Household Income	\$66,314	+/- \$2,071	\$54,893	+/- \$592
Per Capita Income	\$37,194	+/- \$2,100	\$25,813	+/- \$333

and control of invasive species. They recognize the need to share the importance of enhancing the natural landscape with the general citizenry and Habitat MT is involved in outreach and education as well as landscaping and habitat enhancements. The group supports the use of interpretative signs and demonstration projects to illustrate key concepts and initiatives that help to inform and educate the public. Habitat MT is a potential partner for natural area improvements to the parks. Other groups could be involved in nature-oriented projects as well.

**Parents** – Outreach and advertising did not generate any participants for the parents group. Consequently, intercept interviews with parents attending township programs was used as an alternative. Overall they indicated a high level of satisfaction with township recreation programming and leadership. The day camp works especially well for working parents due to the extended hours offered for childcare before and after the daily camp program. The playground program has shorter hours with no before or after childcare, which works for families with care givers who stay at home.

**Recreation Leaders** – The Manheim Township Recreation Department playground program and the summer camp are very popular. Even with increasing fees, the public supports the programs. The programs enable participants to meet friends and interact with others of different interests and ages. They expressed the need for an indoor recreation center such as the Lititz Community Center. The



township's relationship with the School District is very important as the staff at the schools is vital to program success and harmonious operations.

- *Continue to focus on natural resource conservation. Tree care and planting is especially important.*
- *Be fiscally responsible.*
- *The Parks and Recreation Board is responsible for rules and regulations. Citizens should call the police when they see bad things going on in parks or on trails. Criminal activity needs to be prosecuted. We want to maximize service for all those who want to use facilities properly.*
- *This plan is based on a strong public participation process that included public forums, focus groups, interviews, and a direct mail survey. The consulting team was selected through a competitive bidding process in which firms submitted proposals and were interviewed so that the plan can be accomplished professionally and objectively.*

## Public Forums

Nearly 50 people participated in a public forum about parks and recreation. The consulting team presented information about the parks and recreation system and the findings from the survey results. The citizens' discussion focused on trails, conservation, trees, security, township planning and community involvement, and dissemination of information. The points made included:

- *Continue to involve the citizens in trail planning and inform them of trail development with the goal of heightened public awareness through all phases*

- *Maximize existing facilities and complete projects rather than starting on new ones.*
- *Address needs of senior citizens and encourage them to use parks and recreation facilities and programs.*
- *Post the trails and the greenway system on the WEB site.*

Three public meetings were scheduled in which the Board of Commissioners was slated to discuss and adopt the plan. The consulting team made a presentation of the plan and the public made comments. The plan was revised in accordance with the comments of the public and the Commissioners. The Board of Commissioners adopted the plan in a public meeting in December 2011.

## Interviews

Interviews were conducted with 72 individuals regarding parks, recreation, open space, greenways, and trails. These included community organizations, citizens with identified interests, people who asked to be interviewed, schools, business people, private non-profit organizations, regional recreation, park and trail groups, township management and staff, elected and appointed officials, survey non-respondents, park visitors, and recreation based organizations. Findings of interviews were specific to individual interests and perspectives and mirrored the results of other segments of the public participation process.

## Public Opinion Survey

Manheim Township conducted a public opinion survey in 2011. The purpose of the survey was to determine the opinions, ideas, and concerns of the residents to serve as a foundation for decision-making regarding parks, recreation, open space, greenways, and trails. By understanding the citizens' needs and interests, the Township is able to direct planning and resources for the benefit of the community.

The survey included a random sample of 1,500 households including 1,454 that were successfully delivered by the U.S. Postal Service. Every household had an equal chance of being selected for the direct mail survey. Completed surveys totaled 573 for a total response of 39.4 percent. Typically direct mail surveys result in a two to four percent return.

## Findings

- **Manheim Township's parks, recreation, open space and greenways/trails system garners high ratings by the citizens.** – 81 percent of the survey respondents rated the parks as good to excellent. Fifty-nine (59%) percent rated the programs as good to excellent. These are very favorable ratings.
- **Parks are popular.** – Respondents reported the most use at Overlook Park (73%), Community Park (62%), Compost Park (61%), Landis Woods (51%). Respondents reported using all other parks with Perelman Park getting the least reported use at 12%.
- **However, this limited reported use correlates with the high lack of awareness of it by the respondents at 25%. Greater community awareness of this park would generate more use.**
- **Parks are places for fun, fitness and nature.** – The top reasons for using township parks are for fun (57%), fitness (55%) and to experience nature (44%). People also like to socialize with family and friends and get away from it all in Manheim Township's parks. Playing league sports, participating in a program, or attending a special event were the least important reasons to use a park.
- **Nature is important.** – The most desired park improvements over the next ten years are nature based: walking paths, access to natural areas, and greenways .
- **Active facilities rank high as immediate priorities.** More playgrounds, sports fields, and game courts ranked as the top three facilities to develop or improve that respondents would like to see made within the next five years.
- **Indoor recreation facility interests.** – Less than 20 percent of the respondents indicated that indoor recreation facilities should never be developed. The most preferred facilities include fitness (51%), senior center (45%), a gym (44%), and swimming pool (44%). About four percent of the respondents were not sure

what indoor recreation facility improvements should be developed or improved.

- **Top five recreation activities for participation.** – Walking (68%), socializing in township parks (63%), nature enjoyment (58%), bicycling (43%), and special events (39%) are the top five activities in which the respondents participate.
- **Top five recreation activities of interest.** – Walking (68%), socializing in township parks (63%), nature enjoyment (58%), bicycling (43%), and special events (39%) are the top activities in which respondents participate.
- **Family and adults services needed in the future.** – Families (37%) and adults ages 45 -64 (36%) are the two groups most likely to participate in recreation programs. Written comments revealed that respondents feel that children and youth are very well served and that families and adults could use more service.
- **Conservation first –** Respondents stated that the conservation of open space and natural resources (74%) should be the most important focus of parks, recreation, greenways, and open space over the next five years. *Achieving a balance of programs, park improvements, additional indoor recreation, enhancing park maintenance, and development of trails* ranked next in importance to the residents. Half of

the respondents stated that enhancing park maintenance is important or very important.

- **Support for Parks, Recreation, Open Space and Greenways/Trails –** Respondents indicated their willingness to support parks and recreation through user fees, facility charges, additional taxes, and volunteerism. Paying fees and charges for programs (58%), facility rental fees (59%), and facility fees for high maintenance facilities (50%) have substantial support. About 41 percent of the respondents expressed a willingness to pay an additional amount per capita for parks and recreation in Manheim Township including \$2-4 (28%), \$5-7 (38%), or \$8-9 (26%). No doubt, the high usage and positive public regard for Manheim Township's parks and recreation system contributed to the willingness to pay fees and additional per capita funding to support parks and recreation in this time of great economic challenges.

In summary, parks and recreation are very important to the people of Manheim Township. Over the long term, the conservation of Manheim Township's natural resources and scenic beauty is of the greatest importance to the respondents. In the immediate time frame of the next five years, respondents indicated a need for more sports facilities and game courts. Safe places to walk and bicycle and access to nature are important to people of all ages. The future direction for programs

is in service to families and adults primarily in the area of self-directed recreation, adult classes, trips, the arts, and fitness. The use of volunteers to support parks and recreation should continue. Over 90 respondents provided information regarding their willingness to volunteer with parks and recreation projects.

## Trends

When Manheim Township adopted the last parks and recreation plan in 1998, the world was much different. Laptops and cell phones were only beginning to appear. Cameras still had film. The Internet was by dial-up. There was no texting, Facebook, or Twitter. Trends represent underlying forces, basic human needs, attitudes, and aspirations. They help the Recreation Department understand what is happening and why, and prepare for what is yet to come. Trends identify emerging currents or forces gaining momentum in the community. Monitoring the pulse of culture as it shifts enables the Department to ensure that their services and facilities remain relevant to the citizens for the future. For example, monitoring how citizens get information has implications in how the Department delivers it. The future starts now and the challenge to the Recreation Department is figuring out how to apply the trends in public service. Trends affecting society and that have relevance to parks and recreation planning include those shown in Table 9<sup>1</sup>.

## Trends in Manheim Township

Trends that affect parks and recreation in Manheim Township are shown in Table 10. The Table identifies the trend and presents potential ways to address it to benefit the public through parks,

recreation, open space, and greenways.

## Planning for Recreation, Parks, Greenways, and Open Space

Manheim Township, the LIMC (Lancaster Inter-Municipal Committee) communities, and Lancaster County are on the forefront of contemporary planning practice. All are nationally recognized for their innovation and success in community and land use planning. Manheim Township's Transfer of Development Rights

Table 9. Societal Trends and Implications for Parks and Recreation

Trend	Implication
Awareness that good health extends longevity and leads to a new way of life.	Continue Manheim Township's focus and identity as a healthy community with active healthy living recreation programs as a focus.
Working women and men, questioning personal/career satisfaction and goals, opt for simpler living.	Increase public awareness about close to home, free recreation opportunities that citizens can do on their own such as bicycling, walking, experiencing nature, and playing with family and friends.
Too fast a pace, too little time, forces people to assume multiple roles.	Make experiencing parks and recreation convenient, easy in any way possible from registration through scheduling and serving as the "go to" resource for information on enjoying free time.
A reaching back to spiritual roots.	Build a sense of community by personalizing contacts with citizens and participants as much as possible. Use information database to identify citizen interests and develop outreach programs tailored to individual participants. Feature photos and testimonials about parks and recreation in publications and on WEB site.
Belonging to a group that represents common feelings, causes or ideals; validating one's own belief system.	Establish Manheim Township's parks and recreation system and services as a haven for individual growth and establishment of healthy family and social bonds that create a sense of community.
Need to protect oneself from the harsh, unpredictable realities of the outside world.	Explore the creation of activities, programs and leagues that are emerging as popular nationwide such as kick-ball leagues and day camps for adults.
Nostalgic for their carefree childhood, baby boomers find comfort in familiar pursuits and products from their youth.	Strive to develop targeted outreach programs based upon interest in the way that on-line business do. Provide excellent customer service.
To offset a depersonalized society, consumers crave recognition of their individuality.	Consider the development of adventure-based programs, trips and opportunities. Use this desire in advertising and images to generate more participation and use of township parks and recreation facilities.
Desire for adventure.	Continue to provide outstanding customer service. Make participation as easy and convenient as possible. Provide information in real time through the WEB site or social messaging about schedule or facility changes.
Consumers, anxiety-ridden by social, economic, political and ethical chaos, find themselves beyond their ability to cope today or imagine tomorrow.	Support and build upon efforts in Manheim Township such as Habitat MT.
The country rediscovers a social conscience of ethics, passion, and compassion.	Develop a way to tell the story of how community parks and recreation present a means for people to reward and refresh themselves. Citizens can improve their lives through active living, personal growth, and development and by experiencing nature.
Stressed-out consumers want to indulge in affordable luxuries and seek ways to reward themselves.	

(TDR) program serves as a model for farmland and open space preservation, while the LIMC and Lancaster County have been recognized with awards for their outstanding comprehensive plans.

Consistent with the LIMC and Lancaster County comprehensive plans, the 2010 **Manheim Township Comprehensive Plan** directs future development to the Township's Urban Growth Area (UGA) and Village Growth Area (VGA). It identifies very few large undeveloped properties in the growth areas where new development could take place. Because available land in the UGA and VGA is scarce, the Comprehensive Plan promotes future growth in the form of high-density infill development and redevelopment in order to accommodate projected population. The Comprehensive Plan also identifies a Designated Agricultural Area in the northeast quadrant of the Township, which, due to its importance for agricultural production, is intended to remain in agricultural use.

The Manheim Township Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO) currently contain provisions for the mandatory dedication of parkland, dedication of greenways and trails, natural resource protection, and open space preservation through TDR and Planned Residential Development. Although the ordinances are effective, opportunities to strengthen them remain.

**The Manheim Township Recreation, Park, Greenways, and Open Space Plan** advances the policies set forth in the Manheim Township, LIMC, and Lancaster County comprehensive plans, specifically those related to the protection of natural resources, community character, and the health and welfare of residents. Recommendations for future recreation, parks, open spaces, and greenways are formulated in the context of these comprehensive plans, as well as the township zoning ordinance and SALDO, and other ongoing community and land use planning initiatives, in order to achieve a consistent and holistic vision and action plan for the Township.

The **Recreation, Park, Greenways, and Open Space Plan** recognizes that future growth and development will occur within the UGA and VGA and that parks and recreational facilities will be needed to serve the growing population in these areas. Thus the focus of park and recreation planning, especially active recreation, is directed to the UGA and VGA (Figure 5). In the Designated Agricultural Area, the emphasis is on open space and farmland preservation. Proposed open space and greenways coincide with natural resource protection areas, and trails provide links to destinations throughout the Township. The overall vision is of parkland in proximity to population linked by a contiguous network of open space, greenways, and trails that provides recreational opportunities while protecting resources.

Manheim Township has done an excellent job of providing recreation and open space for its residents. The Township has an excellent park and recreation system offering a variety of pursuits to residents in safe and well-maintained facilities. In the short-term, Manheim Township has an opportunity to enhance the existing park system to improve accessibility, safety, and function, and to meet the needs of residents. Over the long-term, Manheim Township is faced with the challenge of providing sufficient parkland for both active and passive recreational pursuits in order to keep pace with an expected large population increase. The township's planning efforts must continue if it is to address current needs and meet projected demand for recreation. This does not suggest, however, that the Township must rely solely on land acquisition to meet demand; rather, the Township can employ a combination of planning tools -regulatory and non-regulatory - as recommended below.

## Land for Parks and Greenways

The analysis of parkland acreage (Chapter 5) yields a current total deficit of 102.2 acres of parkland based on the current (2010 Census) population of 38,133, and a total deficit of 181.6 acres of parkland by 2030 based on a projected population of 46,800. To overcome these deficits, the Township must expand its park and recreational facilities to provide both active and passive recreational opportunities for its residents.

<sup>1</sup>Popcorn, Faith. (2011). **TrendBank**. Brain Reserve. <http://brainreserve.com>.

**Table 10. Manheim Township Trends and Implications for Parks and Recreation**

Trend	Implication
<b>Cultural Diversification</b> - 34% of students in the school district are minorities. About 400 students are in the ESL (English as a Second Language) program. About ten years ago 10% of the students were minorities. This has major implications for community recreation planning and services.	Planning for recreational services to a diversifying culture is essential. This will be a growing need as more than one out of three students age. This should include potential fluency in other languages by recreation staff. A School District/Recreation Department partnership would help.
<b>Conservation of Natural Resources is a Public Priority</b> – Trees are important. In this community that was primarily farms, there has been a shortage of trees due to the past agricultural use. The Township only requires developers to plant street trees in PRDs (Planned Residential Development). Concern about native plantings and removal of invasive species in the parks is evident.	Continue to work with community conservation groups with support by township management and staff. Develop a natural resources plan for the Township, geared primarily to public lands. Set a goal of making every landowner a steward for the environment and develop a long-term plan for addressing this concept.
<b>Volunteerism in Conservation: On the Rise</b> People want to volunteer but don't know how or where to go or who to contact to get involved. Many don't even know what they could do as volunteers but would like to serve.	Increase awareness and opportunities of a volunteer program in the Recreation Department.
<b>Sense of Community: Ever More Important to the Citizens</b> – Manheim Township citizens want to have a sense of community and be socially connected. Cultural diversity is increasing. Concern is evident regarding "no sense of place" in Manheim Township. In comparison, town centers in the area such as Lititz have people walking around at night for fun and fitness. There is no "community center" or "main street" area that could be considered the hub of the Township.	The parks and recreation programs provide a vehicle for establishing a sense of community in Manheim Township. Providing ways for citizens to come together on shared interests builds community. Involving people of various cultures, ethnicities, and economic levels in community parks and recreation planning will become increasingly important. Overlook campus could potentially serve as the central gathering hub of the community.
<b>Desire for Premiere Public Spaces</b> - Township parks tend to look alike without imbuing unique characteristics for each site. The planning process for parks does not address creating great public spaces. Emphasis is on the facility not the park visitor.	Plan parks with sense of community and unique identity to foster public interest. Focus on park visitor desirable experiences rather than focusing on the facilities per se.

## Parks

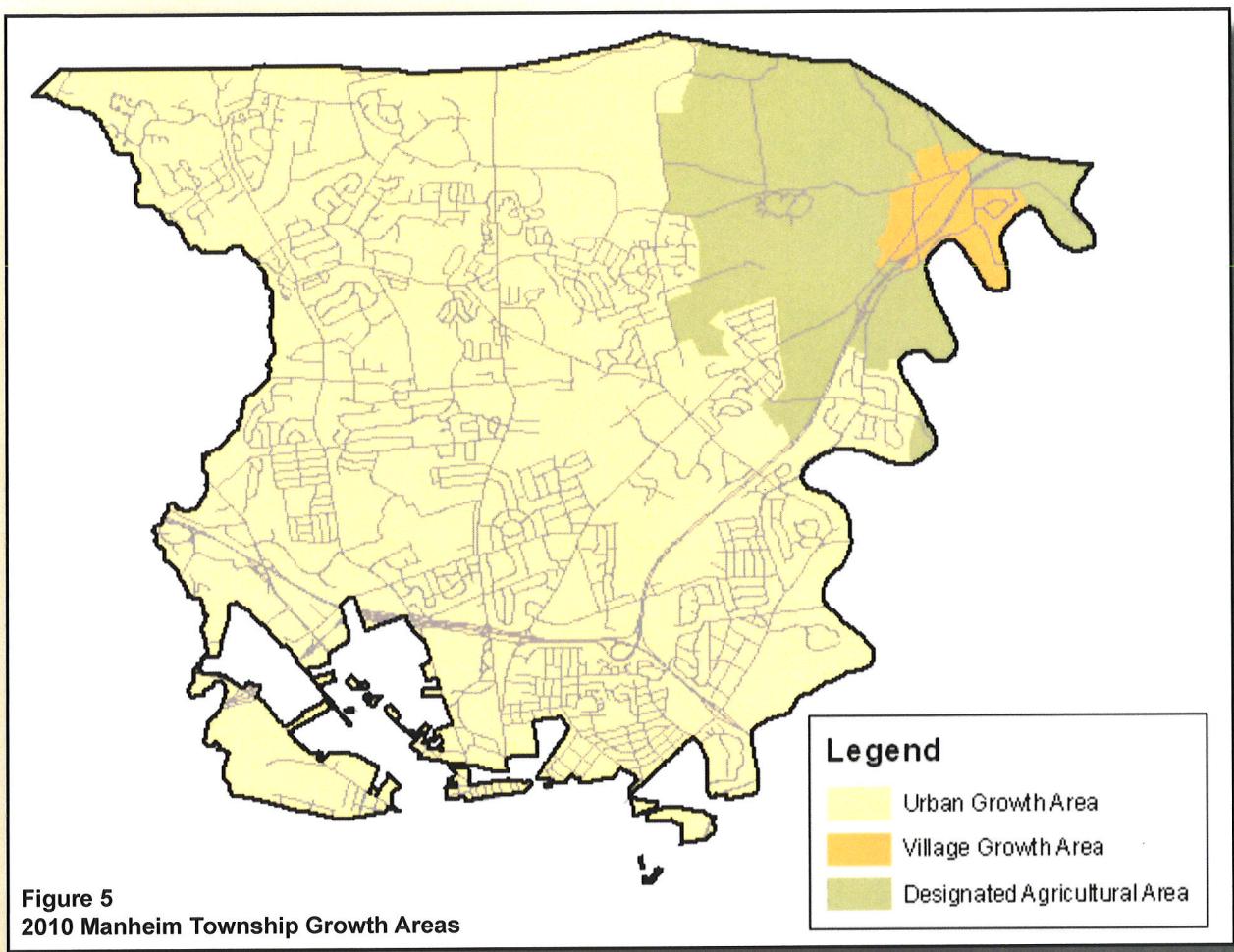
Efforts to expand park and recreational facilities should be primarily focused in the UGA and VGA. Expansion of existing park

sites provides an economical means of meeting demand by enabling the Township to capitalize on existing park infrastructure and facilities. The Existing Land Use map contained in the 2010 **Manheim**

**Township Comprehensive Plan** identifies several parcels classified as "Agricultural" that are contiguous to existing parks that could be candidates for park expansion. In addition, new

**Table 10. Manheim Township Trends and Implications for Parks and Recreation (cont.)**

Trend	Implication
<b>Township Build-Out</b> - The Township is becoming more developed and approaching build out. There is a higher population density and fewer large tracts of land remaining open.	Continuing planning to focus on providing recreation opportunities close to home is essential.
<b>School Busing Trends</b> - Nearly all of the school students take the buses to school. However, the schools are within walking or cycling distance according to state standards. Statewide trend is reductions in school busing.	Continuing to create safe routes to school will become more important over time as fiscal challenges in the school district and municipal government increase. Connections from neighborhoods to community destinations are highly desirable.
<b>Bicycling: Safe Places to Ride for Transportation and Recreation Needed</b> – Bicycling is a major interest of the citizens. They want to be able to cycle safely for recreation, transportation and fitness. Youth want to be able to ride their bikes to parks.	
<b>Year Round Recreation</b> – There appears to be need and support for year round indoor recreation in Manheim Township.	Explore expanded partnership with the Manheim Township School District for use of facilities after school hours. Churches are adding recreation facilities such as gyms. Some may be available for rent. Expand Overlook Activity Center.
<b>Holistic Improvements Needed</b> - A sense of urgency drives the Township. It is part of the culture here to move ahead and get things done. Concern is evident about having projects done as piecemeal efforts and that tend not to reach completion to the degree desired.	Adopt a planning process that includes professional expertise, targeted community involvement, a maintenance and operations plan, a financing program with sources and expenditures, and a schedule for implementation.
<b>Services for teens</b> - There is not enough for teenagers to do here.	Consider the establishment of an advisory committee for teens, undertaking discrete planning efforts for teen related facilities and services, and/or establishing a teen position on the Parks and Recreation Board. Consider services for summer as a pilot project.
<b>Evolving Senior Population: more active, healthy, involved and interested.</b> Independent and focused on leading active healthy lifestyles. People are retiring later.	Planning for facilities that people can use throughout their lifetime and on an expanded basis when they retire will help Manheim Township to make the best use of resources.
<b>Retirement Community Living</b> - Many retirement communities have located in Manheim Township. This is a significant portion of the population.	They have many recreation related services and facilities such as trails that are only available to residents of the retirement community. It is important to look at the needs of the aging population that lives in the community at large not in age restricted housing and determine if any partnerships could be formed for recreation service planning and delivery.
<b>Recreation Facilities in Homeowners' Associations</b> - Some of the homeowners associations are removing their play equipment to save money on maintenance.	Consider ramifications on the public park system and potential need to serve these neighborhoods.



**Figure 5**  
**2010 Manheim Township Growth Areas**

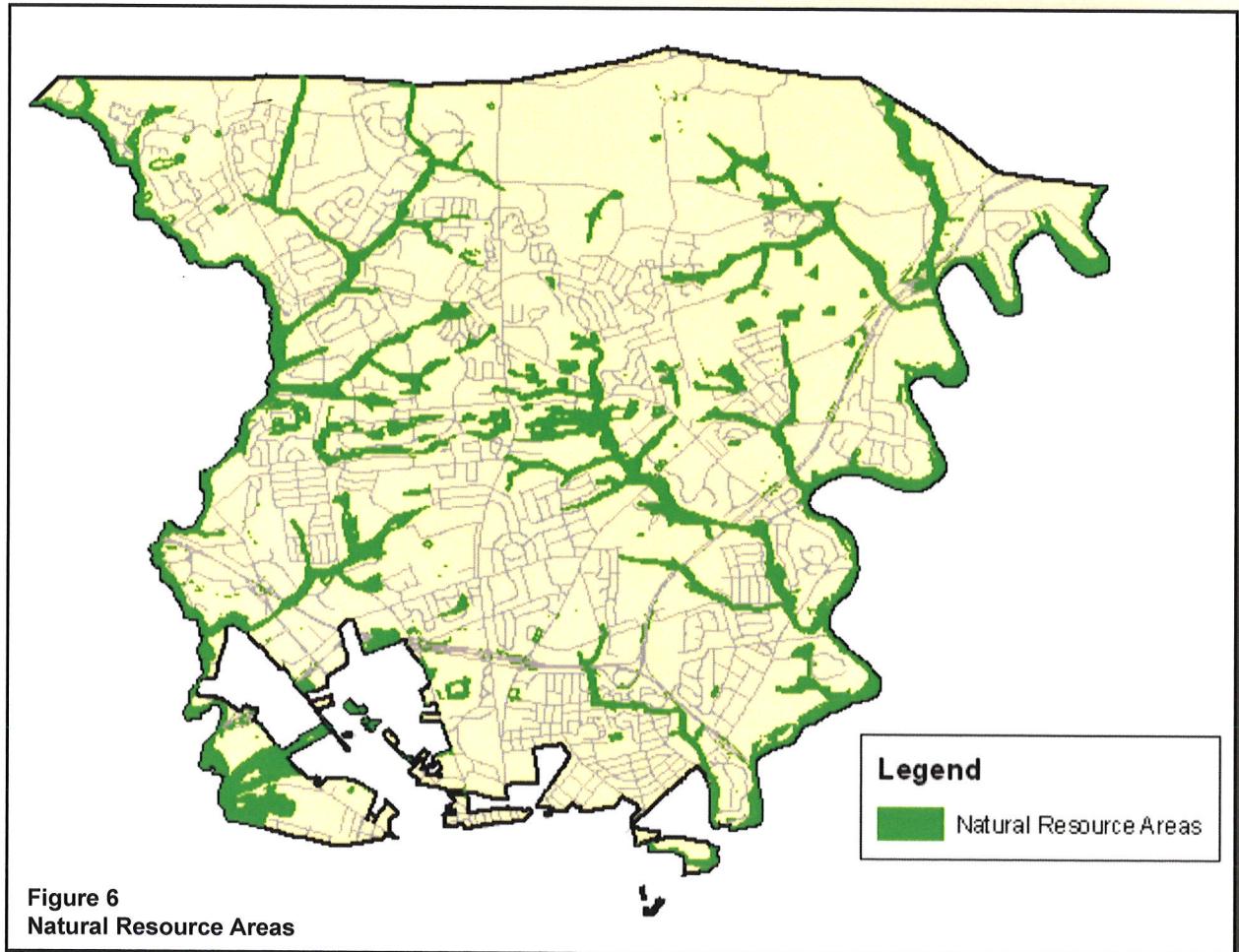
parks and recreation areas should be established in conjunction with new development that takes place in the UGA and VGA. Manheim Township has an adopted ordinance requiring the dedication of parkland in conjunction with new development that is intended to address parkland needs arising from future development.

## Open Space and Greenways

For the purposes of this plan, open space is intended to represent land conserved in its natural condition

for passive recreational use and environmental and scenic resource protection. Open space can be unimproved or minimally improved to accommodate facilities such as trails, picnic areas, nature education, river access points, and similar low impact facilities. Contiguous open space that connects a networked greenway system is preferable to an assortment of isolated fragments of open space due to the increased benefit to recreation and ecological function. The Existing Land Use Map in the **2010 Manheim Township Comprehensive Plan** identifies several contiguous undeveloped parcels that could form one such open space network through the center of the Township.

Areas of undisturbed slopes, floodplains, wetlands, and riparian buffers could also form greenway networks and could extend into adjoining municipalities forming a regional greenway system (Figure 6). Regional greenways are envisioned along Conestoga River and Little Conestoga Creek as Major Greenways. Minor Greenways are identified along Bachman Run and its tributary, the tributary to the Little Conestoga Creek, Lititz Run, Kurtz Run and its tributary, Landis Run and its tributary, and the tributary to the Conestoga River. In addition to the major greenways, priority for acquisition of easements should be given to the Lititz Run greenway,



as neighboring Warwick Township has secured easements along this waterway providing an opportunity for a multi-municipal greenway that links to the Conestoga River.

## Trails and Sidewalks

Existing and proposed trails create a greenways network formed by a number of connected trail loops. Trail loops facilitate hiking and walking by having coincident start and end points, and connected loops provide hikers/walkers the option of stringing

together longer trips if desired. The proposed trail network also connects parks, open space areas, neighborhoods, schools, shopping areas, and other key destinations. Trail routes traverse currently undeveloped land to the extent possible, assuming greater feasibility of establishing trails on such land. Connections to trail systems in neighboring municipalities are intended to facilitate the establishment of a regional trail network. Sidewalks should be required in new residential and non-residential developments as appropriate. Trails and sidewalks are intended to accomplish the following:

- **Provide for non-motorized access to destinations throughout the Township.**
- **Facilitate the formation of a regional trail system.**
- **Provide ADA accessible trails and paths.**
- **Derive public health benefits that result from pedestrian activity.**

## **Summary**

Manheim Township is at the crossroads of becoming a fully built-out community as the population is projected to increase by over 8,600 people by 2030. This anticipated growth of about 23 percent places a sense of urgency on the community to round out its parks system to meet future recreation needs, connect it through greenways and trails, and protect its scenic beauty and natural resources. Planning recreation services to serve more citizens also requires consideration of an aging and culturally diversifying population. With a significant number of citizens in the younger age groups as well, family oriented recreation services will continue to be important. Manheim Township residents take pride in living here and treasure their parks and recreation system. The findings of the public participation process indicate that there is strong interest in the conservation of natural resources, development of more athletic fields, and more recreation programs for families and adults as well as support for paying for parks and recreation.

The excellent parks and recreation system contributes to the community's appeal.

*Manheim Township*

# Chapter 3

## Recommendations

Parks, recreation, greenways, trails, and open space help to define Manheim Township as a highly desirable community in which to live, work, play, raise a family and retire. They are essential components of the quality of life here. Parks and open spaces are essential to the conservation of our natural resources and scenic beauty. Recreation is vital to public health, human development, building strong family bonds and deterring anti-social behavior. Plentiful recreation opportunities enable our citizens to lead active healthy lifestyles that underscore our Township's identity as a healthy community.

The following recommendations emerged from the planning process based on the rigorous public participation process, the reality of the current economic conditions and fiscal challenges, and the township's desire to establish a vision and plan of action on how to sustain and enhance parks, recreation, greenways and trails for our citizens today and for many generations yet to come. By having a plan in place, citizens, community organizations, township management and staff, and elected and appointed officials will have one common set of goals and recommendations to work



toward as the Township achieves its vision as a healthy community for all citizens, now into the future.

### **Parks and Recreation: Potential for Excellence**

Throughout the citizen participation process, the pride of the citizens living in Manheim Township was evident. Parks, recreation, scenic beauty and rural character, and trails contribute to citizen's pride and the township's renown as a great place to live. Manheim Township has a premier park and recreation system.

There is a great deal of interest in this community in what can

make the difference in this park system in moving it from good to excellent. Manheim Township has the potential to be competitive in the National Recreation and Park Association's Gold Medal Awards Program. A Gold Medal Award is a prestigious award similar to an "Oscar" which no Pennsylvania community has ever won. This would be a worthy goal for Manheim Township as a first class township with a first class park and recreation system. To that end, the Township can follow the path to achieve the characteristics that define an excellent park system. Research conducted by the Trust for Public Land found that there are seven factors that define excellence in public park systems. They include the following:

- 1. A clear expression of purpose.**  
Manheim Township has established clear expressions of mission, vision and purpose

as a "A Healthy Community". It is clear here that enhancing the quality of life in Manheim Township is the core purpose of all township functions.

## **2. Ongoing planning and community involvement.**

Community involvement is a hallmark of the Recreation Department. Committees include the Park and Recreation Board, Habitat M'T, Boettcher House Museum Board, and the Pathways Committee.

Planning is another matter. To be successful, a park system needs a thoughtful orchestrated planning process for all major improvements and ongoing operations. A plan is more than an intention. It is a document that is built upon a process, demonstrating specific actions, professional expertise, research, and a clear final outcome with specific factors defined. It should be rooted in public participation. Every plan should spell out the implications for the long term management, maintenance and operation of the improvement including staff and financial support including alternative methods of support to traditional township resources. Good planning builds public support and ensures the likelihood that the Township can successfully afford to operate the project in the future.

## **3. Sufficient assets in land, staffing, and equipment to meet the systems' goals.**

While the Manheim Township park and recreation system is expansive, additional land and facilities are needed to



serve present and future generations. Every park and recreation system should have a formalized plan to manage all of its resources sustainably for proper staffing and equipment levels. This requires the tracking of data about workload, costs of tasks and facilities, program participation and trends, and so forth. This information should be written and published in an annual report so that managers, staff, and elected and appointed officials can make informed decisions and allocate resources. Numbers, documentation and information on a timely basis are essential for effective and efficient management; the importance of this cannot be overstated.

**4. Equitable Access.** An excellent park and recreation system is accessible to all residents regardless of place of residence, physical ability or financial circumstances. Increasing architectural accessibility in the parks will be an important challenge in meeting ADA requirements. Assuring

opportunities for low-income residents will be important as the Township moves into complete cost recovery for programs and increased fees and charges. Continuing to work with the school district in identifying children in need and providing a means to serve them will be important over the next ten years.

**5. User satisfaction.** By definition, an excellent park system is well used. High usership validates that the system is meeting people's needs. Manheim Township can track paying users but not informal use of facilities. While it is not possible to have exact counts of all park visitation, selective counts of specific facilities over time can provide the Township with some meaningful data about facility use. This will help managers to know their customers and understand and anticipate their needs to plan for effective public service. The public opinion survey for this plan indicated a relatively high level of customer satisfaction regarding parks and recreation.

**6. Safety from Physical Hazards and Crime.** The Public Works Department works toward eliminating and preventing hazardous conditions in township parks. Crime and anti-social behavior has been an issue in township parks. Prime examples include user conflicts between golfers and skater boarders at Overlook Park and Golf Course and the trimming of trees in the parks as a way to curb drug use and citizen concerns about illicit behavior. Recreation programs, good design, and effective management are the three legs of helping people, especially younger citizens, to stay out of trouble.

**7. Benefits For the Municipality Beyond the Borders of the Parks.** The value of Manheim Township's park and recreation system extends well beyond the park boundaries. Good parks have been shown to increase property values, clean the air and water, reduce health care costs, attract and retain businesses and residents, reduce the isolation of the elderly, and improve learning opportunities for people of all ages through experience in the great outdoors. Documenting and collecting information about the benefits of the Manheim Township park system would strengthen the importance of parks and recreation as an essential public service in which financial support is an investment rather than a cost. Over the next ten years as economic challenges magnify, this information will

be vital in making the case for Manheim Township's public park and recreation system.

programs, and services that benefit individuals and the community.

- **Community Character and Scenic Beauty** – Manheim Township's rural foundation, scenic beauty, and distinctive way of life need to be preserved and protected.

## Core Values, Vision, Mission and Goals

The following core values, vision, mission, goals and recommendation's upon implementation will advance Manheim Township's potential to be recognized as an excellent public park system thereby further enhancing the quality of life here for present and future generations of citizens.

### Core Values

As the qualities valued by the community of Manheim Township, the core values are embodied in the mission, vision, and recommendations for parks, recreation, greenways and trails. All policies and actions should be rooted in the core values.

- **Community** – Manheim Township is a special place in which to live. Strengthening the sense of community here through parks and recreation is important.
- **Sustainability** – Making the best use of all resources in ways that steward the environment, support human and financial resources and provide a legacy for future generations is vital.
- **Health** – The health and wellness of citizens of all ages is paramount. Recreation fosters active healthy lifestyles through facilities,

### Vision Statement

Manheim Township's first class parks and recreation system enriches the community through the conservation of natural resources, recreation opportunities that support active healthy lifestyles, and community connections that bring together people, places and our heritage.

### Mission Statement

Our mission is to help our citizens engage in active healthy lifestyles, enrich lifelong learning and to conserve our natural resources. We do this by providing public service that is friendly, convenient, accountable, and exceeds community expectations and by working in collaboration with public and private partners.

### Goals

The goals are based upon the community values, vision, mission and four themes that emerged in the planning process.

- Goal 1: Establish parks and recreation facilities as community destinations where residents can have fun, experience nature, socialize,

and exercise in harmony with nature and environmental conservation.

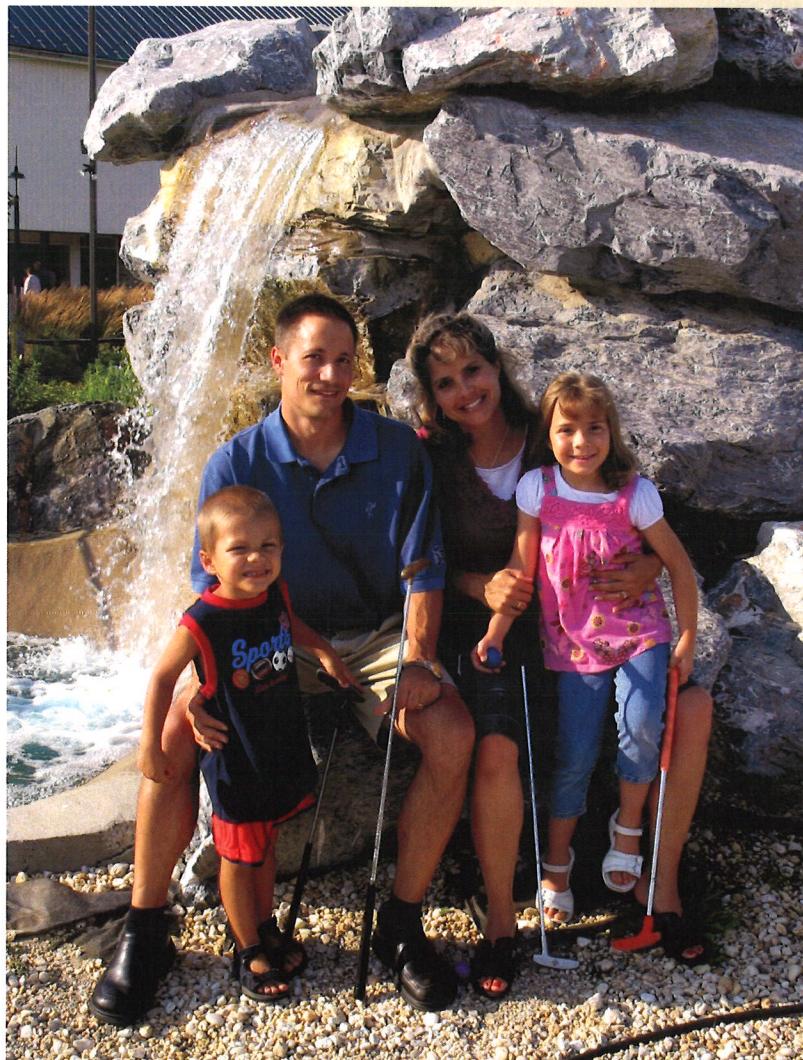
- Goal 2: Connect our community through a system of greenways and trails.
- Goal 3: Engage the citizens in recreation opportunities to enrich their lives.
- Goal 4: Provide operational excellence and financial sustainability that will garner widespread public support for parks and recreation.

## Goal 1: Establish parks and recreation facilities as community destinations where residents can have fun, experience nature, socialize, and exercise in harmony with nature and environmental conservation.

### Overview

Manheim Township has 568 acres of parkland located in 16 parks distributed community wide. Manheim Township has shown a commitment to parks and recreation facilities through parkland acquisition and investment in recreation facilities. Based on the current township standard of 16 acres of parkland per thousand residents, Manheim Township currently has sufficient land for parks designated as community parks, which are larger parks with at least 25 acres. There is a need for additional neighborhood parks, which are smaller parks of approximately five to 15 acres. However, neighborhood parkland needs can be offset by the five elementary schools. Long-term there will be a need for additional parkland to keep pace with the expanding population.

Central to the park and recreation system in Manheim Township is the Overlook Community Campus. At a combined 287 acres, the Overlook Community Campus is the hub of community activity. The variety and extent of recreation facilities in the Overlook Community Campus provide something for everyone, and in doing so, creates a setting that brings the community together. In addition to the Overlook Community Campus, Manheim Township has four community parks, two neighborhood parks, two mini parks, two natural areas, a sports complex, and over 16 miles of trails. The system of parks offers traditional and special use facilities to meet the need and interests of the broad community. The challenges associated with the Manheim Township park and



recreation system can be viewed as tweaks to a solid system of recreation opportunities. The challenge is to take the good system of parks and facilities to the next level – to create a premier system.

## Significant Issues

- While a shortfall of 181.6 acres of parkland is anticipated by 2030, parkland acquisition is not a township priority given the recent acquisition of the Weaver Road property and the current state of the economy. An opportunity-based strategy is recommended for the acquisition of additional parkland.
- The parks are well developed with facilities but require thoughtful planning to integrate upgrades and amenities to create premier parks that address user needs.
- The residents desire additional open space and natural resource areas. Currently there are only two natural resource parks in the municipality and small natural areas in a few of the other parks.
- The Township does not have an indoor recreation facility although there are several buildings in the parks that host specific indoor recreation uses.

## Objective 1

### Provide adequate parkland for present and future residents.

#### **Recommendations**

1. Contact key large landowners to express the long-term need for additional parkland and the township's desire to acquire land for recreation purposes. Define the landowner benefits and explore if lands might be available for future purchase.
2. Acquire parkland through the mandatory dedication process when new residential developments are proposed.
3. Secure parkland for the protection of important open space and natural resources through acquisition and conservation and access easements.
4. Expand existing park sites through acquisition of contiguous acreage where possible.

## Objective 2

### **Modify the Mandatory Dedication of Parkland Ordinance to provide for the future parks and recreation needs of Manheim Township.**

#### **Recommendations**

Section 809 of the Manheim Township SALDO contains provisions for mandatory dedication of parkland or payment of fees-in-lieu of dedication. The provisions apply to both residential

and non-residential development. For residential development, the ordinance requires a dedication of 0.0383 acres of land per lot. For non-residential development of 25,000 square feet or more, the ordinance requires an open space set aside of at least 10% of the gross land area of the site. The fee-in-lieu of dedication is \$1000 per unit, as of the time of this report. This fee is established by resolution by the Board of Commissioners. The characteristics of the dedicated land are also stipulated in the SALDO, and require that the land is accessible, contiguous to adjoining open space and parkland, and that its use is not constrained by environmental features.

1. Increase the parkland acreage requirement per dwelling unit and strive to secure parkland through the land development process. When new development occurs, Manheim Township should accept a parkland dedication rather than a fee-in-lieu so that new residents have close to home parks, perhaps within walking distance to their homes, and to enable the formation of a network of contiguous land for active and passive recreational pursuits. The park needs assessment (Chapter 5) projects a 181.6-acre deficit of parkland by 2030. With demand at 16 acres per 1,000 persons, the mandatory dedication standard equates to 0.03904 acres per dwelling unit (the Township's current standard set in the SALDO is 0.03803 acres per lot). The Township should consider increasing the ordinance requirement to

0.039 acres and the requirement should apply to dwelling units to account for multi-family development where there may be multiple units on one lot.

2. Base the fee-in-lieu of the dedication of parkland on the market value of land. If a fee in lieu of parkland is collected, the fee should be determined at the time a subdivision or land development application is filed and should be based on an appraisal of the land at that time. This ensures that the fee will reflect the land's market value at the time of development and is more accurate than one based on average land values and set in an annual fee schedule.
3. Continue to apply Section 810 of the SALDO to new subdivisions and land developments in order to establish a network of trails and greenways. This ordinance provides for the dedication or improvement non-motorized paths and the dedication or reservation of greenways, which may be credited against the mandatory dedication of parkland requirement.
4. Create greenways of undisturbed open space by strengthening the natural resource protection standards in the Manheim Township Zoning Ordinance. Such standards that would place limits of disturbance on steep slopes, wetlands, and floodplains, and establish riparian buffers on surface waters. In addition, consider strengthening the tree protection standards in SALDO.



5. Consider use of the Open Space Lands Act (Act 153 of 1996) to finance the acquisition of open space. This Act provides for financing and purchase of open space and parkland subject to a number of conditions and procedural requirements.

6. Continue to use the Transferable Development Rights ordinance to preserve farmland and open space located in the Township's Designated Agricultural Area.

Complex, Perelman Park, Landis Woods, and Overlook Park and Campus (or key portions) to address issues, define improvements, achieve the objectives outlined in this plan.

2. Provide areas for passive recreation. Undertake improvements to Perelman Park and promote the park to citizens who may not know about it. Enhance natural areas in other parks through partnership with volunteer groups.

3. Evaluate the potential to add non-motorized boat rental facilities at Perlman Park. This would be an important strategy to combat a major block to engagement in participation in the great outdoors: the lack of equipment. Finding a partner for this arrangement would be a sound strategy. This could be a conservation organization or other group as a fund-raising venture. Consider bicycle rentals here as well.

### Objective 3

**Maximize existing parks to address needs and interests of citizens and improve function and convenience.**

#### **Recommendations**

1. Complete master plans for Jaycee Park, Municipal Park, Manheim Township Athletic

4. Provide walking and bicycling trails within parks and to park sites, as possible.
5. Enhance the parks to be comfortable and convenient to use by adding benches, drinking fountains, grills, restrooms, and other convenience facilities. Provide shade near playgrounds and other activity areas.
6. Incorporate field and court lighting in park sites as appropriate to maximize the use of existing facilities.
7. Add unique facilities to broaden the appeal and use of the parks. Explore community interest in a spray park/splash pad play area, in-line hockey rink, sand volleyball courts developed for league play, or other facility.
8. Undertake a study to explore the feasibility of expanding the Overlook Activity Center for indoor recreation use. Include the exploration of the potential to cover the pool for year round

use. An enlarged facility could provide a teen gathering area, host birthday parties, and provide a location for summer camps and other recreation programs.

9. Consider the needs of senior adults in park design and enhancements. Make facilities pedestrian friendly and convenient to use. Develop shaded sitting areas and provide benches along trails.
10. Evaluate the “Carry-in Carry-out” policy on trash. Consider the cost savings, park conditions regarding trash and public sentiment about having trashcans or this policy in place. Include consideration of providing pet waste disposal bags and trash receptacles for the bags along trails.



## Objective 4

### Create great public spaces.

#### *Recommendations*

1. Establish design guidelines that provide unified principles, concepts, furnishings, materials, and colors for all township parks. Establish policies for review, design, development and management of facilities offered by community organizations and/or individuals. Strive to achieve a high quality consistent design for the parks. Work with professional park planners and landscape architects versed in park design.
2. Undertake improvement to the parks that are holistic.
3. Provide support and accessory facilities that create premier recreation facilities and enhanced leisure experiences.
4. Enhance park sites with landscaping for color and interest and trees for shade.
5. Create an “Art in the Parks” program to establish public art in the parks on a permanent and rotating basis. Work with the regional artists’ community in developing this program featuring public art that evokes the local heritage as well as provides new and inspiring themes.
6. Plan and develop great playgrounds that promote fun, socialization, learning, and creativity. Consider planning a “Nature Play Area.”

- 7. Design parks with consideration of safety and security of users.
- 8. Establish a readily identifiable image in the community for Manheim Township parks through a unified signage system, park design standards, street trees and attractive landscaping.
- 9. Manage the public lands for natural resource conservation not just for public use.
- 6. Use low impact development techniques and Best Management Practices for erosion control and storm water management to develop park sites.
- 7. Provide interpretative sign and demonstration projects to communicate important environmental messages. Partner with community volunteer organizations to facilitate these initiatives.
- 4. Provide physical barriers between adjacent roadways and parking areas.
- 5. Limit vehicle penetration into park sites, as possible to avoid pedestrian/vehicle conflicts and safety issues.
- 6. Provide trails of adequate width for the intended users.
- 7. Provide adequate safety zones surrounding ball fields. Do not locate trails, playgrounds, and other facilities in foul ball zones of the softball and baseball fields. Separate spectator seating from ball fields with fencing.

## Objective 5

**Conserve natural resources and design parks with nature.**

### Recommendations

- 1. Protect and enhance natural resources of park sites.
- 2. Provide buffer areas around sensitive natural resources.
- 3. Protect water resources and enhance water quality. Establish riparian buffers, and stabilize damaged stream banks.
- 4. Consider wind, solar orientation, soils, geology, depth of ground water and other natural features when locating facilities.
- 5. Prioritize the use of native plants and identify and remove non-native, invasive species. Partner with community volunteer organizations to establish and maintain native plantings and address invasive species.

## Objective 6

**Evaluate, design and upgrade parks with consideration of safety and security of users.**

### Recommendations

- 1. Follow the principles of CPTED (Crime Prevention Through Environmental Design) including the following recommendations. Work with Township police on this effort.
- 2. Maintain clear sight lines into the parks from public streets and sidewalks. Avoid locating facilities in isolated areas to promote safe recreation environments.
- 3. Locate recreation facilities for safety. Provide safety zones, separation and physical barriers between parking and roadways, and avoid conflicts between park users and pedestrians and vehicles.
- 8. Continue to work towards meeting Consumer Product Safety Commission (CPSC) Guidelines for Public Playground Safety in all playgrounds. Provide play equipment that meets the safety and age-segregation criteria. Develop play areas with safety surfacing that is contained in edging to ensure the proper depth of safety surface material is maintained. Maintain a phased implementation schedule for bringing all play areas into compliance with the CPSC.

## Objective 7

**Provide accessible trails, viewing areas, and other accommodations to meet the requirements of the Americans with Disabilities Act.**

## Recommendations

1. Develop trails within all parks to provide accessible routes from parking areas and sidewalks to recreation and support facilities.
2. Provide stabilized handicapped parking spaces in each parking area.
3. Provide accessible viewing areas adjacent to activity areas that are connected to an accessible route. Ball fields must have accessible viewing areas.
4. Consider the needs of the athlete with disabilities. Provide clear openings at gates and along fence lines. Provide other accommodations to enable use of recreation facilities by persons with disabilities.
5. Provide accessible parking spaces and an accessible trail in Jaycee Park.
6. Develop playgrounds with play equipment that offers play
7. Offer site amenities that accommodate persons with disabilities. Provide picnic tables that are ADA compliant. Develop benches along trails with a stabilized space for wheelchair adjacent to the bench. Offer ADA compliant drinking fountains.

## Goal 2: Conserve natural resources and connect our community through a system of greenways and trails.

### Overview

The majority of Manheim Township is densely developed with a heavily traveled network of roadways and extensive residential

neighborhoods. Parks, schools, and other community destinations are dispersed throughout the municipality and walking and bicycling connections are limited. The Pathways Committee has provided important momentum to creating a comprehensive trail network. Trail segments exist and the challenge is to complete the missing links and expand the system throughout the community.

Conserving open space and natural resources is a high priority of municipal residents. Natural stream corridors provide important green corridors in the community but are not protected and many are degraded with severe erosion.

### Significant Issues

- The densely developed nature of the municipality presents significant challenges for creating a connected community.
- Public educational programs about the benefits of trails and greenways are important.
- Cooperation of private landowners is necessary to complete a comprehensive system of greenways and trails in Manheim Township.
- The Manheim Township Pathways Committee and Habitat MT are two important volunteer groups that can help achieve open space, greenway, and trail goals.



## Objective 1

**Promote the protection and conservation of open space and green resources throughout the municipality.**

### **Recommendations**

1. Communicate with and support the land conservation efforts of Lancaster County, the Lancaster County Conservancy, and others.
2. Expand environmental protection provisions within municipal ordinances.
3. Promote outreach and public education of landowners regarding opportunities and benefits of environmental conservation.
  - Partner with volunteer organizations to improve natural resource areas of parks as conservation demonstration sites.
  - Demonstrate native plantings suitable for use in Manheim Township, best management practices, and resource protection initiatives.
  - Incorporate interpretative signs in demonstration areas to communicate conservation messages.
  - Use the Township newsletter, as well as the newsletters of other related community organizations, and municipal website as outreach tools.
4. Verify annually that the Manheim Township mandatory dedication provisions align with the fair market value of property in the municipality.
5. Coordinate conservation opportunities and initiatives with Habitat MT, the Lancaster County Conservation District, the Lancaster County Conservancy, adjacent municipalities, and others as appropriate.
6. Enhance stream corridors within parks (Perelman Park, Landis Woods, Overlook Complex, and Jaycee Park) with riparian buffer plantings and stream bank stabilization.
7. Seek conservation easements to protect and buffer important natural resource areas.
8. Practice environmentally sound resource management of municipal parks.

- Conserve and protect natural areas and resources.
- Develop parkland for public use to avoid fragmentation and retain masses and corridors of green infrastructure.
- Plant native species and remove invasive species.
- Enhance riparian buffer plantings.



## Objective 2

**Plan and develop a comprehensive network of greenways and trails throughout the municipality to link residential, schools, parkland, and other community destinations.**

## Recommendations

1. Continue to support the efforts of the Pathways Committee.
2. Continue to expand the trail network through the subdivision and land development plan review process.
  - Require sidewalks in new residential and commercial areas be extended to nearby sidewalks and trails.
  - Require sidewalks in new residential and commercial development.
  - Seek easements for trail links.
3. Develop a comprehensive network of trails in Manheim Township.
  - Continue to support the efforts of the Pathways Committee.
  - Prioritize development of “missing links” to maximize connectivity.
  - Develop trail loops where possible.
  - Promote awareness and use of the trails with obvious trailhead presence and pathway signage.
  - Prioritize trail segments with a high likelihood of success. Promote the success as a pilot project.
4. Complete feasibility studies/ master plans for proposed trail and bicycle routes, as appropriate. Use a public process to seek input from citizens. Include evaluation of local roads to integrate bicycle and pedestrian friendly facilities.
5. Work with PennDOT and the Township Public Works Department to provide trail and mobility initiatives and integrate pedestrian and trail improvements and accommodations into new/renovated bridge, roadway and traffic signal projects.
6. Communicate with adjacent municipalities and Lancaster County regarding regional greenway and trail opportunities and initiatives.
7. Promote expanded public awareness of greenways, trails and bikeways. Work with the



Manheim Township Pathways Committee.

- Raise public awareness of the benefits of greenways and trails.
- Expand public awareness of trail and bike lane options in the community. Post information on the Manheim Township website and utilize public education, media, and other communication tools.
- Share information about safe biking practices and bicycle education.
- Share options for non-motorized commuting.
- Share information with landowners about the benefits of trails and greenways and the purpose and mechanics of access and conservation easements.
- Share greenway and trail success stories.

8. Develop trails within parks. Prioritize development of additional trails to form loops on the Overlook Community Campus and trails throughout Municipal Park.
9. Provide convenience facilities for bicyclists in parks such as bike racks, bike parking areas, and water fountains.
10. Communicate with Lancaster County Planning Commission and adjacent municipalities regarding trail and greenway initiatives.
11. Seek conservation easements to protect and buffer natural resources along greenway corridors.

### Goal 3: Engage the citizens in recreation to enrich their lives.

#### Overview

Public recreation services introduce citizens to a variety of recreation opportunities. Municipal recreation is the foundation for building lifelong active healthy lives. The Manheim Township Recreation Department offers nearly 500 sessions of interesting and fulfilling recreation programs for just about every interest and age group. The strategy here is to expand and enhance the services over the next ten years through encouragement of self-directed opportunities in the parks and recreation facilities; enhancing services to families; and focusing on nature, wellness, and the arts. The most effective thing to do is to start with the best customers, children, and families, then branch out from there, building upon success.

#### Significant Issues

- Service is the hallmark of Manheim Township's Recreation Department.
- Finding ways for various recreation service providers to work together on increasing public recreation opportunities is important. The providers include the Recreation Department, the Manheim Township Library, and Overlook Golf Course.
- Effective coordination of maintenance planning and



tasks to ensure that facilities are ready for programs will support excellent participant experiences and ensure that appropriate staff is scheduled in a timely manner.

- Future directions in recreation opportunities can move into the self-directed realm of recreation facilities where citizens can enjoy their recreation at their own discretion. This would include paths for walking and bicycling, scenic areas for enjoying nature, and gathering places for families and friends.
- Volunteer organizations provide major public services in programming such as Habitat MT, the sports associations, Lighten Up Lancaster, and Boettcher House Nature Museum.
- Collaboration with the Manheim Township School District will continue to be important to this community in which the Township and the School District share the identical service area.
- Increasing public awareness about recreation opportunities is an ongoing function.
- 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

### Develop a program management plan.

#### Recommendations

1. Establish a three-year program management plan. This plan would be similar to a park master plan and enable the Department to take a step back from pressing day-to-day responsibilities in order to examine and plan for programs in a systematic fashion and with respect to the implementation of the Recreation, Park, Greenways, and Open Space 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 program type, facilities, and staff resources. Continue the goal of 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.
2. Determine goals and parameters for contracting with commercial recreation providers for public recreation programs.
3. Adopt a formula of 50 percent repeat programs, 30 percent seasonal programs and 20 percent new programs annually.
4. 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.
5. Include the role of “information broker” in which the recreation staff presents ideas for how people can spend their leisure time on their own. This could be a feature on the Recreation Department’s website, in the activity guide, and in brochures for cross-marketing.

## Objective 2

### Develop and implement an advertising program to enhance and increase community awareness about parks and recreation.

#### Recommendations

1. Focus on effective customer service rather than on a “cafeteria-style” menu of programs.
2. Build on the pride of people living in Manheim Township as the “brand” for parks and recreation. Position the advertising and outreach in a way that showcases this



community as the special place it is recognized to be.

2. Continue to use the township's tag line of "A Healthy Community". Use the logo on all possible surfaces.
3. Continue to offer the program activity guide through direct mail to households. This is the single most effective tool for advertising parks and recreation now.
4. Create a customer database. Information about customers is informal and general now. Use RecTrac to create the database to develop a targeted outreach and advertising program. 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. Strive to make direct contacts with the best customers of the Recreation Department throughout the year. Set a goal of 12 direct contacts with the departments' "best customers". This is the method by which the Township will expand services to a larger group of citizens.

- A community-wide needs survey every three years. Build upon the recent community survey conducted for this. Use this plan as the basis for the next survey.
- Letters and telephone calls from residents. Suggestion boxes. The website for parks and recreation.
- 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. Ask for testimonials and permission to use the testimonials in advertising. Include evaluations during programs for mid-course improvements and upon completion.

### Objective 3

#### Develop and implement a marketing strategy for parks and recreation

##### Recommendations

1. Recognize that needs assessment is ongoing. It need not be expensive or complex. Obtain public input from a variety of means including:

## Objective 4

### Build upon community nature based recreation opportunities over time.

#### Recommendations

1. Focus on creating self-directed nature based recreation experiences in the community. Continue to use community volunteers.
2. Advertise these areas and opportunities to the public. Promote recreational experiences that people can enjoy at their own discretion for relaxation, nature study, photography, bird and wildlife watching year round.
3. 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
4. Plan for nature and environmental education as a program area. Start with existing programs such as the summer playground programs and camps. Add a nature activity each week into each of these programs in order to foster stewardship of the outdoors. Only move into this if sufficient staff time and resources can be dedicated to developing and implementing it.

programs and experiences.

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 and Recreation can help citizens to lead healthy lifestyles.

## Objective 5

### Continue to provide and promote recreation opportunities aimed at improving lifelong fitness and wellness.

#### Recommendations

1. Adopt a multi-faceted approach

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

#### Recommendations

1. Hold an annual forum or semi-annual meetings 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.
2. Continue to set the standard for positive experiences among those engaged in community sports. Use the approach the Department developed through a national program to provide the framework by which youth sports are planned and implemented.



## Objective 7

**Continue to help facilitate community recreation services by other providers.**

### *Recommendations*

1. Supporting community recreation efforts such league sports and community special events offered by other groups requires dedicated staff time of the Recreation Department. Assess the availability of staff time and the estimated time requirements of a proposed project or program when a community organization needs assistance and use that information to determine if the Township has the capacity to support that effort. Determine the present workload in serving community organizations and assess the potential to modify services so that the Department can prioritize staff time and resources.
2. Monitor and evaluate public/private partnerships with commercial recreation providers 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. The important thing to do is to make sure that the level of service and staff time accomplishing this supports departmental goals.
3. Continue to provide support and advertisement in the program activity guide for community groups with their contact numbers.



4. Monitor trends to determine how services can be enhanced or rejuvenated.

recreation is distributed among three departments: Recreation, Public Works, and the Overlook Golf Course. The level of investment in Manheim Township's extensive parks and recreation system with its wide ranging and diverse facilities merits an outstanding management support system that effectively plans, directs, controls, and evaluates operations effectively and efficiently. The Township is fortunate in having a staff that is passionate about parks and recreation and committed to organizational excellence.

## **Goal 4: Provide operational excellence and financial stability that will garner widespread public support for parks and recreation.**

### **Overview**

Effective management is the key to a successful parks and recreation system. While it is relatively easier to obtain funding for capital improvement projects than to get the resources needed to support the improvements. Over the lifetime of a park, three out of every four dollars goes to maintenance and operations. In Manheim Township, the management of parks and

### **Significant Issues**

- The size and complexity of the parks and recreation system requires unique and diverse knowledge, skills, and expertise to manage all of its functions. These include natural resource management, sports turf maintenance, historic preservation, customer service, financial and personnel management,

effective communication, marketing, and many other management practices.

- Cost savings, efficiency and effectiveness from moving Parks to Public Works have not been realized. Parks and recreation is split among three departments.
- No formal written park maintenance management system is in place.
- Park Planning is not a designated function with defined parameters and requirements.
- Role of the Parks and Recreation Board is unclear since the re-organization of the parks and recreation functions.
- Communication tends to be fragmented among the Recreation Department, the Public Works Department, elected and appointed officials, and citizens. It is complicated, resulting in management challenges.
- Program planning is distributed among several program managers without an overall plan for the Department.

**Recommendation**

1. For new park and recreation facilities as well as improvements, additions, or changes to existing facilities, undertake a professional park planning process. Develop an official written process for park planning that specifies the steps involved including public participation, key stakeholder involvement, services from appropriate design professionals, and planning for the long term maintenance and management of the improvement or project during the planning process to identify future township financial and human resource commitments and alternatives to traditional township support.
2. Vest the responsibility for Park Planning in the Recreation Department making it the Department of Recreation and Park Planning. The Department would be responsible for all aspects of park planning including the collaboration with other related township departments, partners, the community and key stakeholders.
3. Develop a workload cost tracking system.
4. Use the TRIMS program. Track resources and generate reports on maintenance related cost centers, activities and services.
5. Develop a formal, written maintenance plan. Include planning, directing, controlling, and evaluating park and recreation system maintenance.
6. Use the information generated from the workload cost tracking to make decisions about facility improvements or changes, resource allocation, fees and charges, staffing and other important functions.
7. Incorporate maintenance planning in all major capital improvement projects. Use the Management Impact Statement Tool shown in Figure 7 for this purpose.
8. Implement an effective communication and scheduling system to ensure that facilities are ready to use for scheduled recreation programs, activities, and events. Develop and use a schedule with a defined timeline that addresses programs in terms of facility needs and schedule for readiness.

## Objective 1

**Establish park planning as an official township function.**

**Develop a written formalized maintenance management system.**

### **Recommendations**

1. Develop quality standards for the parks and recreation facilities.

## Objective 3

**Develop a five to ten year plan for Overlook Golf Course to ensure that it remains a thriving Township public recreation facility.**

## **Recommendations**

1. Consider retaining a golf course management consultant to work with the Golf Course Director and Superintendent and key stakeholders from the Township on preparing a five-year plan for golf course operations and the operation of the concessions. The goal is to ensure that the golf course remains a thriving public asset for the community and that future generations of golfers learn the love of the game here.
2. Establish an advisory committee for Overlook Golf Course as a sub-committee of the Parks & Recreation Board.

## **Objective 4**

### **Reposition staff for management efficiency improvements.**

#### **Recommendations**

1. Consider the addition of a Professional Development Coordinator to generate partnerships and financial support for parks and recreation. This position could start out as a designated function of an existing position, a part-time position, or an independent contract. Long term, this position should generate additional non-tax support for parks and recreation.
2. Reclassify the Administrative Assistant/Volunteer Coordinator position as an Administrative Services Coordinator. Designate this position to serve as the Acting Directing in the absence of the Recreation Director for limited periods of time. The purpose of this is to provide information, respond to questions and direct inquiries to the correct Township staff person. Outline the duties of this function as supporting and sustain defined polices and procedures and communication systems. Long-term absences of the Director would require the appointment of an Interim Director by the Parks and Recreation Board.



3. Direct staff time toward outcomes and goals. Align duties and performance goals with outcomes, community benefits, and advancement to the goals set forth in this plan. Develop annual performance goals that provide a framework for making the best use of the human resources available.

## Objective 5

### Develop an annual report for parks and recreation.

#### Recommendations

1. Use RecTrac and TRIMS to generate information. Develop annual reports for Parks, Recreation, Greenways and Open Space. Include documentation of the benefits and outcomes of investment in parks and recreation.
2. Incorporate ongoing needs assessment and services evaluation system into reporting. Ensure that reporting emphasizes outcomes, benefits, and quality standards as well as the facts and figures of the numbers for participation, revenues, and expenditures.
3. Distribute this report widely. Use it strategically to make the case for how important parks and recreation is to Manheim Township including the benefits to this community.

## Objective 6

### Establish a five-year employee development program.

#### Recommendations

1. Undertake an assessment to determine the skills and expertise the parks and recreation system will need in the future. Include development of skills such as natural resource management, sustainability, use of township computer software for workload and cost tracking, programming, maintenance, and other functions to be identified in the assessment. Involve staff in the assessment to include their interests and professional development as part of this program.
2. Develop a five-year employee development program. Include a mix of strategies and methods such as conferences, seminars, training programs, school classes, Internet-based programs, networking and visiting other departments, brown bag lunches, a speaker series, and others.
3. Target one to two percent of the operating budget for the Employee Development Program.

## Objective 7

### Establish an effective internal and external communication system for parks and recreation.

## Recommendations

1. Establish a Task Force for communication. Include key management, staff, and board members to address communication in an organized, formal manner.
2. Identify the issues related to communication. Incorporate a segment of addressing communication with the public by involving citizens in a discussion about how to make communication with the public more effective, convenient, and easy to navigate.
3. Target specific actions that could be used to increase effective communication.
4. Specify roles, responsibilities, and points of contact to ensure that the right people get the right information at the right time.

## Objective 8

### Clarify the roles and responsibilities of the Parks and Recreation Board.

#### Recommendations

1. Hold a retreat for the Parks and Recreation Board. With the adoption of this plan, take a fresh look at the roles, responsibilities, functions and relationships to other organizations. If an outside facilitator would help, consider applying for a RecTAP grant to obtain a facilitator to help

with this process. RecTAP is a \$2500 grant to retain an outside professional to work with a municipal parks and recreation department on a defined issue or opportunity. It does not require a match.

2. Identify the issues and potential solutions for enhancing board effectiveness.
3. Consider future directions for the Board including managing changes in the Board as terms expire. This should include identifying desirable skills or qualifications of future board members and board member training, both for new members and on-going training for continuing board members.
4. Consider adding a youth as a board member. This could be done as a special position in order to conform to the First Class Township Code.



## Objective 9

### Continue to support parks and recreation through a mix of public and private funding.

#### Recommendations

1. Continue to support parks and recreation through a mix of public and private resources. This should be at a level commensurate with the township's status of having a premier public recreation system.

2. Strive to maintain the investment in parks and recreation at the current budget ratio of 15 percent of the operating budget.
3. Establish a fees and charges policy. Although the Township sets forth an annual fee schedule, establish this policy would include cost recovery measures for administrative, facility and advertising costs in addition to direct costs of instructors, materials and supplies. Make provisions for citizens in need of financial assistance.
4. Use the position of the Public Relations/Special Events Coordinator to begin to address the potential for Professional Development of outside funding for parks and recreation.
5. Develop a gifts catalog for parks and recreation.
6. Develop a gifts and donations policy. This will support township practices and responsibilities regarding the long-term nature of gifts and donations.
7. For major revenue sources, develop a management plan with a formalized evaluation process. Continue to ensure that the resources are maximized for township benefit. This would cover contracted out services such as the restaurants in township parks as well as enterprises such as the Overlook Golf Course, mini-golf, and the swimming pools. At key points such as before contracts are negotiated, when opportunities emerge, or trends are identified that could have a long-term impact on Manheim Township, undertake an assessment and develop a plan of action based on the findings. Use outside reviewers to ensure an objective assessment and direction.
8. Consider a bond or loan for major recreation improvements suggested in this plan. Use the township's expertise in financial planning to determine the best methods and appropriate amount to improve parks and recreation facilities over the next ten years.

**Figure 7**  
**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 Manheim Township?
  - 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 Manheim Township have the resources to move ahead with this project?

Manheim Township

# Chapter 4

## Action Plan

The vision for recreation parks, greenways, and open space in Manheim Township fosters active healthy living and environmental conservation. The work in preparation of this plan is based upon public engagement. It is essential to maintain that momentum in moving ahead with plan implementation. It will take many steps to achieve our community's vision of having a premier parks and recreation system. While some of these steps are major, many others are smaller and can readily be undertaken successfully. Every incremental success, no matter how small, will advance our vision for the future. Demonstrating success with projects that meet public needs and working to increase public awareness about them can have a domino effect in creating more public support and more success that advances our vision for recreation, parks, greenways, and open space. The intent of this implementation plan is to set forth a course of action that is pragmatic and achievable and that also allows for bigger initiatives should the opportunities emerge.

The next steps are challenging, but it is possible to meet those challenges in this community that treasures its parks and recreation system. Many recommendations have strong public and partner support and can be accomplished during this economy while development has slowed. The recommendations in Chapter 3 include a broad range of program, policy, management, and financing actions in addition to capital improvements to improve and expand parks, recreation facilities, and trails and to increase protected open space. Among these recommendations, priorities for implementation should include the actions that have public support or timely interest from partners, plant seeds for the future opportunities, and create capacity for operating a successful parks, recreation, and open space system well into the future. The implementation schedule sets forth the time frame for the actions that Manheim Township will undertake over the short, medium, and long term through 2021. The schedule is organized according to the goals of the plan.

**Goal 1: Establish parks and recreation facilities as community destinations where residents can have fun, experience nature, socialize, and exercise in harmony with nature and environmental conservation.**

**Goal 2: Connect our community through a system of greenways and trails.**

**Goal 3: Engage the citizens in recreation opportunities to enrich their lives.**

**Goal 4: Provide operational excellence and financial sustainability that will garner widespread public support for parks and recreation.**

## Goal 1

**Establish parks and recreation facilities as community destinations where residents can have fun, experience nature, socialize, and exercise in harmony with nature and environmental conservation.**

Project Key ✓ Start Project   ⇒ Continue Implementation	Cost/Source/ Responsibilities	2012- 2014	2015- 2017	2018- 2022+
Modify the Mandatory Dedication of Parkland Ordinance to provide for future park and recreation needs. <ul style="list-style-type: none"> <li>- Increase the parkland standard to 0.03904 acres per dwelling unit.</li> <li>- Tie fee-in lieu to the market value of land.</li> </ul>	Staff time	✓ ✓	⇒	⇒
Complete master plans for municipal parks. Prioritize: <ul style="list-style-type: none"> <li>- Jaycee Park</li> <li>- Municipal Park</li> <li>- Manheim Township Athletic Complex</li> <li>- Overlook Community Campus</li> <li>- Perelman Park &amp; Landis Woods</li> </ul>	\$10,000 – 15,000 \$10,000 – 15,000 \$25,000 – 35,000 \$35,000 – 50,000 \$10,000 – 20,000	✓ ✓	✓ ✓	
Enhance existing park sites to address needs and interests of citizens and improve function and convenience. <ul style="list-style-type: none"> <li>- Develop trails for walking and biking</li> <li>- Add amenities (benches, restrooms, etc.)</li> <li>- Add field and court lights</li> <li>- Add special use facilities</li> <li>- Add shade</li> <li>- Add landscaping</li> </ul>	To be determined. Reference CIP. Source: Grants, township funds.	✓ ✓ ✓ ✓	✓ ✓	
Conserve natural resources and design parks with nature. <ul style="list-style-type: none"> <li>- Establish riparian buffers and stabilize stream banks.</li> <li>- Prioritize native plants and remove non-native invasive species.</li> <li>- Develop interpretative signs and demonstration projects to communicate environmental messages.</li> </ul>	To be determined. Reference CIP. Source: Grants, township funds.	✓ ✓ ✓	⇒ ⇒ ⇒	⇒ ⇒ ⇒
Add 181.2 acres of parkland by 2030 for recreation and protection of important open space and natural resources. <ul style="list-style-type: none"> <li>- Approach large landowners regarding acquisition potential.</li> <li>- Require dedication of parkland through the mandatory dedication process where appropriate.</li> <li>- Expand existing park sites through acquisition of contiguous acreage.</li> </ul>	To be determined. Source: Grants, township funds, mandatory dedication of parkland ordinance	✓ ✓ ⇒	⇒ ⇒ ⇒	⇒ ⇒ ⇒

## Goal 1 - Continued

Project Key ✓ Start Project   ⇒ Continue Implementation	Cost/Source	2012-2014	2015-2017	2018-2022+
Evaluate, design and upgrade parks with consideration of safety and security of users. <ul style="list-style-type: none"> <li>- Incorporate CPTED principles to park designs.</li> <li>- Maintain clear sight lines into the parks.</li> <li>- Develop a physical barrier between roadways and parking and public use areas. Remove the berms at Destination Playground and install a compatible physical barrier.</li> <li>- Provide trails of adequate width for intended users.</li> <li>- Renovate playgrounds at Municipal Park, Community Park, Stauffer Park, Skyline Park, and Stoner Park to be age-segregated.</li> <li>- Renovate playgrounds to have edging to restrain and define the height of safety surface material.</li> </ul>	Staff time. Collaboration with Manheim Township Police Department. Cost of improvements to be determined in planning process.	✓ ✓ ✓  ✓ ✓  ✓		
Renovate parks with accommodations to meet the requirements of the ADA. <ul style="list-style-type: none"> <li>- Provide accessible routes to facilities.</li> <li>- Provide HC parking in Jaycee Park.</li> <li>- Provide accessible viewing areas at athletic fields and courts.</li> <li>- Provide accommodations to enable use of recreation facilities by persons with disabilities.</li> <li>- Renovate playgrounds to offer accessible play options.</li> <li>- Provide site amenities to accommodate persons with disabilities.</li> </ul>	Costs to be determined in planning process for each park. Funding sources include township funds, grants, gifts, donations, partnerships and sponsorships.	✓ ✓ ✓  ✓ ✓  ✓		
Complete improvements to existing parks. <ul style="list-style-type: none"> <li>- Perelman Park</li> <li>- Community Park</li> <li>- Jaycee Park</li> <li>- Municipal Park</li> <li>- Overlook Complex</li> <li>- Reidenbaugh Park</li> <li>- Skyline Park</li> <li>- Stauffer Park</li> <li>- Stoner Park</li> <li>- Manheim Township Athletic Complex</li> <li>- Landis Woods</li> </ul>	Reference CIP.	✓ ✓ ✓  ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓  ✓  ✓	✓

## Goal 2

### Connect our community through a system of greenways and trails.

Project Key	Cost/Source	2012-2014	2015-2017	2018-2022+
✓ Start Project      ➔ Continue Implementation				
Continue to support the Pathways Committee.	Staff time	⇒	⇒	⇒
Expand the trail network through the subdivision and land development process.	Staff time	⇒	⇒	⇒
Complete feasibility studies and master plans for proposed trail and bicycle routes.	To be determined. Source: Grants, township funds.	⇒	⇒	⇒
Work with PennDOT and the Township Public Works Department to integrate pedestrian and trail improvements and accommodations as part of road, bridge, and traffic signal projects.	Staff time	⇒	⇒	⇒
Communicate with adjacent municipalities and Lancaster County regarding greenways and trail opportunities and initiatives. Collaborate as appropriate.	Staff time	⇒	⇒	⇒
Promote expanded public awareness of greenways, trails, bikeways, and benefits of environmental protection.	Staff time	⇒	⇒	⇒
Seek land and access easements to expand the trail system.	To be determined. Source: Grants, township funds	⇒	⇒	⇒
Communicate and coordinate conservation efforts with local conservation organizations and Lancaster County.	Staff time	⇒	⇒	⇒
Expand environmental protection provisions within municipal ordinances.	Staff time	✓		
Verify annually the mandatory dedication of parkland provisions align with fair market value of local property.	Staff time	✓	✓	✓
Complete enhancements to stream corridors.	Reference CIP Source: Grants, township funds	✓	✓	✓
Seek conservation easements to protect and buffer natural resources along designated greenway corridors.	To be determined. Source: Grants, township funds	⇒	⇒	⇒

**Goal 3****Engage the citizens in recreation opportunities to enrich their lives.**

Project Key ✓ Start Project   ⇒ Continue Implementation	Cost/Source	2012- 2014	2015- 2017	2018- 2022+
Develop a three year program management plan	Staff time	✓	⇒	⇒
Adopt a foundation of serving citizens rather than on delivering products and programs. Focus on the program areas of youth and sports, adults and family recreation and facility based programming.	Staff, committee and commissioners' commitment	⇒	⇒	⇒
Post the list of parks and recreation facilities on the Recreation Department's website so that it is easy to find and use.	Staff time	✓		
Promote self-directed recreation opportunities principally walking and bicycling. Include this in every brochure. Add links on the website to trails in region.	Staff time. Advertising budget.	✓	⇒	⇒
Hold an annual sports forum with community sports organizations, parks and recreation, and the school district.	Staff time	⇒	⇒	⇒
Incorporate nature based recreational programs and activities.	Staff time. Revenue potential through program fees.		✓	⇒
Continue incorporate fitness and wellness programs and activities for people of all ages, especially youth, families and empty nesters.	Staff time. Potential additional staff. Support through fees and charges and municipal budget.		✓	⇒
Continue to focus on high quality on every aspect of program planning, management, delivery, evaluation, and advertising.	Staff time	⇒	⇒	⇒
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.	⇒	⇒	⇒
Continue to facilitate recreation offered by other providers within the capacity of the staff.	Staff time.	⇒	⇒	⇒
Commit to doing four focus groups annually. Targets could be youth, empty nesters, young adults, neighborhoods, interests such as environment, trails, the arts, etc.	Staff time and/or volunteer time.	⇒	⇒	⇒

#### Goal 4

#### Provide operational excellence and financial sustainability that will garner widespread public support for parks and recreation.

Project Key	Cost/Source	2012-2014	2015-2017	2018-2022+
✓ Start Project      => Continue Implementation				
Establish park planning as an official function of the Township. Vest this responsibility in the Department of Recreation and Park Planning.	Staff Time	✓	=>	=>
Focus the director's position on strategic management with time dedicated to 60% planning and outreach/support building; 20% programs & facilities; and 20% daily operations.	In director's salary; administration support	✓	=>	=>
Use a strategic management approach instead of reacting to immediate needs especially in facility maintenance. Strive to make 90 percent of routine tasks scheduled work to minimize emergency responses.	Staff time in creating and promoting awareness of management philosophy.	=>	=>	=>
Evaluate and establish the roles and responsibilities of the Parks and Recreation Board. Conduct a board retreat to undertake this effort in a concentrated manner.	Staff and volunteer time. \$2500 Rec TAP grant for outside facilitator if warranted.	✓	=>	=>
Focus on fostering coalitions of citizens groups for specific purpose such as sports umbrella group, trails, conservation, indoor recreation, etc.	Director's time. Potential P&R Advisory Committee time.	=>	=>	=>
Create and carryout a five-year employee development program supported by a budget line item for training.	1-2% of the operating budget; \$6600 annually in 2008 figures	✓	=>	=>
Evaluate projects, programs and events using the Management Impact Statement tool to determine if the resources are available to carry out the tasks.	Staff time	✓	=>	=>
Develop a formalized maintenance management system.	\$20,000 - \$25,000. Consider a \$10,000 Peer-to-Peer Grant to start. Match: \$1,000.	✓		
Designate divisions with trained staff for park maintenance for active recreation and natural resource conservation.	Organization of personnel and training for specialty areas.		✓	
Continue development of formalized policies and procedures.	Staff and volunteer time. Potential committee work.	=>	=>	=>
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 committee member time.	=>	=>	=>
Update this plan every five years.	\$30,000 - \$40,000. Grant funding for 50%.		✓	=>
Retain an outside professional consultant to make recommendations to ensure the on-going success of the Overlook Golf Club from two perspectives: its function with respect to overall township recreation needs and its long-term sustainability as a thriving public recreation facility.	\$50,000 - 60,000. Consider seeking DCNR planning grant. Results would likely generate revenue to offset planning cost.		✓	=>
Establish a citizens advisory committee for Overlook Golf course. It would be a sub-committee of the Parks and Recreation Board		✓		

#### Goal 4 continued

Project Key	Cost/Source	2012-2014	2015-2017	2018-2022+
✓ Start Project   ⇒ Continue Implementation				
<b>Financing</b>				
Continue support for parks and recreation at the present level of 15 percent of the budget.		⇒	⇒	⇒
Operate with a revenue strategy that includes both township taxes and non-tax revenues.	Sources: 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.		✓	⇒
Update the five-year capital improvement program based on the recommendations of this plan and future park studies.	Staff time. Amount to be determined.	✓	⇒	⇒



# The Foundation

## Chapter 5

Parks and Recreation Facilities

## Chapter 6

Open Space, Greenways, and Trails

## Chapter 7

Recreation Programs and Services

## Chapter 8

Organization and Management

## Chapter 9

Investing in Parks and Recreation

Manheim Township

*Manheim Township*

# Chapter 5

## Parks & Recreation Facilities

Parks, plentiful recreation opportunities, and scenic beauty have a significant positive impact on the livability of a community and how happy citizens are regarding their place of residence. Beautiful vistas, open space, play areas, trails, and clean air and water all contribute to community aesthetics, health, wellness, and a vibrant economy. Recent studies regarding citizen satisfaction have found that the higher people rate the beauty of their community, its physical environment, and recreational offerings, the higher they rate their overall level of community satisfaction. These important factors include parks, playgrounds, and trails. This chapter is an inventory and assessment of Manheim Township's parks and recreation facilities. It also identifies potential ways to improve them.

### ***Manheim Township Parks and Recreation Facility Assessment***

The purpose of the assessment of parks and recreation facilities is to evaluate the recreation opportunities in terms of meeting community needs. The goal of the assessment is to determine if current recreation needs are being met and to project how the system should change to meet future recreation needs. Five factors guided the park and recreation facility assessment in Manheim Township. They included:

- 1. Configuration of parks**
- 2. Amount of parkland**
- 3. Location of parks**
- 4. Recreation facilities**
- 5. Conditions of parks**

### ***Park Factor 1: Configuration of Parkland***

Manheim Township has been forward thinking in providing for parkland and recreation facilities. Through acquisition and partnership with the Overlook Foundation, the Township has increased the public parkland acreage by 241.7 acres since the **1998 Parks & Recreation Plan Update**. Table 11 has the inventories of public parkland in Manheim Township. The Park & Recreation Facilities Inventory Map on page 59 locates the parks, schools and open space parcels in the municipality.

**Table 11 Manheim Township Parkland Inventory**

Park	Acreage	Park Type	Characteristics/Comments
<b>Municipal Parkland</b>			
Landis Woods	72.4	Natural Resource Area	Contiguous to the Heritage Trail.
Perelman Park	5.1	Natural Resource Area	Located within the designated Conestoga Greenway.
Compost Park	30	Special Use	
Community Park	33.5	Community	
Jaycee Park	2.4	Mini	
Municipal Park	22.3	Community	Adjacent to municipal administrative offices
Neffsville Square	0.2	Mini	No public accommodations
Overlook Community Campus	166.9	Community	Contiguous to Overlook Golf Course and Overlook Park
Overlook Golf Course	100.0	Special Use	Contiguous to Overlook Community Campus and Overlook Park
Overlook Park	20.0	Community	Contiguous to Overlook Community Campus and Overlook Golf Course
Reidenbaugh Park	12.2	School/Park	Contiguous to Reidenbaugh Elementary School
Schaeffer Park	3.6	Open Space	
Skyline Park	7.9	Neighborhood	
Stauffer Park	16.8	Community/ Special Use	
Stoner Park	35	Community	
Manheim Township Athletic Complex	38.9	Sports Complex	
<b>Other Public - Semi-Public Recreation Areas</b>			
Village of Olde Hickory	35.0	Special Use	9-hole executive golf course
Lancaster Jewish Community Center	8.9	Special Use	
PP&L Picnic Grove	39.2		Picnic area
Lancaster County Youth Hockey League	4.8	Special Use	Indoor ice hockey rink
Stump Field	7.6		Baseball field
Landis Valley Farm Museum	86.3	Special Use	Living history village and farm
<b>Private Recreation Areas</b>			
Bent Creek Country Club	134.4	Membership-based Club	18-hole golf course, Tennis courts (L), 25-meter swimming pool
Lancaster Country Club	177.9	Membership-based Club	18-hole golf course, Tennis courts – 6, Paddle tennis courts – 3, Swimming pool
Universal Athletic Club	6.5	Membership-based Club	Swimming pools, Gymnasium, Fitness center
<b>Schools</b>			
Reidenbaugh Elementary School	18.3	School	Playground, Basketball court, Volleyball court, Tennis courts – 2, Softball field, Soccer fields – 2, Practice fields, Trails
Bracht Elementary School	9.5	School	Playground, ½ Basketball court, Softball fields – 2, Trails
William E. Nitrauer Elementary School	18.7	School	Playground – 2, Basketball court, Softball field, Baseball field
C. Schaeffer Elementary School	7.7	School	Playground, Softball field, Soccer field, ½ Basketball court – 2

## Park & Recreation Facilities Inventory

## Legend

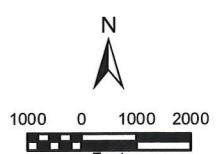
 2 mi. Community Park Service Area

### Park/Recreation Facility Type

- Municipal
- School
- Semi-Public
- Other Public
- Homeowners Association
- Private

# Manheim Township Recreation, Park, Open Space and Greenways Plan

## Manheim Township Lancaster County, PA



Data Sources:  
Base Features: Lancaster County GIS,  
Summer 2010  
Parks & Recreation Facilities: Township  
and County Records

*Prepared by:*  
Nanci Sarcinello, AICP  
Sarcinello Planning & GIS Services  
Swarthmore, Pennsylvania 19081



**Table 11 (continued) Manheim Township Parkland Inventory**

Park	Acreage	Park Type	Characteristics/Comments
<b>Schools Continued</b>			
Neff Elementary School		School	School campus includes Neff Elementary School, Manheim Township Middle School, and Manheim Township High School
Manheim Township Middle School	143.8	School	Playground, Basketball court, Practice fields, Trails
Manheim Township High School		School	
Montessori School of Lancaster	10.5	School	Playground, trails
Lancaster Catholic High School	4.9	School	
McCaskey East High School and Lincoln Middle School - School District of Lancaster	38.0	School	
Lancaster Bible College	68.5	Private College	
Franklin & Marshall College	94.0	Private College	

Different types of parks provide differing opportunities for users.

Table 12 presents Manheim Township's Park Classification System. It shows the range of park types, their benefits, appropriate facilities and the maintenance levels appropriate for the type of park and resources available. The following conclusions can be drawn from the analysis of the Manheim Township Classification System:

- Manheim Township offers each of the classification types recognized by the National Recreation and Park Association (NRPA), an indication of a well-rounded park system with diverse recreation opportunities and experiences.
- Three parks (Stoner Park, Overlook Community Campus, and Community Park) align with the recommended acreage and

facilities for a community park.

- The Overlook Complex with the Overlook Community Campus, Overlook Park, and Overlook Golf Course together form the municipality's largest park at a combined 286.9 acres.
- Two parks (Landis Woods and Perelman Park) offer access to natural areas. Portions of the Overlook Community Campus and Community Park are maintained as natural areas.
- Neffsville Square offers no recreation or public amenities.
- Compost Park is classified as a park but no recreation amenities are located there. Municipal garden plots are available at the site for public use.

- Schaeffer Park is not developed for recreation use.
- The community park service area (2-miles) covers nearly the entire community with only a small area in the northeast and northwest portions of the municipality outside of the service radius for Overlook, Community, and Stoner Parks.

**Table 12 Manheim Township  
Park and Recreation Classification System**

Type/Size/ Service Radius	Definition	Benefits	Appropriate Amenities	Maintenance Level
<b>Mini Park</b> 0-5 acres 1/4-mile service radius	Smallest park type, addresses limited recreation need	<ul style="list-style-type: none"> <li>▪ Provides close to home recreation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Playground</li> <li>▪ Benches, seating area</li> </ul>	High level of maintenance associated with well developed park and playground and reasonably high visitation
<b>Neighborhood Park</b> 5-15 acres minimum 1/2-mile service radius	Focus of neighborhood; in walking/biking distance of visitors	<ul style="list-style-type: none"> <li>▪ Provides access to basic recreation opportunities</li> <li>▪ Contributes to neighborhood identity</li> <li>▪ Establishes sense of community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Play areas</li> <li>▪ Ballfields</li> <li>▪ Game Courts</li> <li>▪ Picnic/Seating</li> <li>▪ Pathways</li> <li>▪ Community gardens</li> </ul>	High level of maintenance associated with well-developed park and reasonably high visitation.
<b>Community Park</b> 25-50 acres, preferably 50- 80 acres 2-mile service radius	Large park for active & passive recreation; serves residents municipality-wide. Accommodates large groups.	<ul style="list-style-type: none"> <li>▪ Variety of recreation opportunities for all ages and interests</li> <li>▪ Space for organized, large scale, high participation events</li> <li>▪ Family destination</li> <li>▪ Fitness and wellness opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Play areas</li> <li>▪ Organized sports facilities</li> <li>▪ Pavilions</li> <li>▪ Permanent restrooms</li> <li>▪ Lighting</li> <li>▪ Amphitheaters</li> <li>▪ Pools, Rinks</li> <li>▪ Parking</li> </ul>	Moderate level of maintenance associated with moderate level of development, budget restrictions, and inability to perform higher levels of maintenance. Potential for park "friends" or adopt-a-park partners.
<b>School/ Community Park</b> Variable	Parkland adjoining a school used for both recreation and education.	<ul style="list-style-type: none"> <li>▪ Combines two public entities for expanded year round recreation.</li> <li>▪ Maximizes public resources</li> <li>▪ Expands recreation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth-oriented game courts and ball fields</li> <li>▪ Play areas</li> <li>▪ Seating</li> <li>▪ Pathways</li> <li>▪ Lighting</li> <li>▪ Parking</li> </ul>	Moderate level of maintenance associated with moderate level of development, budget restrictions. Potential for cooperative agreement with school.
<b>Sports Complex</b> 30+ acres; preferably 50- 80 acres	Consolidates sports fields and related facilities in a centralized location.	<ul style="list-style-type: none"> <li>▪ Economy of scale</li> <li>▪ Improved management</li> <li>▪ Municipal showcase</li> <li>▪ Attracts visitors who stimulate local economy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ball fields</li> <li>▪ Lighting</li> <li>▪ Spectator areas</li> <li>▪ Restrooms, Concessions</li> <li>▪ Landscaping</li> <li>▪ Parking</li> </ul>	State of the art maintenance applied to high quality facilities. Associated with high visitation; revenue generating facilities, tourism.
<b>Special Use Facility</b> Variable	Facility for a single purpose use.	<ul style="list-style-type: none"> <li>▪ Provides special focus recreation opportunities</li> <li>▪ Contributes to community identity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Depends on purpose</li> </ul>	High level of maintenance associated with well-developed park and reasonably high visitation.
<b>Greenways and Trails</b> Variable	Tie park areas and community together to form a contiguous park environment.	<ul style="list-style-type: none"> <li>▪ Connects community</li> <li>▪ Reduces auto dependency</li> <li>▪ Improves air quality</li> <li>▪ Contributes most desired recreation facility for people throughout their lifetime</li> <li>▪ Attracts visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pathways – multipurpose</li> <li>▪ Trailheads</li> <li>▪ Support facilities</li> <li>▪ Signage</li> </ul>	Lowest level of maintenance. Focus on trailheads and trail safety.
<b>Natural Resource Area/ Preserve</b>	Natural areas for the protection and management of natural environment	<ul style="list-style-type: none"> <li>▪ Protects resources</li> <li>▪ Provides wildlife habitat</li> <li>▪ Offers opportunities for environmental education</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trails</li> <li>▪ Signage</li> <li>▪ Support facilities</li> </ul>	Lower level of maintenance.

## Park Factor 2: Amount of Parkland

Manheim Township has 567.2 acres of public parkland in 16 parks, plus land dedicated for trails. A population-based analysis is typically used to evaluate public parkland. As a community's population increases, the need for parkland to provide facilities for a healthy, active living also increases.

The **1998 Manheim Township Comprehensive Parks and Recreation Plan Update** adopted a parkland standard of 15 acres of developed parkland per 1,000 residents. This standard was translated into a mandatory dedication of parkland provision of the Manheim Township Subdivision and Land Development Ordinance based on an evaluation of population

and household size. The same evaluation of population and household size using the latest population figures equates to a standard of 16 acres per 1,000 residents. A standard of 16 acres of parkland per 1,000 residents is recommended for Manheim Township. The minor increase in the parkland standard recognizes the importance of natural resource areas to residents as found in the citizen opinion survey.

For assessment purposes the 16-acre standard is divided between community parks (eight acres), neighborhood parks (two and a half acres), and natural resource lands (five and a half acres). Table 13 compares Manheim Township's population and population forecast with the existing parkland acreage. Each park designated by Manheim Township is included in the analysis. Existing natural resource parks include Landis Woods, Perelman Park, and

Compost Park. Overlook Golf Course has been added to the community parkland total based on recommendations of this plan to expand use of the golf course through programmed activities. Neffsville Square and Schaeffer Park are included in the neighborhood park category based on the size of these sites.

The 2010 US census counted 38,133 people in the Township. Using the 16-acre standard, Manheim Township should have approximately 610.1 acres of parkland. Manheim Township has 567.2 acres of active parkland, or approximately 93-percent of the recommended parkland amount. When the acreage standard is split among community parks, neighborhood parks, and natural resource lands, the deficit is revealed to be with neighborhood parks and natural resource lands. The 2010 Comprehensive Plan for the community projects that the population of the Township

**Table 13**  
**Parkland Acreage/NRPA Standards Analysis**

Park Type	Existing Active Parkland Acreage	Recommended Acres/2010 Population (38,133)	2010 Deficit (-) Excess (+)	Recommended Acres/2030 Forecast Population (46,800)*	2030 Deficit (-) Excess (+)
Community Parks @ 8 Acres/1,000 Population – Total acreage	333.4	305.1	+28.3	374.4	-41.0
Neighborhood Parks @ 2.5 Acres/1,000 Population	22.5	95.3	-72.8	117.0	-94.5
Totals (Total community park + neighborhood park)	355.9	400.4	-44.5	491.4	-135.5

\* 2010 Comprehensive Plan for Manheim Township population projections.



will be 46,800 in 2030. The deficit of parkland will grow over this time period to 181.6 acres by 2030.

Long-term, Manheim Township will need additional parkland to keep pace with the expanding population. Based on the 2010 census figures, sufficient community parkland is currently provided in the Township. The deficit lies with neighborhood parks and natural resource parks. Neighborhood parks are desirable because they provide close to home recreation opportunities that citizens tend to use most frequently. While additional neighborhood parkland would be an asset, it should be noted that the six elementary schools are geographically distributed throughout the municipality and the typical outdoor recreation facilities found at the schools serve to meet recreation needs. The need for additional passive parks for natural resource conservation aligns with the

findings of the citizen survey which ranked “conserving open space and natural resources” as the most important thing for Manheim Township to focus on.

## ***Park Factor 3: Location of Parks***

Manheim Township is a first ring suburban community, located adjacent to the City of Lancaster. The population base of the community has extended from the City outward to encompass a majority of the municipality. While the heritage of the community is agrarian, only the northeast quadrant of the municipality has significant farmland remaining.

Parkland in Manheim Township is distributed throughout the developed portions of the municipality. The Township has a strong centralized system of parkland with the Overlook

complex providing 286.9 acres or just over 50 percent of the total available parkland. The Overlook complex is the focus of the majority of recreation activities in the community because of the extensive special use facilities. The golf course and driving range, Activity Center, dog park, disc golf course, swimming pool, and extensive trail system draw residents to the complex from the entire municipality. The citizen survey found that Overlook Community Campus has the highest visitation of all of the parks within the daily, weekly, and seasonal categories.

When a two-mile service radius is applied to the community parks (Overlook Campus, Community Park, and Stoner Park), as illustrated on the Park & Recreation Facilities Inventory Map, only a small portion of the community, in the extreme northwest and northeast corners is outside of these overlapping service areas. Citizens have indicated that they are satisfied with the distribution and location of parks with 82 percent of survey respondents indicating that park locations are excellent or good.

## ***Park Factor 4: Recreation Facilities***

Recreation facilities should be provided within a community to meet the demands of individuals, community groups, and organized

adult and youth leagues. The appropriate number of park facilities in a community should be based on need as defined by current facility usage and local trends in recreation and leisure activities.

An analysis of facilities must consider the context of the municipality and the trends and popularity of the sport that the facility serves. Facility trends and observations in Manheim Township illustrate the need for enhanced and expanded recreation facilities. Consider the following findings from the key

person interviews, the citizen survey, and local and national trends:

- Continued growth within the Township has placed a high demand on sports fields. The need for additional fields has been offset by the development of the Manheim Township Athletic Complex. Thirty-seven percent of survey respondents indicate that additional sports fields should be developed within five years.
- Support facilities such as restrooms, concessions stands,

parking and landscaping are important features and add to the function and quality of facilities.

- Several youth sports programs use school athletic fields.
- Lacrosse continues to grow in participation.
- Facilities such as tennis courts, volleyball courts, and swimming pools are important in a community because they serve the broad population and provide for lifetime recreation pursuits.

**Table 14**  
**Recreation Facilities**

	Basketball Court	Tennis Court	Volleyball Court	Baseball/Softball Field	Bocce Court	Multipurpose Field Area*	Playground	Picnic Area/Pavilion	Swimming Pool	Trail	Natural Area	Special Use Facility
Landis Woods								x		x	x	
Perelman Park								x			x	
Compost Park												
Community Park	1	2	3				3	x		x	x	
Jaycee Park	1						1					
Municipal Park	1		2		x		1					
Neffsville Park												
Overlook Community Campus				2	4	x		x		x	x	
Overlook Golf Course								x		x		
Overlook Park			1				2	x	1	x		
Reidenbaugh Park	1	2	1	1		x	2			x		
Schaeffer Park												
Skyline Park	1	1	1			x	1		1			
Stauffer Park	2(L)	4	1	1(L)				1				
Stoner Park	1		1			x	1	x		x	x	
Manheim Township Athletic Complex				1		4(L)		x		x		Concession stand

(L) = Lights \* Multipurpose field areas are flat areas that can accommodate a variety of athletic activities (football, soccer, lacrosse, field hockey). Fields can be located in these areas with different dimensions and configurations and number of fields accommodated in these area is flexible.

- Seniors are more active and are requesting facilities for recreation and fitness and wellness activities.
- Non-traditional sports such as in-line hockey and skateboarding require specialty facilities.
- Forty percent of survey respondents indicate that playgrounds should be developed or improved within one to five years, followed by sports fields (37%) and game courts (36%).

*Table 14 presents Manheim Township's recreation facilities in the township parks.*

## Facility Assessment

**Athletic Fields** – Manheim Township has robust organizations for baseball and softball, girls' lacrosse, boys' lacrosse, soccer and youth football. Each of these sports was in need of additional fields for practice and/or games until the recent development of the Manheim Township Athletic Complex. This new facility includes two synthetic turf multipurpose fields, turf fields, a full size baseball field, and field lights. The introduction of these facilities has helped to meet, to a large degree, the field needs of the community. As the facility is used and future phases are developed, the need for athletic fields should be re-evaluated.

**Basketball** – Eight basketball courts are located in the municipality in seven parks. Basketball is popular in the community and courts are

often in use. Additional courts are recommended in two locations: the Overlook complex and at the Manheim Township Athletic Complex. Basketball courts should be developed in new parks. Courts should be located in banks of at least two courts and located near parking areas, if possible, and separated from activity areas for younger children such as playground and passive activity areas. Court lighting will extend playtime and lights are suggested in community parks where appropriate.

**Tennis** – Seven tennis courts are in municipal parks. Eight courts are available at the Middle/High School campus. Tennis popularity has waned in recent years although it is a lifetime recreation activity and opportunities to participate in the sport should be maintained in the community. The need for tennis courts should be assessed as parks are renovated or new parks developed. Tennis courts should be developed in banks of two or more and should be located in visually accessible areas preferably near parking areas and park entrances. Court lighting is recommended where site conditions are appropriate.

**Volleyball** – Volleyball is a popular sport with teens and families. Courts should be installed as new parks are developed or existing parks renovated. Families and adults generally prefer lawn volleyball while teens and young adults prefer sand volleyball courts. Volleyball should accompany picnic pavilions where room permits and should be developed in banks of two or more in community parks for league play. Multiple volleyball courts for

league play should be developed with lights, as most league play is typically evenings. Several of the volleyball courts in municipal parks are developed with wrong orientations. Courts should be oriented with the long axis running north-south.

**Swimming Pools** – The two municipal swimming pools are located in the Overlook Community Campus and Skyline Park. The pools were recently updated. Swimming is a lifetime recreation activity and has important health and wellness attributes.

**Playgrounds** – Playgrounds are located in each active park, except for Manheim Township Athletic Complex. When developing and renovating playground areas the following general guidelines should be incorporated into the design:

- The playground layout, equipment and safety zone should comply with the Consumer Product Safety Commission (CPSC) Guidelines for Playground Safety.
- Playgrounds must meet the requirements of the Americans with Disabilities Act (ADA) which requires that an accessible route be provided from walkways/parking areas to the playground equipment and that a portion of the equipment offer activities that can be used by physically challenged children.
- Playgrounds should be age segregated to accommodate children of different ages and abilities.



- Important American Society for Testing and Materials references for public playground safety:

- F1487 Standard Consumer Safety Performance Specification for Playground Equipment for Public Use.
- F2373 Standard Consumer Safety Performance specification for Public Use Play Equipment for Children 6 Months through 23 Months.
- F1292 Standard Specification for Impact Attenuation of Surface Systems Under and Around Playground Equipment.

Playgrounds wear out and should be renovated and upgraded on a cyclic basis. In addition to replacing playgrounds to address the age and condition of play equipment, upgrades may be necessary to meet current accessibility and safety standards.

As new parks are developed, playgrounds should be incorporated into the park layout. Playgrounds should be developed to encourage imaginative play as well as physical activity. Playgrounds should be bright, stimulating environments that engage children while providing convenience facilities for adults such as benches and shaded areas. Locate playgrounds for safety. Provide adequate separation from parking areas, ball field foul ball and home run territory, and drives/roadways.

**Trails and Pathways** – Trails and pathways should be provided in every park for recreation purposes and to meet the requirements of the ADA. ADA requires an accessible route from parking areas and drop-off areas to recreation facilities. Trails should be developed, where room exists, at a ten-foot width in accordance with AASHTO (American Association of State Highway and Transportation Officials) to permit multiple users. Trails should be paved to accommodate multiple recreational uses such as bicycle riding, inline

skating, jogging, and walking. Walking is an activity widely enjoyed by all segments of the population and is important for fitness and wellness benefits. Trails for recreation function best when developed with multiple loops so with distance markers so that cyclists can challenge themselves when using trails for fitness. Trails and pathways that connect throughout the community are discussed in the Greenways & Trails Chapter.

**Indoor Community Center** – Manheim Township does not have an indoor community center for year round recreation. The citizen opinion survey found that 74-percent of the community viewed providing indoor recreation as being very important, important, and somewhat important. The idea of developing an indoor community center was considered in the past with no action taken. Currently some indoor activities occur at the Overlook complex. The Activity Center has an indoor skating rink. The Barn offers room for rentals for parties, weddings and community use. The Library has meeting rooms, a teaching kitchen, and a party room for rent.

## **Park Factor 5: Conditions of Parks**

Each park site was viewed multiple times during the planning process. Generally, the parks are well developed and in good condition. The findings of the facility inventory for each site have similarities that

relate to accessibility and the requirements of the Americans with Disabilities Act (ADA) and recommendations to enhance the users experience through the addition of convenience facilities. Specific findings of site observations and recreation opportunities are described next.

### Landis Woods

Landis Woods is a natural park providing opportunities to hike the extensive trail system and enjoy the wooded setting. The park trails connect to the Heritage Trail. Signs and maps should be updated to show the trail connections and distances.

### Perelman Park

Perelman Park is a natural park with frontage along the Conestoga River. The park is not well known by many residents. The park offers a peaceful setting with benches, a short segment of trail, and stream access. Suggested improvements include:



- The trail should be extended to explore the entire site. A loop configuration should be developed extending along the river frontage and through the uplands.
- The natural plantings areas have been neglected and should be restored. Volunteers could assist with this effort.
- The site offers diverse landscapes – the river, rock outcrops, butterfly plantings, pond, meadow, and riparian buffer planting. Interpretative signs could be installed to convey the significant features and benefits of these resources/land covers.

### Compost Park

Compost Park does not offer traditional recreation opportunities. The community gardens are located at the park and landscape debris drop-off and compost pick-up occurs in the park.

### Community Park

Community Park provides a balance of both active and passive recreation activities and diverse recreation facilities for all ages and interests. Suggested improvements include:

- Remove older/outdated playground equipment and replace with a play area that is developed to meet safety and accessibility standards including an accessible route from the park trail to the play area and safety surfacing with edging.
- Remove invasive species from the natural area. A community organization may be a partner in the effort.
- Re-establish the sand volleyball courts to have the correct north-south orientation.
- Evaluate the boundary areas of the park parcel and determine where buffer plantings would be appropriate to visually buffer adjacent home sites.
- Provide accessible trails connecting to each recreation facility.

### Jaycee Park

Jaycee Park requires the most attention and improvement of all of the municipal parks. Facilities are in disrepair and outdate. There are no ADA accommodations. The park is small and homes back up to the property creating a somewhat isolated situation, contributing to misuse and vandalism. Route 30 is nearby creating noise in the park.

Due to the extent of rehabilitation needed to improve the park a master plan should be completed. Neighborhood input and ideas should be sought to guide the design. Suggested improvements include:

- Remove deteriorated, outdated facilities including an unused gravel area and dirt ramps.
- Define entrances to the park from the two adjacent streets and develop a small parking area with handicap parking spaces off of Homeland Drive.
- Create a new playground area with play equipment including swings, benches for caregivers, and shade.
- Plant a landscape buffer to reduce the noise from Route 30.
- Stabilize the small stream running through the park with riparian buffer plantings.
- Develop pathways in the park to access facilities and meet the requirements of the ADA.
- Complete a master plan of the park site and lands adjacent to the administrative office to address facility issues and maximize the recreation potential of the site.
- Develop a trail that encircles the park and municipal office site. Provide ADA access by connecting the parking areas and facilities to the trail.
- Develop an accessible sitting area adjacent to the playground for caregivers.
- In the future, when the basketball court needs to be rehabilitated, abandon the existing court (remove or repurpose the pavement) and establish two new basketball courts in the open space adjacent to Municipal Drive. The new courts should be established with the correct north-south orientation and located away from the playground.
- Abandon the multipurpose field located in the stormwater basin. If multipurpose fields on the west side of the road remain in use, provide an accessible route to the fields and provide accessible viewing areas.
- The two ball fields have overlapping outfields. With the recent introduction of additional ball fields at the Manheim Township Athletic Complex, determine if one of the ball fields can be reduced in size or removed to eliminate the overlapping outfield.
- Create a sense of place in the park through creative design, introduction of planting areas, sitting/gathering areas, spectator areas, and walkways.

## Municipal Park

This park is located at the township's administrative campus. Park facilities are located on the east side of Municipal Drive. Open space, including a stormwater basin, is located on the west side of the road surrounding the administrative office. The west side had been used for athletic fields when needed. Suggested improvements include:

## Overlook Complex - Overlook Community Campus, Golf Course, & Park

This 286.9-acre park complex, functions as the municipal hub, it is where people meet, gather with friends, and spend time enjoying recreation and fitness activities. The complex offers a balanced spectrum of facilities: active facilities/passive facilities; natural areas/developed areas; revenue generating facilities/facilities free of charge; and team facilities/individual - self-directed facilities. The broad diversity of recreation facilities addresses the full spectrum of recreation needs of the community with facilities for every age and interest. Few other communities in the Commonwealth have a comparable facility to serve the recreation needs of their citizens.

The complex includes facilities that have been developed with a high level of planning and design, such as the library, the Barn at Overlook, golf pro shop area, and Barny's Grill. These facilities have been developed using quality materials and professionally designed to create public spaces that encourage public use and accommodate anticipated activities. These facilities are in contrast to others in the parks that appear to have been developed with less forethought

to the design and implementation. Suggested improvements include:

- Undertake a design study to evaluate the opportunity to improve the vehicular and pedestrian circulation in the area between the golf course pro shop, maintenance area, Activity Center, and dog park. The vehicular drive in this area has several issues such as close proximity and visual access into the maintenance area, sharp turn at the Activity Center which conflicts with pedestrian traffic, and travel through the Activity Center parking area where cars back into the drive. Explore solutions to address these issues, provide separation and room for visual screening of the maintenance area, a drive separate from parking areas, and eliminate the sharp turn at the Activity Center while providing more room for pedestrian walking to the Center from the parking area. Key to this design could be the removal of the small house opposite the maintenance building and re-orientating the driving range (see below).
- A driving range should have a north orientation and the existing driving range is developed with an east-west orientation. The facility works in its current orientation because it is developed with two tee areas, one for morning play and one for afternoon play. The double tee boxes require additional land dedicated to the driving range and tee areas and support facilities. Morning players are located away from the barn and Barny's Grill. A study should be done to evaluate if the driving range could be re-oriented so that the players tee off facing north. A minimum of 300 yards must be available for the driving range and it may encroach on the wetland area too much to make this feasible. If the range can be relocated it may open up additional area for other activities and functions.
- Complete the development of the bocce courts and horseshoe pits. The horseshoe pits should be reconstructed using composite lumber for the edging and located within a turf area. The expansive area of stone dust is unattractive and an ongoing maintenance issue. Benches and shade are important complements to this area.
- Develop a master plan for the Destination Playground area that corrects problems and incorporates "people spaces" and amenities. Define the boundary of the play equipment area and install edging to contain the safety surfacing. Consider using flush concrete curb as the edge restraint and install resilient safety surfacing. Resilient surfacing comes in a broad spectrum of colors and can be applied in a pre-determined design – adding an additional dimension of color and interest to the equipment areas. Define gathering areas for people to comfortably sit and watch playground activities. Shade is an important component of this area. Determine if a small pavilion could fit near the playground for additional shade and location for informal snacks, picnics, and birthday parties. Eliminate the vegetated mounds. They are difficult to maintain and an eyesore. In lieu of the mounds, develop a low wall or other element to separate the play area from the adjacent roadway. A restroom should be developed near the playground.
- Develop an area dedicated to teen activities. A master plan should be completed to explore potential locations appropriate for the teen area. The area north and east of the dog park is one potential location. This area has good visual access, is separate from other activities, and could be served by the existing parking area. The following facilities should be located in the teen area: the skate park, basketball courts, and possibly sand volleyball courts. The final program of facilities should be determined with input from teens. The skate park is currently in a location that is somewhat isolated behind the Activity Center with limited visual access and no convenient access to restrooms. There are no basketball courts currently in the park. Basketball courts have been considered for the area adjacent to Destination Playground but the two facilities are not compatible and should not be located in close proximity. There are no

sand volleyball courts in the park. If courts are located in a bank of two or more they can be used for league play. Interest in sand volleyball and other activities must be confirmed with the teens. In addition to these recreation amenities, the teen area should be developed with an area for teens to just hang out. A seat wall for viewing the skate park and basketball court activities could possibly address this need. Additionally, restrooms and a vending machine area should be developed and shade and benches should be provided. The design of the area should be as much about socializing as recreation activities. The location suggested for the teen area may require adjustment to the disc golf course layout.

- The trail system is popular with walkers but should be expanded to encircle the park, excluding the golf course, with intermediate cross trails creating loops of varying distances. Trails should be developed to meet the requirements of the ADA. Mile markers at tenth or quarter-mile distances should be installed and trail maps should be located at activity hubs and parking areas.
- The complex lacks picnic facilities with the exception of the single large pavilion located near the Destination Playground. Picnic pavilions should be located throughout the park to serve various functions. Suggestions include: a pavilion in the dog park to provide shade and location for socializing; at the multipurpose

fields to provide shade, to create a hub for registration/tournament activities, and to hold team meetings and celebrations; in the proposed teen area for shade and for hanging out; near natural areas for picnicking; along the trails (small one table size) for resting and socializing with friends; and in Destination Playground for shade and to host birthday parties and picnics.

- Address maintenance concerns. Eliminate rocks as edging (at the entrance to the multipurpose field parking lot) that host weeds and are unsightly. Remove the vegetated mounds at Destination Playground that cannot be mowed. Minimize the amount of stone dust at the bocce courts and horseshoe pit area and adjacent playground and develop edging at playgrounds to confine the safety surface material.
- Integrate landscaping into the park to provide shade and spatial definition, enhance the aesthetics of the setting, buffer incompatible uses, and enhance natural areas. Define a pallet of native plants that will require minimal maintenance.
- Enhance the convenience and year-round use of the park. Develop a restroom near Destination Playground. Provide paved access to bleachers at fields. Replace the restrooms and concession stand at the multipurpose fields when these units have reached the extent of their life cycle. Locate benches along the trail and install mile

markers to identify length intervals. Do a feasibility study for enclosing the pool.

## Reidenbaugh Park

This school/park functions as a neighborhood park. Improvements serve the school and the general public. Additional improvements could include a pavilion for picnic activities and shade and additional landscaping for shade and to enhance the park setting. One trail connection to the adjacent neighborhood exists. Additional trail linkages connecting the neighborhood located across Buckwalter Road and to new subdivisions are important to provide safe pedestrian routes to school.

## Skyline Park

Skyline Park offers the second swimming pool in the community as well as a football/multipurpose field. The park is small and maximized with facilities. Parking is not convenient to facilities other than the pool. The fencing for the pool and courts visually dominate the site and physically limit access. The site is developed more as a collection of facilities than a park. Suggested improvements include:

- When renovations are required to the basketball court and tennis court redevelop the courts with the correct north-south orientation. Evaluate the need for the courts at that time and consider developing two courts of the court type with the highest need in lieu of one of each.

- Enlarge the drive to allow two-way vehicular access to the north end of the property and develop a small parking area south of the multipurpose field. Develop handicap parking spaces and an accessible path between the parking area and the courts and field.

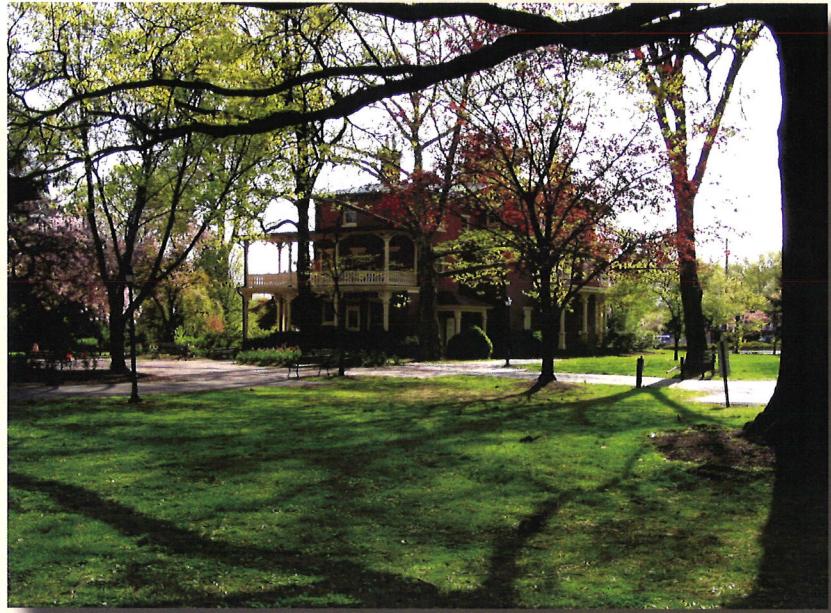
## Stauffer Park

Stauffer Park is the home of the Manheim Township Recreation Department, housed in historic Stauffer Mansion. The park offers traditional recreation facilities and includes lights on the basketball courts and ball field for nighttime use. The mature trees and historic buildings create a pleasant setting for spending time outside. Suggested improvements include:

- Provide accessible routes to recreation facilities from the parking areas and mansion.
- In the future, when the basketball court and volleyball court pavement needs to be rehabilitated, abandon the existing court configuration and reestablish the basketball courts with the correct north-south orientation. Determine if the volleyball court receives use and consider developing a half-court basketball court in lieu of the volleyball court.

## Stoner Park

Stoner Park is the largest park serving the community on the east side of Route 222. This community park offers traditional park facilities including a perimeter trail that encircles the



park and links to the municipal trail system south of the park. Suggested improvements include:

- Install edging at the playground and provide physical separation for age segregation of play equipment.
- Work with the Pathway Committee to define a trail linkage from the park, north to Landis Valley Road.
- Explore through outreach to neighbors, ideas for additional park facilities. Open areas north of the playground and east of the parking areas (outside of the stormwater management area) are available for development of recreation amenities.
- Remove the informal rock wall at the pavilion. The rocks present a safety hazard for children who may climb on them, are quarry rocks and unattractive in a park setting, and are difficult to maintain and weed around.

## Manheim Township Athletic Complex

The Manheim Township Athletic Complex is the municipality's newest park site located on Weaver Road. The park is developed as an athletic complex and has two state-of-the-art synthetic turf multipurpose fields. Additionally, the park has a baseball field, trails and spectator and support facilities developed as part of the first phase of construction. Future development phases include a second ball field, volleyball courts, and other facilities. The addition of the Manheim Township Athletic Complex adds significantly to the municipality's mix of recreation facilities and addressed a critical need for more athletic fields. The synthetic turf fields allow extensive play without the need to rest the fields as necessary with turf fields. Use can occur immediately after a rain event, avoiding many of the scheduling problems associated with traditional fields. Additionally, the two synthetic fields have lights, which further expand their use.

While the park is a significant asset to the community and will go a long way in meeting the athletic field needs raised by sports groups over preceding years, concerns have been voiced regarding the planning and development of the facility. Primary among the concerns is the limited input gathered during the planning process from user groups. Reaching out to the ultimate users of a facility can maximize the benefit and target priority needs, often revealing opportunities that serve the community as a whole. Another concern voiced about the park was the development of the synthetic turf fields at a solar orientation that is not optimum for multipurpose fields. While the orientation used was preferred for ball fields that were planned to overlap the flat fields, those ball fields were not developed.

Because future development phases of the Manheim Township Athletic Complex are planned the master plan for the park should be revisited through a comprehensive master planning process. Key to the planning process should be gathering input from user groups and the community as a whole. Correct solar orientation should be verified for planned facilities.



## Park and Recreation Facility Analysis

### Strengths

Manheim Township has 16 parks with approximately 567 acres of parkland. The parks offer a diverse array of recreation opportunities and a variety of settings to enjoy time in the outdoors in pursuit of healthful activities. The Township has acted proactively to acquire significant park acreage, central to the community, and developed a community hub: the Overlook Community Campus. The variety and extent of recreation facilities in the Overlook complex provide something for everyone, and in doing so, creates a setting that brings the community together.

### Challenges

The challenges associated with the Manheim Township park and recreation system can be viewed as minor tweaks to an excellent system of recreation opportunities. The existing parks, in general terms, serve the residents well, offering safe, well-maintained recreation facilities. The challenge for the municipality is to take the great system of parks and facilities to the next level – to create a premier system. Through thoughtful planning with an eye to the users and their needs, the parks can be improved to make them more convenient to use, accessible, and enjoyable to spend time in.

While an assessment of parkland shows the need for additional land,

the need is not significant and the Township can work at acquiring land over time through an opportunity-based strategy. A significant challenge, discussed more in depth in the Greenways and Trails chapter is connecting the parks and other community destinations through a network of interconnected trails.

### Opportunities

Residents of Manheim Township are proud of their parks and recognize the quality of life benefits they realize from the municipal park system. To a significant degree, the existing parks provide the pallet to achieve the recommendations of this plan. By undertaking minor improvements to existing parks the facility and system as a whole can achieve premier status. One of the main focuses for the system is to protect and enhance the natural resources of existing parks. The recent emergence of Habitat MT and its partnership with the Township and focus on parks is a significant opportunity toward this focus.

### Recommendations

#### 1. Target acquisition and development of parkland to meet current and future needs for expanded facilities.

The planning process revealed the need for additional parkland in Manheim Township. This need is based on an analysis of park acreage relative to existing and anticipated population growth as well as input from user groups. While the need for additional parkland exists, it is acknowledged that Manheim

Township has been progressive in its acquisition and development of parkland compared to most communities. Recent acquisitions and development has lessened the municipality's appetite for acquiring additional parkland at this time. The Township, through this plan has targeted 10.5 acres of parkland per 1,000 citizens. To achieve this guideline and meet the needs of the community, Manheim Township should acquire through purchase, donation, dedication, or grants an additional 181 acres of parkland by 2030. An opportunity-based strategy is recommended for the acquisition of additional parkland in the near future to include the following considerations:

- Undeveloped open space is limited in Manheim Township, restricting the opportunities for additional parkland. The Township could take a proactive position on parkland acquisition and contact key large landowners to express the long-term need for additional parkland and suggest a right of first refusal on key parcels. The strategy of communicating that there is a need for additional parkland may be the impetus for a land donation.
- Acquire parkland through the mandatory dedication of parkland process. When new developments with a significant number of dwelling units are proposed, accept the dedication of parkland so that close to home parks can be developed to serve the new residents
- Maximize the recreation potential of parks through

the expansion of existing park sites with contiguous acreage. Undeveloped land contiguous to existing parks presents an opportunity to expand facilities. This is an economical means of expanding parkland because typically, most or all of the infrastructure and support facilities (restrooms, concession stands, parking areas, etc.) already in the existing park, allowing the majority of the acquired land to be developed with recreation facilities. There is undeveloped land adjacent to the Overlook complex that could, at some future time, be acquired and incorporated into the park. Reidenbaugh Park and Stoner Park are other parks that may align with this strategy. Additionally, if development occurs on parcels adjacent to existing parkland, the land sought through mandatory dedication should be contiguous to the existing park site.

- While the need for additional parkland relates to population growth and the resulting need for fields and playgrounds to accommodate the base of citizens, there is also a need for natural areas that are available for public use in Manheim Township. The highest priority (very important and important response combined) for focus over the next ten years as identified by respondents to the citizen survey was the need to conserve open space and natural areas, followed by establishing greenways. Natural areas may be acquired or a conservation easement (sometimes combined with an access easement for

trails) could be sought to protect the natural resource without full ownership.

**2. Maximize the use of existing parks to respond to the expanding needs, interests, and desires of citizens and improve the safety, function, convenience, and aesthetics of park sites through the following initiatives:**

- Complete or update master plans for Jaycee Park, Municipal Park, Manheim Township Athletic Complex, Perelman Park, Landis Woods and Overlook Park and Campus (or key portions) to address issues, define appropriate improvements, and achieve the objectives outlined in this plan. Incorporate public participation as part of the planning process. Master planning is an important means to address management issues through park design and aligning facilities with recreation trends, as well as, current and projected community needs. Design park sites to provide order to facilities and activity areas. The master plans should include the design for the parks, as well as, a phased cost estimate that outlines the anticipated development costs.
- Provide areas for the quiet enjoyment of the outdoors and natural resources. The opinion survey found that citizens are interested in spending time in the outdoors in natural settings and enjoying passive recreation pursuits for exercise and fitness. Forty-one percent of respondents indicated that "conserving open space and natural resources" was the most



important focus for Manheim Township over the next ten years. Make improvements to Perelman Park and promote the park to citizens who may not know about it. Enhance and protect the natural areas and features of Community Park, Landis Woods, Overlook Community Campus, and Jaycee Park. Partner with community organizations with an interest and/or expertise in conservation to share the importance of resource protection with landowners through outreach and demonstration projects in the parks.

- Provide walking and bicycling trails within parks and to park sites, as possible. Trails are enjoyed by all segments of the population and are highly desired recreation facilities. Connect park sites to designated greenways and multi-use trails as possible. Extend sidewalks to parks within the neighborhoods.

- Enhance the parks to be comfortable and convenient to use by adding benches, trash receptacles, drinking fountains, grills, bike racks, restrooms, and other convenience facilities as appropriate. Provide benches near playgrounds, in shaded locations, and at other activity areas for caregivers and spectators to sit and watch park activities. Provide buildings for sports equipment storage.
- Incorporate field and court lighting in the parks, as appropriate, to maximize the use of existing facilities.
- Provide facilities for lifetime recreation and leisure pursuits such as trails, volleyball courts, tennis courts, bocce courts, horseshoe pits, and picnic pavilions.
- Manheim Township parks have many unique features, such as the digital game in Destination Playground, the skating rink in the Activity Center, and

the mini golf course. Adding unique facilities broaden the appeal and use of the parks. Other facilities to consider include a spray park/splash pad play area, an in-line hockey rink, and sand volleyball courts developed for league play. These facilities would be most appropriately developed in the Overlook complex. Public participation input should be sought to verify the need and desire for these or other facilities.

- Indoor recreation has been contemplated in Manheim Township for several years. The citizen survey found that indoor recreation is viewed as an important focus for Manheim Township over the next ten years. Manheim Township is fortunate to have several facilities that provide an indoor venue for use such as the Barn, library meeting rooms, and Activity Center in the Overlook complex, the Boettcher House in Landis Woods, and the mansion and carriage house in Stauffer Park. These facilities should continue to be used to their fullest potential. Additionally, a study should explore the feasibility of expanding the Activity Center. An enlarged facility could provide a teen gathering area, host birthday parties, and provide a location for summer camps and other recreation programs.
- Consider the needs of the senior adult population. Make facilities pedestrian friendly, convenient to use, and provide



sitting areas in the shade that are conveniently spaced along trails and near activity areas. Public input gathered during the planning process indicated a high need of seniors for shade in the dog park.

- Undertake the renovations and enhancement opportunities identified for existing parks as part of Park Factor 5: Conditions of Parkland portion of this plan.
- Consider residents who enjoy walking their dogs in the parks. Provide pet waste disposal bags and trash receptacles along trails.

### **3. Create great public places.**

Parks are the public spaces of our communities. The care and dedication we commit to their design, development, operations, and ongoing maintenance speaks volumes about a community. Manheim Township has demonstrated a concurrence

with this philosophy with the development of the new municipal library. This commitment is also seen in the parks with the sculpture at Landis Woods and Perelman Park as well as the terrace area at Barny's Grill and Barn at the Overlook complex. But this commitment is not consistent throughout the parks. Commit to the great design of new and expanded parks and the sensitive, thoughtful master planning and renovation of existing parks.

- Establish design guidelines that provide unified principles, concepts, furnishings, materials, colors, and so on for all township parks. Establish policies for review, design, development, and management of facilities offered by community organizations and/or individuals. Strive to achieve a high quality design theme for Manheim Township parks. Work with professional park planners and landscape architects versed in park design.

- Strive to undertake improvements to the parks that are holistic and not piecemeal in order to provide a sense of presence and accomplishment in the public view.
- Provide support and accessory facilities that create premier recreation facilities such as dugouts for baseball fields; picnic areas designed as a unit with grills, picnic tables, horseshoe pits, shaded areas, and water; restrooms in high use neighborhood parks and community parks; and benches at game courts.
- Enhance park sites with landscaping for color and interest and trees for shade.
- Create great playgrounds that promote fun, socialization, learning, and creativity. Playgrounds should be provided in each park with active facilities. A playground to serve younger siblings of sports participants complements parks that are primarily used for league sports like Manheim Township Athletic Complex. The citizen survey asked when certain facilities should be developed or improved and playgrounds was the highest priority when the "in one year" and "in five year" time frames were combined, indicating a desire for enhanced playgrounds.
- Design parks with consideration of safety and security of users:
- Provide visual access into the parks from surrounding streets and sidewalks. Avoid designs that create "hidden" areas.

- Provide adequate safety zones around sports facilities and play equipment.
- Provide physical barriers between adjacent roadways and parking areas.
- Where possible and practical, limit the extent of vehicle penetration into the site and vehicular/pedestrian conflict areas.
- Provide trails of adequate width for the intended user groups.
- Provide adequate safety zones surrounding ball fields, especially with consideration of foul balls. Do not locate trails, playgrounds, and other facilities in foul ball zones. Spectator seating at ball fields should be separated from the field of play by fencing.
- Establish a readily identifiable image in the community for public parks. Opportunities to promote the image of the park system include:
  - Create a uniform signage system for parks that conveys the image of a premier public park system. Maintain uniform color, layout, materials, and graphic image. Include the Township logo and byline: "A Healthy Community".
  - Establish design standards through the master planning process. The goal of the standards would be to
    - provide a consistent quality design and construction features in all facilities. This would include quality materials, harmonious colors, and prime consideration of the natural environment.
    - Provide street trees along park road frontage and park drives.
    - Consider planting attractive, low-maintenance landscaping such as perennials and ornamental grasses at the park name signs.
    - Design with nature. Work with volunteer organizations to spearhead the recommendations noted below and identify potential partners to work on these endeavors. Many community organizations could be involved.
    - Protect and enhance natural resources of the park sites.
- Provide buffer areas around sensitive natural resources that should have limited or no public access.
- Enhance riparian buffers along streams and the Conestoga River. The stream channel in Jaycee Park is severely eroded and requires stream enhancements to restore and stabilize the stream banks. Establish a riparian buffer planning along the stream. Explore other park sites for stream areas that are eroded and that should be addressed as well.
- Locate facilities with consideration of prevailing wind and solar orientation.
- Use native plant material to enhance wildlife habitats, buffer water resources, and minimize maintenance.
- Prioritize the use of native plant material throughout the park system.



- Identify and remove non-native invasive species in the parks. Monitor the parks to make sure invasive species do not get a foothold.
- Consider the site soil, underlying geology, and ground water during the planning and development phase. Soil, geology, and depth of ground water directly affect facility constructability, drainage, and long-term maintenance.
- Incorporate natural features such as wetlands and rock outcrops into park designs.
- Develop park sites using Best Management Practices for erosion control and storm water management.
- Provide interpretative signs and develop demonstration projects in the parks to communicate with citizens and landowners about the importance of protecting the environment and enhancing natural systems.

#### **4. Provide facilities for public uses that comply with accessibility and safety regulations and guidelines.**

- Address accessibility requirements of the Americans with Disabilities Act (ADA) within existing parks. The ADA is federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public

accommodations, commercial facilities, and transportation. Municipal parks are public accommodations and must meet the requirements of the ADA. While the accommodations listed below are primarily intended to serve persons with disabilities, these facilities improve the park for various users such as seniors who find steep terrain difficult to traverse, parents with strollers, and public works crews accessing facilities for maintenance. The list below identifies ADA issues within Manheim Township parks. This is not an all-inclusive ADA audit of each park site but is provided for consideration as the park sites are enhanced.

- Accessible route - Develop walkways to provide an accessible route from handicap parking spaces and sidewalks to and between recreation facilities. This requirement is lacking in the majority of the park sites. Walkways shall not exceed five-percent slope to

be accessible and this appears readily achievable in most of the park sites. Additionally, DCNR requires that when bench areas are provided along a trail that a stabilized area for a wheelchair also be provided adjacent to benches.

- Provide stabilized handicapped parking space in each parking area. Handicap parking spaces should be closest to the destination served by the parking areas. When a parking area is established at Jaycee Park the handicap parking spaces should be closest to the trail leading into the park.
- Playgrounds must offer play equipment that provides play options for the physically challenged. Playground manufacturers are aware of this requirement and work with communities as new playground equipment is specified to make sure that this requirement is achieved.



- Athletic fields and courts must be accessible and provided with accessible viewing areas. This accommodation has not been provided at any of the existing facilities. A trail is developed at the ball fields in Overlook Community Campus but does not extend to the bleacher area to accommodate spectators. A stabilized area for a wheelchair should be provided in spectator areas for each field and court.
- Fences surrounding game courts should have gates with clear opening widths that meet or exceed the ADA requirements for disabled athletes.
- Picnic areas should offer accessible picnic tables. The regulations stipulate that a percentage of the picnic table within a grouping of tables should be accessible models.
- Drinking fountains should be accessible.
- Provide play equipment that meets the safety criteria of the Consumer Product Safety Commission (CPSC) Guidelines for Public Playground Safety. Manheim Township has compliant playgrounds throughout most of the park system. Older equipment was noted in Community Park and the equipment in Jaycee Park should be evaluated for compliance. Based on a generalized review of playground equipment throughout the system two issues exist relative to the CPSC guidelines.
  - The safety surfacing is not contained with an edged area and mulch safety surfacing material is used exclusively in the municipality. The edging serves to contain the mulch but it also provides a reference for the depth of mulch provided. Safety surfacing must be maintained at a specific depth to align with the fall height of play equipment. Without edging it is difficult to determine if the necessary depth is maintained. Adequate safety zones with safety surfacing material must surround each piece of play equipment. The safety zones and depth are defined by the CPSC and the surfacing material must meet the test requirements of the CPSC and the latest American Society of Testing and Materials (ASTM) criteria. Edging would contain safety-surfacing material in playgrounds.
  - The CPSC guidelines state "In playgrounds intended to serve children of all ages the layout of pathways and the landscaping of the playground should show the distinct areas for the different age groups. The areas should be separated at least by a buffer zone, which could be an area with shrubs or benches." At Municipal Park, Stoner Park, and areas of Community Park this requirement has not been incorporated into the playground layout. Signs should identify age appropriate use of equipment and these signs are available from playground manufacturers and the areas should be evaluated to accommodate this guideline.
- It is important to identify and prioritize improvements needed to bring existing facilities into compliance with the ADA and CPSC. A phased implementation schedule should be developed and improvements should be included in the capital improvement program budget. It is important to conduct ongoing playground safety inspections.

## 5. Undertake park improvement identified above in a prioritized manner.

### *Highest Priority*

- Improvements that enhance visitor safety and security.
- Improvements necessary to meet the intent and requirements of the Americans with Disabilities Act (ADA).
- Improvements that protect important natural resources, such as stream bank restoration and riparian buffer plantings.

### *Secondary Priorities*

- Improvements, enhancements, and support facilities within existing parks. The recommendations above outline numerous opportunities to improve the existing parks and enhance them as community assets. Some of the suggestions are easily achieved such as placing benches in shaded locations or planting trees for shade, while others such as correct the solar orientation on athletic fields are more challenging due to the developed nature of the park site.

*Manheim Township*

# Chapter 6

## Open Space, Greenways and Trails

Open space, greenways, and trails are components of a community's comprehensive parks and recreation plan.

Trails provide important transportation and recreation opportunities. Easy access to trails facilitates exercise and fitness, as well as, safe linkage to community destinations. Greenways offer corridors of protected natural resources and important habitat areas. Connecting Manheim Township's parks and community destinations with trails and greenways will add to the livability and quality of life for citizens. Conservation of the remaining open space, primarily in the northern part of the Township, will help in

retaining the rural character of the community treasured by the residents.

### Greenways

#### Benefits of Greenways and Trails

##### Social Benefits

- Provide opportunities to reconnect with the natural environment and urban fabric of our communities.
- Help to preserve the character and aesthetic appeal of a place or landscape.

- Provide access to historically and culturally significant features in our communities.
- Provide significant new public places that can help to connect people and communities.
- Increase quality of life.
- Improve health and wellness of greenway and trail recreation users.
- Heighten sensitivity to the natural environment by providing for interaction between people and nature.

##### Transportation Benefits

- Promote non-motorized transportation.

### Greenways

A greenway is a corridor of open space. Greenways may 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 opportunities.

Source: *Pennsylvania Greenways – An Action Plan for Creating Connections*

- Provide safe alternative transportation routes for pedestrians and bicyclists that will lessen our dependency on automobiles.
- Provide emergency access via trails to undeveloped areas.
- Reduce roadway congestion through redistribution of users to alternative transportation routes.
- Support “Safe Routes to School” initiatives.

#### **Ecological Benefits**

- Connect fragmented landscapes.
- Promote plant and animal species diversity.
- Provide corridors for wildlife migration and movement.
- Preserve and protect vital wildlife, plant, and aquatic habitats.
- Improve air quality and reduce noise.



- Protect natural areas.

- Reduce stormwater damage and promote flood mitigation within protected floodplains.
- Serve as a filtering zone; wetlands absorb pollutants and nutrients and slow surface run-off.
- Store and convey floodwaters.
- Clean up abandoned corridors.

#### **Recreation Benefits**

- Provide areas to jog, walk, bike, ride horses, and canoe.
- Serve as sites for passive pursuits such as picnicking, fishing, and enjoying nature.
- Connect existing and planned trails.
- Encourage ecotourism.
- Provide landscapes for environmental education.
- Provide connections between parks and other protected lands.



#### **Economic Benefits**

- Increase nearby property values.
- Precipitate new and expanded businesses related to greenway and trail use. New businesses will provide employment opportunities and revenues.

- Create tourist destinations that will generate expenditures on food, services, and lodging.
- Reduce damage and financial loss from flooding by providing buffer areas along stream and river corridors.
- Reduce school transportation expenses.
- Input from citizens gathered throughout the planning process echoed many of the benefits listed above in their discussions of greenway and trail opportunities. The greenway and trail assessment explored opportunities to create trails and designate greenways in Manheim Township to harness these benefits and connect the community.

## State and Local Greenway and Trail Planning and Initiatives

### Pennsylvania

In 1991, Pennsylvania Governor Tom Ridge enacted Executive Order 1998-3, charging DCNR, DEP, and PENNDOT, assisted by the Pennsylvania Greenways Partnership Commission to develop an action plan for advancing a Pennsylvania Greenways Partnership Program. In June 2001, *Pennsylvania Greenways: An Action Plan for Creating Connections* was completed. The plan sets forth a



series of goals and action items in a coordinated and strategic approach aimed at developing a statewide system of connected greenways.

It is envisioned that Pennsylvania's greenways network will consist of individual greenways and regional networks of greenways of all kinds. While every greenway is important and adds value to Pennsylvania's landscapes and communities, a statewide greenways network achieves broad connections that are fundamental to sustainable environments in rural, suburban, and urban settings. The landscape connections that will result throughout Pennsylvania will create a "green infrastructure" of open space vital to the health of Pennsylvania's ecological systems and manmade communities. The statewide greenways network also can provide a new connectivity within and among Pennsylvania's communities, and promote healthier lifestyles with more abundant recreational opportunities and transportation alternatives, and stronger connections to cultural and historic places. This connectivity

can be represented by the metaphor of the "hubs" and "spokes" of a wheel.

### Manheim Township Comprehensive Plan

The **2010 Manheim Township Comprehensive Plan** provides a vision for the Township in the future. Trails, greenways, and parks are significant components of the vision and included in the following vision statements:

*"Transit and pedestrian friendly connections between neighborhoods and community facilities, schools, places of work, and shopping destinations will make travel to and from convenient economical and healthy."*

*"Manheim Township's non-motorized path system will be enhanced and expanded to connect together neighborhoods, workplaces, schools, shopping, and other community facilities."*

*"Greenways will be interconnected*

## Pennsylvania Greenways Vision

Pennsylvania and its many partners will develop an outstanding network of greenways across the Commonwealth, creating an asset highly valued by Pennsylvanians and enhancing the quality of life for all. This network of greenways will connect Pennsylvanian's open space, natural landscape features, scenic, cultural, historic and recreational sites, and urban and rural communities. Greenways will become one of the Commonwealth's most powerful tools to achieve sustainable growth and livable communities.

Source: *Pennsylvania Greenways – An Action Plan for Creating Connections*

*and made part of Manheim Township's non-motorized pathway system."*

*"Manheim Township's community facilities such as its schools, parks, library, and recreation facilities will flourish, contributing greatly to residents' already high quality of life. Use of those facilities will be enhanced by the convenience of connection to residential development via the Township's non-motorized pathways, greenways, trails, sidewalks, and transit."*

### **Growing Together – A Comprehensive Plan for Central Lancaster County**

**Growing Together – A Comprehensive Plan for Central Lancaster County** encompasses 11 municipalities in central Lancaster County, including Manheim Township. **Growing Together** is an official policy document for the participating municipalities. It provides a comprehensive framework to guide future decision-making and creates a consistent policy structure including the following goals and strategies:

- Facilitate and coordinate the development of regional, inter-municipal, and local greenways in the LIMC (Lancaster Inter-Municipal Committee) area.
- Identify and reserve land for future parks and greenways in all LIMC municipalities through tools such as official maps.
- Establish and enhance opportunities for hiking, walking, jogging, bicycling, non-motorized boating, horseback riding, fitness education, and handicapped-accessible recreational facilities.
- Develop mechanisms within Central Lancaster County to maintain, develop, and acquire parks, open space, and greenways.
- Generate support for greenways through public education.

### **Conestoga Greenways – A River Corridor Conservation Plan**

This plan was developed to guide the development of greenways along the Conestoga River, the Little Conestoga Creek, and the West Branch of the Little Conestoga

Creek. The Little Conestoga Creek forms the western boundary of Manheim Township and the Conestoga River forms the eastern boundary. The plan proposes greenway corridors of protected open space and pedestrian and multi-use trails, along water resources.

### **Greenway and Trail Initiatives of Adjacent Municipalities**

Adjacent municipalities were contacted to discuss greenway and trail initiatives. Each municipality was asked if they had an official map or trail initiatives that could potentially extend into Manheim Township.

- East Hempfield Township – East Hempfield Township is working on an official map. They are developing a trail that will extend through the Crossings, Park City, and Swarr Run.
- East Lampeter Township – East Lampeter Township is working on an official map which is in draft form. East Lampeter Township has plans to develop a trail along the Conestoga River in the Township.

- Lancaster City – Lancaster City's **Urban Park, Recreation and Open Space Plan** proposes greenway corridors that traverse the City and connect to surrounding municipalities. Radial greenway corridors are proposed to align with Fruitville Pike and Oregon Pike.

- Penn Township – Penn Township has developed a draft of an official map that shows trail information. No trails are planned in the area of Manheim Township.
- Upper Leacock Township – The Township does not have an official map.
- Warwick Township – Warwick Township has an official map which includes linear trails.
- West Earl Township – West Earl Township does not have an official map.

## Manheim Township Pathways Committee

The Manheim Township Pathways Committee is charged with developing a comprehensive trail system for Manheim Township. The Pathway Committee has defined an overriding objective: Create a network of pathways that will provide safe, convenient access to schools, parks, and neighborhoods. The Pathways Committee has identified three categories of pathways that they are interested in developing throughout the community:

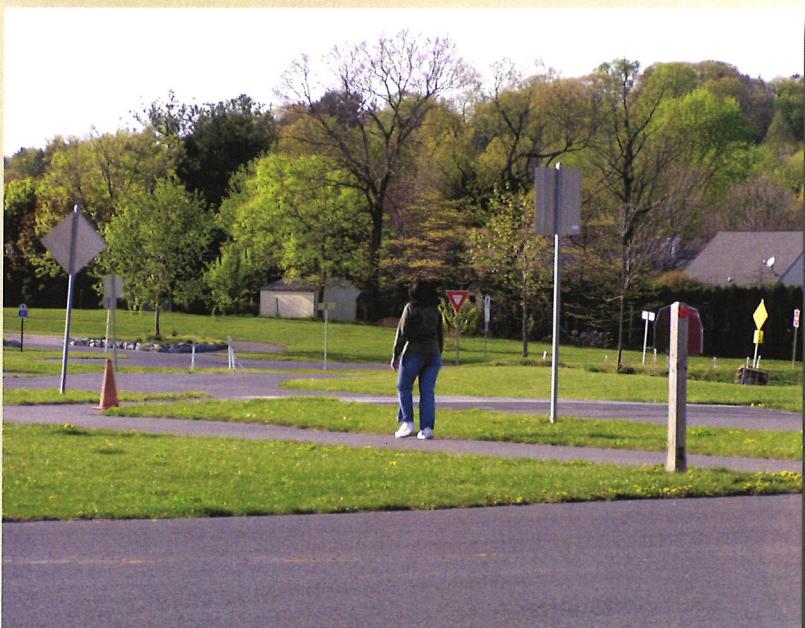
- Trails on Township-Owned Property – These trails are on parkland and other township-owned parcels. Currently there are over 10 miles of trails within municipal parks. Overlook campus has the most with 3.32 miles of paved trails.

- Trails on Developer-Owned Property – Trails should be included within new subdivision or land development parcels. Manheim Township planning staff works with developers to integrate trails as part of the Subdivision and Land Development Plan ordinance review and approval process.

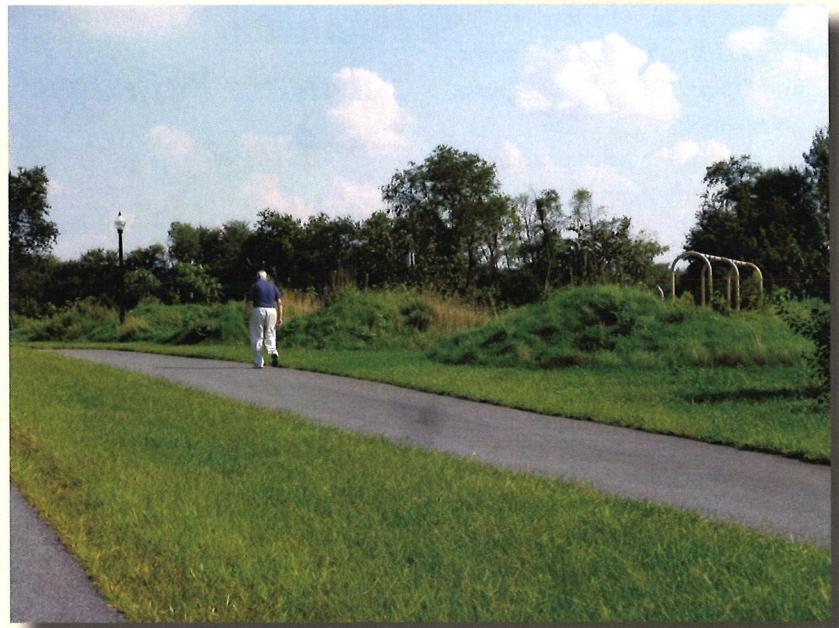
- Trails on Private Property – Trail segments are sought from private landowners to extend trails and provide key links to municipal destinations. Access easements are secured from property owners for the trail and the municipality develops the trail. An example is the trail on the north side of Eden Road that extends to Stoner Park.

The Pathways Committee is involved in the following trail activities:

- Mapping – Create and maintain a long-term vision (map) of existing, pending, and planned trails.
- Collaboration – Coordinate/facilitate/support the trail activities of the Recreation Department and the Public Works Department, including budgeting for trail easement acquisition and trail development.
- Volunteerism – Participate in committee activities with an emphasis on facilitating and/or mediating trail issues with private landowners. Committee members are actively involved in meeting with landowners and discussing the merits of trails.



- Partnerships – Work with Manheim Township School District transportation department to support Safe-Routes-To-School initiatives, Lancaster General Health's Lighten Up Lancaster healthy lifestyles program, and Habitat MT natural resource enhancement initiatives.



## Organizing Elements of the Greenways and Trail Network

The **2001 Pennsylvania Greenways – An Action Plan for Creating Connections** proposes that Pennsylvania will be connected by a state-wide network of greenways that will ultimately take the form of “hubs and spokes.” The “hubs” of this network are the destination and the “spokes” are the greenways and trail corridors connecting these destinations with the places where we live. The following hubs and spokes have been identified in Manheim Township:

### Hubs

- Transportation
- Red Rose Transit Stop – Lancaster Shopping Center
- Red Rose Transit Stop – Golden Triangle Shopping Center
- Red Rose Transit Stop – Neffsville

- Heritage Trail – Trailhead Parking Area
- Schools
  - Manheim Township High School
  - Manheim Township Middle School
  - Neff Elementary School
  - Neff Sixth Grade
  - Reidenbaugh Elementary School
  - Nitrauer Elementary School
  - Shaeffer Elementary School
  - Brecht Elementary School
  - Bucher Elementary School
  - Landis Run Intermediate School
  - Montessori School of Lancaster
- Recreation
  - Municipal Parks
  - Bent Creek Country Club
  - Lancaster Country Club
  - Universal Athletic Club
  - Stumpf Field
- Commercial - Employment
  - Red Rose Commons
  - Lancaster Shopping Center
  - Golden Triangle Shopping Center
  - Chelsea Square

- Other Destinations
  - Landis Valley Farm Museum
  - Lancaster Jewish Community Center
  - Churches
  - Restaurants

## Spokes

- Existing trails
- Stream corridors
- Sanitary sewer easements
- Utility rights-of-way
- Railroad corridors
- Road rights-of-ways
- Sidewalks

## Barriers

Several barriers to greenway and trail development are in the study area. The very resources that promote greenway potential also influenced land use and development patterns, resulting in barriers to connectivity. The major roadways present the most significant barriers to connectivity in Manheim Township. Route 30, Route 222, Route 501, (Lititz Pike) Route 283, Route 72 (Manheim Pike), Fruitville Pike, and Route 272 (Oregon Pike) present physical impediments to continuous flow of greenways, trails, and open space. The active rail line in portion of the southern extent of the municipality creates a barrier between the

Township and City. Streams throughout the municipality create obstacles that must be crossed to create loop trails.

To create a comprehensive greenway system that provides the maximum benefit to the community, it is important to find linkages across these barriers. Alternative routes or engineering solutions such as bridges or underpasses must be incorporated to provide a connected network. It is important to work with PennDOT to incorporate pedestrian and bicycle friendly linkage solutions when bridges and underpasses are upgraded. It will be necessary to evaluate existing sidewalks and road rights-of-ways as part of a comprehensive system of greenways, trails, and trail links.

## *Greenways in Manheim Township*

Streams and the Conestoga River provide the spokes for Manheim Township's greenway and trail system. Two major greenway corridors have been identified with eight minor greenways connecting to the major greenways. The major greenways; the Conestoga Greenway and Little Conestoga Greenways, are also identified as regional greenways in the **Conestoga Greenways – A River Corridor Conservation Plan**. The greenways are illustrated on the Trail & Greenway System Map provided at the end of the chapter.

## Major Greenways

- Conestoga River Greenway – The Conestoga River Greenway provides regional linkages through the County connecting West Earl, Upper Leacock, and East Lampeter Townships and the City of Lancaster in the Manheim Township area. Perelman Park is the only municipal park along this greenway. The Lancaster Country Club is located along the greenway in Manheim Township and provides a large parcel of quasi-protected open space.
- Little Conestoga Creek Greenway – The Little Conestoga Greenway connect regionally, tying the west side of Manheim Township to Penn, East Hempfield, and Lancaster Townships and East Petersburg Borough and the City of Lancaster. Recreation amenities located along this corridor include Bent Creek Country Club; PP&L Picnic Grove; Domin Park, an East Hempfield Township park; and Franklin & Marshall College.

## Minor Greenways

- Bachman Run Greenway – Bachman Run Greenway is tributary to the Little Conestoga Creek Greenway and is in close proximity to Reidenbaugh School & Park. A tributary to Bachman Run is also suggested as part of the greenway network.
- Lititz Run Greenway – Lititz Run Greenway is tributary to the Conestoga River Greenway and extends into Warwick Township.

- Kurtz Run Greenway – Kurtz Run Greenway is tributary to the Conestoga River Greenway. A tributary to Kurtz Run is also suggested as part of the greenway network.
- Landis Run Greenway – Landis Run Greenway is tributary to the Conestoga River Greenway. Landis Woods and the Heritage Trail are located along this greenway. A small tributary to Landis Run is also designated as a greenway.
- Overlook Greenway – The stream that originates in the Overlook Community Campus is designated as a greenway that is a tributary to the Little Conestoga Creek Greenway.
- Buch Avenue Greenway – Buch Avenue Greenway is the greenway along the small stream that parallels the north side of Buch Avenue and extends northeast to Weaver Road. This greenway is tributary to the Little Conestoga Greenway and extends to the just south of the Manheim Township Athletic Complex and to the Montessori School of Lancaster.
- Jaycee Greenway – Jaycee Greenway aligns with the small tributary to the Conestoga River that flows through Jaycee Park.
- Saddle Drive Greenway – Saddle Drive Greenway is associated with the small stream that is located on the east side of Saddle Drive, east of Landis Valley Farm Museum. The small tributary flows to the Conestoga River.

## Greenways and Open Space Protection

These ten greenways function primarily to protect natural area and resources. Preservation and protection of these greenway corridors is a goal of several regional and local plans. These greenways primarily traverse private lands. While public ownership is one way to protect the greenways and their underlying resources, few municipalities have the financial resources or the opportunity to acquire all of the land along a natural corridor. Other strategies are required to protect and conserve important natural resources.

One of the most effective strategies for promoting sound land use and conservation of important resources and natural areas and corridors is adoption of land use regulations. Zoning ordinances, subdivision and land development ordinances, and other specific ordinances are tools that manage growth and land use at the local level. Ordinance provisions that prohibit development on steep slopes and floodplains, require Best Management Practices for the management of stormwater runoff or Conservation by Design development, and setbacks and buffers from wetlands and sensitive resources will protect lands within designated greenways.

Landowner driven options for protecting open space and natural

resources include selling or donating land to a conservation organization for protection or granting conservation easements. Landowners can also participate in a resource conservation program such as TreeVitalize, which provides a rebate discount for homeowners that plant trees on private property.

It will take the cooperative efforts and long-term commitment of landowners, municipalities, the county, and land conservation organizations to fully protect the ten greenways identified. The existing protected open space parcels and park site are the building blocks of a continuous network of protected green corridors. Protecting contiguous lands along the major greenway corridors is recommended as the highest priority for conservation. The rationale for starting with contiguous lands is based on the conservation principles stated by the International Union for Conservation of Nature – 1980 World Conservation Strategy which suggests that connected natural systems are ecologically more sustainable and important than unconnected systems. “If all else is equal, large reserves are better than small reserves; a single large reserve is better than several small ones of equivalent total area; reserves close together are better than reserves that are far apart; rounded reserves are better than long, thin ones; reserves clustered compactly are better than reserves in a line; and reserves that are connected by corridors are better than unconnected reserves.”<sup>1</sup>

<sup>1</sup> Mark A. Benedict and Edward T. McMahon, *Green Infrastructure, Linking Landscapes and Communities* (Washington: Island Press, 2006), p.110.

**Table 15**  
**Open Space Protection Strategies**

Open Space Protection Strategy	Strategy Explanation	Advantage/Disadvantage
Acquisition	Acquisition of land for the sole purpose of greenway/trail development	One of the most effective methods of permanently protecting open space. It is also the most costly and contingent upon an agency or organization to manage and maintain the land.
Donations/Gifts	Donation of land to an agency or non-profit organization	Provides permanent protection without public expenditure. May provide tax benefits to the donor if the donation is for preservation or conservation.
Bargain Sale	Land is purchased at less than its appraised market value.	Difference in purchase and fair market value is considered a charitable gift for tax purposes.
Option to Buy	An agreement with a property owner to purchase or have the right of first refusal to purchase land.	Secures the rights for future purchase but does not set price or determine when or if property would be sold.
Purchase of Development Rights	To provide a landowner the monetary difference between the value of land when fully developed with uses allowed by rights versus the value of the same parcel remaining undeveloped as open space.	For landowner lowers taxes on land. Cost to purchase development rights may be high.
Purchase of Resource Protection Rights	To purchase the rights from a landowner to protect and manage specific resources.	Cost to purchase resource protection rights may be high.
Purchase & Resale	Purchase land by party desiring to restrict its future use and resold only under conditions or restrictive deed conditions.	Party that originally purchased the land for the sole purpose of restricting its use is relieved of continuing ownership and maintenance responsibilities. Land remains on tax roles.
Condemnation	Condemnation is the act of eminent domain or taking of private property for public purposes.	Tool for acquisition. May be costly and reflect negatively on the greenway initiative. Use as last resort for protection.
<b>Easements</b>		
Conservation Easements	A legally enforceable agreement between a landowner and an agency or non-profit organization which places restriction on the use of or activities on a specific property which aligns with conservation objectives.	Less expensive than acquisition of land. The landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity. Public access may be restricted. Method for enforcement needed.
Public Access Easement	An easement that provides the general public the right to access to or through a privately owned land for a defined purpose such as hiking, walking, and biking. Specific activities such as hunting and motorized vehicle use may be prohibited.	Less expensive than acquisition of land. The landowner retains rights not surrendered in the easement agreement and the easement provisions are valid and enforceable in perpetuity.

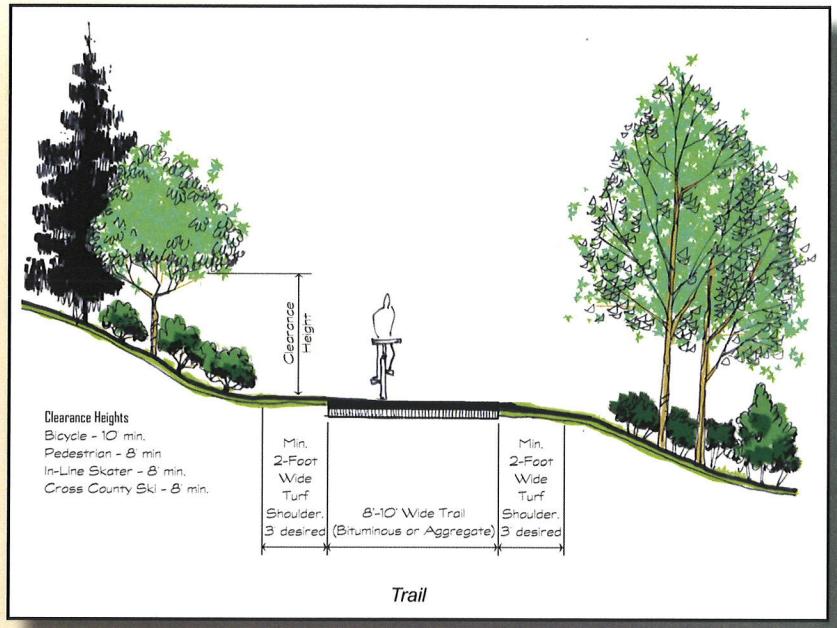
Open Space Protection Strategy	Strategy Explanation	Advantage/Disadvantage
<b><i>Land Use Regulations</i></b>		
Overlay Zone	<p>A zone that is overlaid on an existing zone which adds regulation governing the use of a property. This technique is typically used to protect floodplains, woodlands, and steep slopes. Overlay zones can be designated for specific resources or areas to provide additional environmental protection. Riparian buffers, wetlands, and unique natural areas are resources that could be protected with an overlay zone.</p>	<p>Enforced by local government. Allows targeted protection of natural resources.</p>
Transfer of Development Rights	<p>Property owners can sell development rights to developers for use in targeted areas. Open space is preserved by deed restrictions on properties that no longer carry development rights.</p>	<p>Allows development to be directed to specific areas.</p>
Mandatory Dedication	<p>Dedication of land from developers for park and recreational purposes. Municipalities must adopt a recreation plan that supports the dedication standards contained in the subdivision and land development ordinance.</p>	<p>Dedicates open space where development is occurring. Fee in lieu of provisions allows fee for land based on fair market value to be used for purchase of land in targeted areas.</p>
Open Space Subdivisions	<p>Open space subdivisions promote preservation of open space through the identification of natural resources and development designs that preserve these resources and significant open space.</p>	<p>Retain the density of the tract being developed. Must work with developer to ensure that open space is useful as a greenway and linked to other protected open space.</p>
<b><i>Other Methods</i></b>		
Official Map	<p>A municipality may map existing and proposed features such as parks, greenways, trails, and easements, and through this designation reserve public land. If a plan for subdivision or development of mapped land is presented, the municipality may withhold approval for a period of one year, giving the municipality the option to purchase or condemn the property.</p>	<p>The official map does not protect land for greenways but merely reserves land for purchase by the municipality.</p>
Deed Restriction	<p>Restrictions as part of the deed that limit in some way the use of a piece of land. Examples include removing vegetation, requiring a portion of a tract to remain undeveloped, buffer, etc.</p>	<p>Features protected in perpetuity.</p>

A full pallet of protection strategies is typically used to protect natural areas to include acquisition, easements, and land use regulations. Open space protection strategies are presented in Table 15.

## Manheim Township Trail System

Currently there are approximately 16 miles of trails developed in Manheim Township. These trails are in municipal parks, along roadways, and within easements on private lands. Notable among the trail segments is the recently completed Heritage Trail that extends from the corner of Valley Road and Delp Road west to Landis Run and then north to Landis Woods Park and extending to a new trailhead with parking off of Valley Road. The 16-plus miles of trail provides the foundation for a comprehensive network of trails that extends throughout the community.

The Trail & Greenway System map on page 93 presents existing trail segments and illustrates potential trail routes. The trail system spans throughout the community with the majority of the proposed trails in the more developed areas. Trails traverse parkland, open space parcels, home-owner association lands, and private property. Trails follow streams, road rights-of-way, and property lines. Red Rose Transit extends bus routes to portions of Manheim Township and linking trails to bus stops will enhance the mobility of residents



and connect them via trail and bus routes to the greater Lancaster County area and Lancaster City.

Ideally, the trail system would provide full connection throughout the Township and link to trails in neighboring communities. The system would provide a connection from the sidewalk in front of a resident's home, to a trail within their neighborhood. Unfortunately the barriers to connectivity and the developed nature of the area prohibit full connections. There are areas of the municipality that do not have trails suggested. These un-served areas are primarily the rural northeast and the developed southeast and southwest portions of the Township.

Additionally, it would also be ideal if the entire network could be accomplished all on public or semi-public lands. To maximize connectivity and achieve some of the highly desirable connections such as linkage to the Overlook

Community Campus, it is necessary to cross lands not held by a public entity. Where potential trails are identified on private lands, the route suggested typically aligns with property lines and road rights-of-ways. It will be necessary to work directly with the landowners to secure access easements across private lands.

The Manheim Township Pathways Committee has identified key trail routes and linkages that are critical to developing an interconnected system of trails in Manheim Township. Key routes and linkages include:

- Nitrauer School to Landis Woods Park with safe crossing at Royer Road and Oregon Pike intersection.
- Rachel Drive (in Bloomingdale neighborhood) to Overlook Park via Sunrise Ave with safe crossing at Delp Road and Lititz Pike intersection.

- Landis Woods to Landis Valley Museum via aligned Delp Road and Kissel Hill Road at new Valley Road intersection.
- MT Athletic Complex to Community Park with safe crossing at Petersburg Road.
- Reidenbaugh School & Park to Fruitville Pike.
- Reidenbaugh School & Park to Kings Gate Drive with safe crossing at Koser Road.
- Landis Valley Museum to Butter Road via Jake Landis Road.
- Stoner Park to Landis Valley Museum via segments on Butter Road and Valley Road west of Calvary Church.

The key linkages identified by the Manheim Township Pathways Committee and the potential routes identified on Manheim Township Trail & Greenway

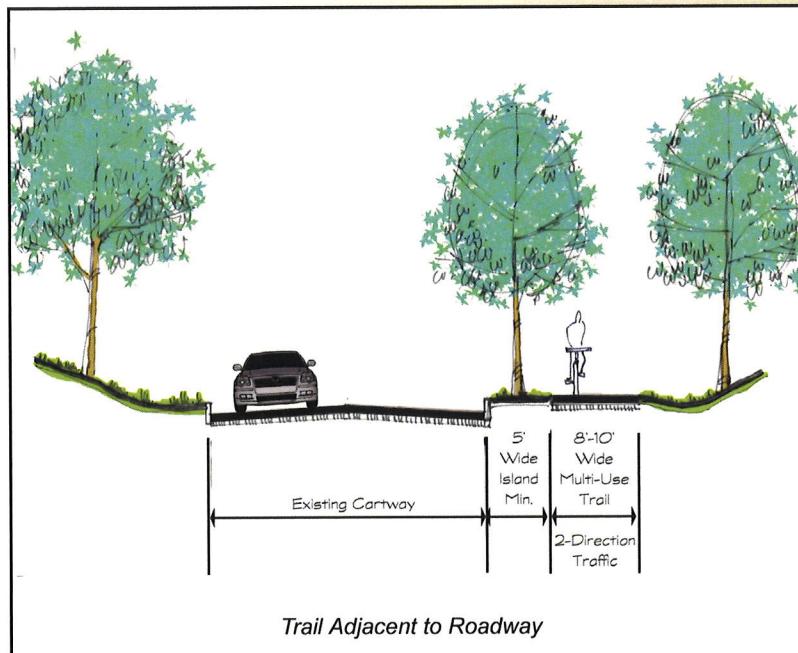
System map presents a concept for how connectivity and trails could be achieved in the community. These plans were completed using generalized information from GIS data about the physical conditions. Topographic surveys, wetlands delineations, floodplain limits, and other critical information will be needed to inform decisions on final trail routes. Transportation engineers, landscape architects, and others will need to work together to analyze site-specific opportunities and constraints to define the final trail routes. Where routes are suggested on private lands, the cooperation of landowners will be necessary. Easement should be sought from willing landowners and if opposition to trail easements is encountered, work-around routes should be sought.

Township with developed neighborhoods, commercial areas, industrial areas, and farmland will require a varied approach to create a comprehensive network of trails. When new developments are planned trail opportunities should be evaluated and incorporated into the development from the outset. In existing neighborhoods and commercial areas a variety of solutions may be needed. Following are facilities that should be considered to enhance community mobility.

**Sidewalks** - Sidewalks present one level of solution for enhancing mobility, but only accommodate pedestrians. To truly enhance mobility in a community, trails of sufficient width to accommodate both pedestrians and cyclists are needed. The challenge of connecting neighborhoods in Manheim Township is made more difficult because a significant portion of existing neighborhoods were developed without sidewalks.

## Components of a Typical Trail System

The diverse context of Manheim



The Manheim Township Comprehensive Plan includes the following indicator of success for the mobility goal:

*"All future housing developments within the Urban Growth area of Manheim Township include sidewalks and are connected by sidewalk to at least one other nearby development, community facility, or commercial center. Manheim Township links fifty percent (50%) of existing developments lacking any sidewalk connection to a nearby development, community facility or commercial center by 2020."*

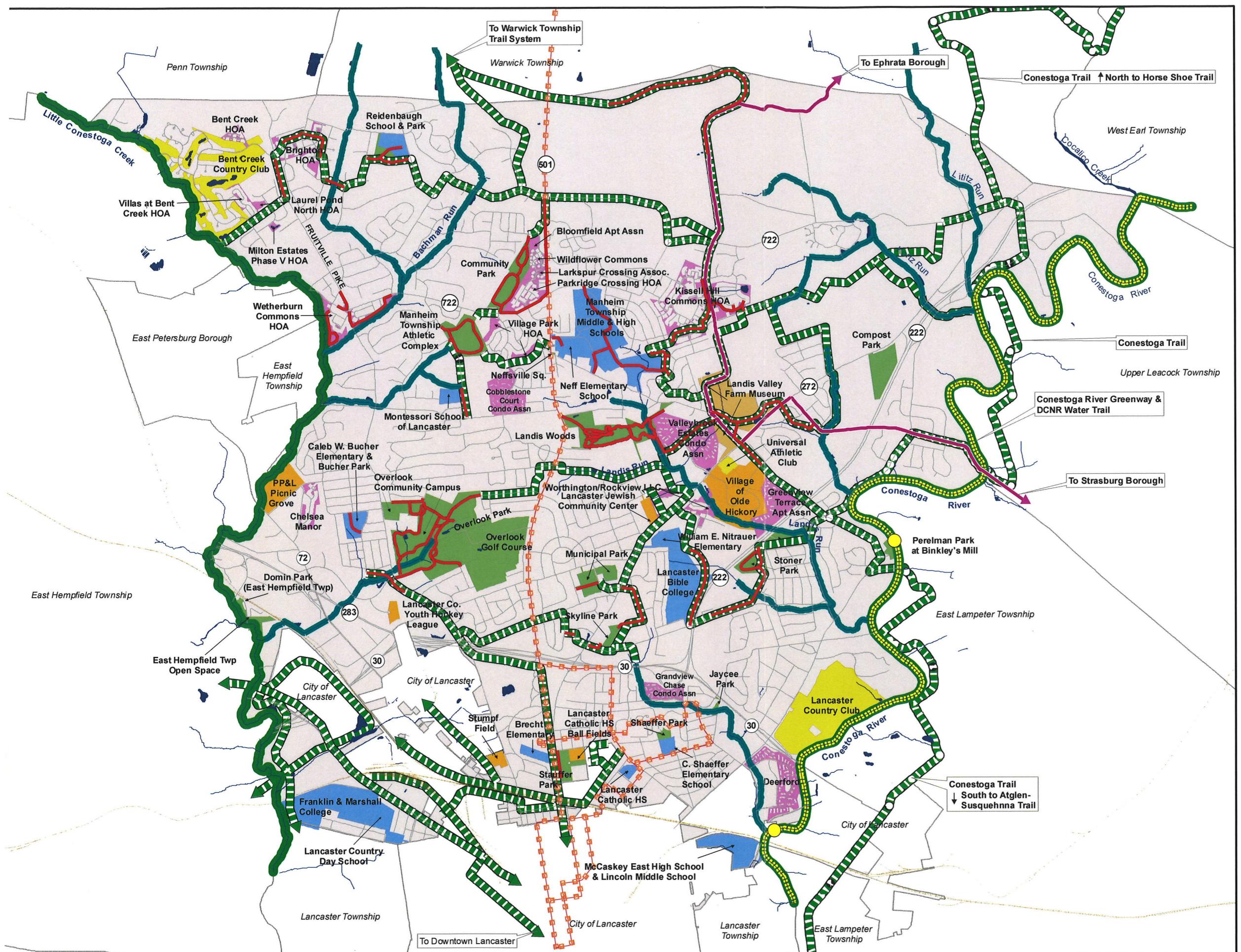
## Trail & Greenway System

### Legend

- Existing Trails & Linear Parks
- Potential Trail Route
- Bicycle Route
- Red Rose Transit Authority Bus Route
- Major Greenway
- Minor Greenway
- DCNR Water Trail
- Public River Access Point

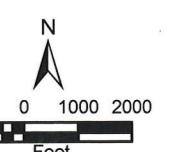
Park/Recreation Facility Type

- Municipal
- School
- Semi-Public
- Other Public
- Homeowners Association
- Private



## Manheim Township Recreation, Park, Open Space and Greenways Plan

Manheim Township  
Lancaster County, PA



Data Sources:  
Base Features: Lancaster County GIS, Summer 2010; Trails, Greenways: Manheim Township "Greenway System" map, Oct. 2007 and Lancaster County Greenscapes Plan, February 2009; River Access: Lancaster County Greenscapes Plan, February 2009; Water Trail: PA DCNR

Prepared by:  
Nanci Sarcinello, AICP  
Sarcinello Planning & GIS Services  
Swarthmore, Pennsylvania 19081



**Trails** – Typically, the preferred configuration for a trail is a separate corridor that extends from point A to point B. Safety is enhanced when trails are separated from roadways and road crossings are minimized. Community trails should be multipurpose for both pedestrian and bicycle. They may follow a stream corridor or a utility right-of-way or run cross-country following no physical feature at all. Because trails are usually outside of public rights-of-ways, access easements will be required where trails are not on public land.

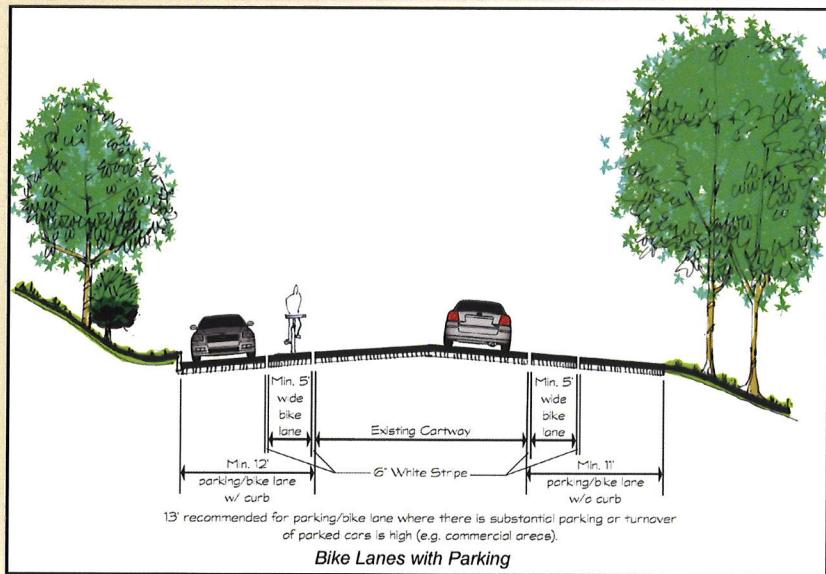
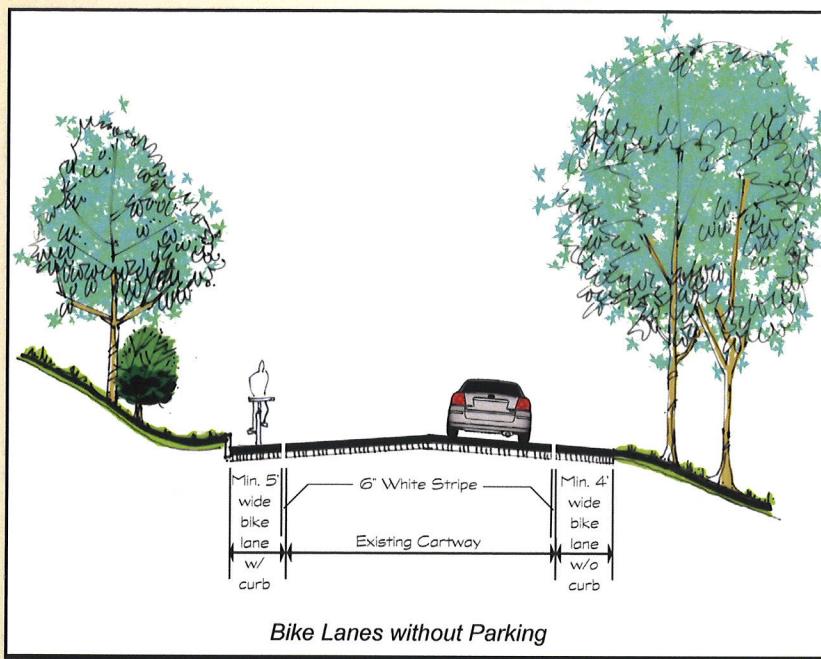
**Trails Adjacent to Roadway** – Trails adjacent to roadways are typically located within the road right-of-way. A grass strip of at least 5-feet wide should separate the trail from the roadway where possible. Trails adjacent to roadways are suggested along roads that do not have adjoining sidewalks and have the physical area to develop a separate trail.

**Bike Lanes without Parking** – In developed areas of the community there may not be physical space to develop a trail. But some of these areas may have wide roadways with sufficient width to allow the development of bike lanes within the road cartway adjacent to the travel lanes. Bike lanes should be developed, where appropriate, on both sides of a two-way street, separated from the vehicular cartway by a 6" white stripe. Bike lanes carry bike traffic in the same direction as the adjacent vehicular traffic. The recommended width of a bike lane is 4' on streets without curb or gutter and 5' from the face of a curb. The American Association of State Highway and Transportation

Officials (AASHTO) Guide for the Development of Bicycle Facilities should be referenced when designing on-road bicycle facilities. Bike lanes provide a travel route for bicycles but do not provide accommodations for pedestrians. In residential and commercial areas where sidewalks exist, bike lanes can expand the network by providing a dedicated location for bicyclists. Where sidewalks are not provided a

separate multi-use trail is preferred to accommodate both pedestrians and bicyclists. Bike lanes effectively narrow a street and provide a traffic calming effect as motorists typically drive slower on narrower cartways.

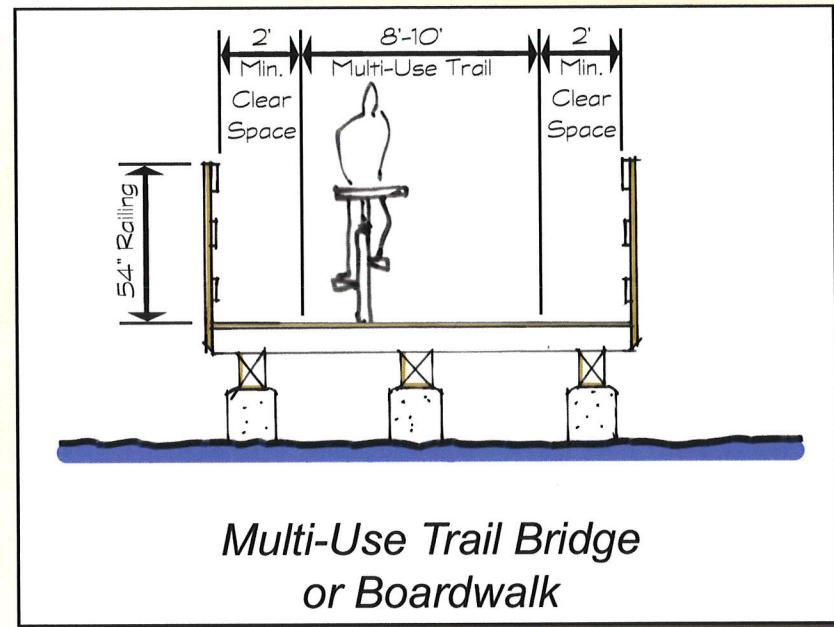
**Bike Lanes with Parking** – Parking is permitted on many of the residential streets in the municipality. To expand the connectivity of the trail network for cyclists, bike lanes could be



developed between the parking aisle and the vehicle cartway on streets with parking. The adjacent sketch shows the dimensions provided in the AASHTO guidelines for bike lanes on streets with on-street parking.

An inherent danger associated with bike travel is the “door zone” of parked cars and the topic of bike lanes on streets that allow on-street parking is a controversial, with diverse views that relate to safety. Car doors opening into bike lanes present a significant safety concern for cyclists. When cyclists encounter a door opening in their path of travel they must either stop short or swerve into the vehicle travel lane to avoid the open door. Cyclists have been injured and killed by trying to avoid an open car door or hitting an open door. The possibility of a door zone related crash is highest in locations with high parking turnover, such as a main street or in commercial districts.

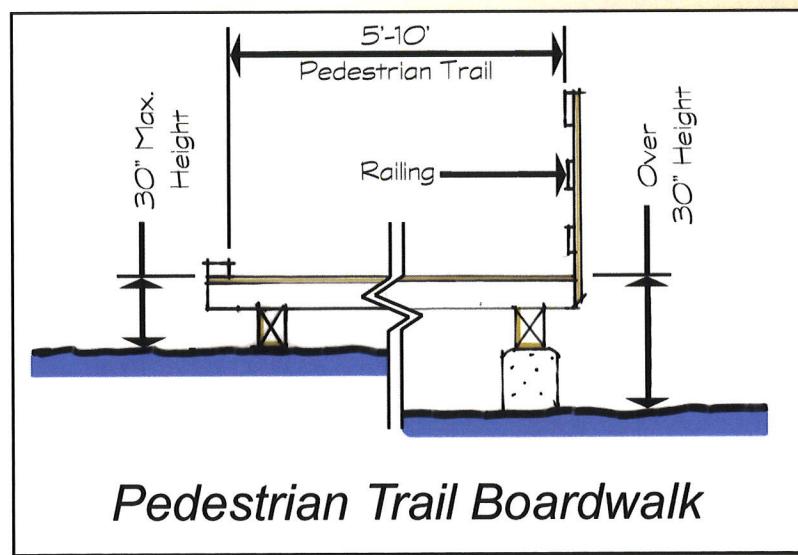
Various techniques have been experimented with in communities to reduce door zone accidents such as wider bike lanes, pavement markings and warning signs, and



in some communities shared lane pavement marking are used. Manheim Township should consider the expanded mobility opportunities associated with bike lanes as well as the safety issues. Each potential bike lane location should be analyzed for compatibility of integrating bike lanes. Additional study should also investigate roadway width, linkages to other segments of the trail system, if stormwater inlets have bicycle grates, pavement markings

commonly used in the region, and other factors that affect safety.

**Bridges and Boardwalks –** Several segments of the potential trail routes in Manheim Township align with stream corridors and encounter the need to cross streams, drainage channels, and wetlands. Where culverts cannot carry a trail, bridges and boardwalks should be used. For multi-use trails with bicycle use, bridges and boardwalks should include extra width or shy distance of 2 feet on both sides of the structure. Due to the higher center of gravity for cyclists, a 54-inch high railing is recommended. Where bicycles are not permitted, a low curb may suffice to delineate the edge of the structure where the height above the surface being crossed is less than 30-inches. Where the height of the bridge or boardwalk exceeds 30-inches, a 42-inch railing is required. The clear space on either side of the travel corridor is not required on bridges and trails that are used only by pedestrians.



# **Open Space, Greenways & Trails Assessment**

## **Strengths**

Manheim Township is fortunate to have a very active Pathways Committee and the dedication of municipal staff and departments spearheading greenway and trail initiatives in the community.

Through the work of the committee and staff important opportunities for trail linkages have been realized and a strategic plan is in place to continue to develop trails throughout the municipality. Significant segments of the Conestoga Greenway and Little Conestoga Greenway are located in Manheim Township and through these greenways and corresponding trails, Manheim Township is connected to a regional network of greenways and trails in Lancaster County. The opinion survey revealed significant support for developing trails and conserving open space and natural resources.

## **Challenges**

There are significant challenges for Manheim Township relative to greenways and trails. The highly developed characteristic of the community and the extent of private ownership of land along natural corridors present difficult hurdles in the protection of linear resources and development of trails. Although the opinion survey completed as part of this plan indicated general public support for bike trails and walking paths, developing a trail system

that includes easements on private property will be a challenge. Open communications and educating the general public and land owners about greenways and trail benefits and dispelling myths about trails is a critical challenge ahead if Manheim Township is to develop a comprehensive trail system.

## **Opportunities**

Over 16 miles of trails and several streams provide linear corridors through the community. These trails and linear resources can be the spokes of a community greenway and trail network. Additionally, the sidewalks in numerous locations can expand a greenway and trail network to neighborhoods and commercial destinations. These resources are the foundation and building blocks for a comprehensive greenway and trail system.

## **Recommendations**

### **1. Promote the protection and conservation of open space and green resources throughout the municipality.**

- Communicate with and support the land conservation efforts of Lancaster County, the Lancaster County Conservancy, and others.
- Expand environmental protection provisions within municipal ordinances.
- Promote outreach and public education of landowners regarding opportunities and benefits of environmental conservation.

- Partner with local conservation organizations to improve natural resource areas of parks as conservation demonstration sites.
- Demonstrate native plantings suitable for use in Manheim Township, best management practices, and resource protection initiatives.
- Incorporate interpretative signs in demonstration areas to communicate conservation messages.
- Use the township newsletter and municipal website as outreach tools.
- Verify annually that the Manheim Township mandatory dedication provisions align with the fair market value of property in the municipality.
- Coordinate conservation opportunities and initiatives with local conservation organizations (Serra Club Lancaster Group, Habitat MT, the Lancaster County Conservation District, the Lancaster County Conservancy, etc.), adjacent municipalities, and others as appropriate.
- Enhance stream corridors within parks (Perelman Park, Landis Woods, Overlook Community Campus, and Jaycee Park) with riparian buffer plantings and stream bank stabilization.
- Seek conservation easements to protect and buffer important natural resource areas.

**2. Plan and develop a comprehensive network of greenways and trails throughout the municipality to link residential areas, schools, parkland, and other community destinations.**

- Continue to support the efforts of the Pathways Committee.
- Continue to expand the trail network through the subdivision and land development plan review process.
- Require sidewalks in new residential and commercial areas be extended to nearby sidewalks and trails.
- Require sidewalks in new residential and commercial development.
- Seek access easements for trail links.
- Seek conservation easements to protect and buffer natural resources along designated greenway corridors.
- Seek access easements from developers when new subdivision and land development is proposed

along designated trail corridors or could extend a link to a designated trail corridor.

- Work with private landowners to acquire access and/or conservation easements along designated greenway corridors.
- Develop and adopt an official map for the municipality that promotes the greenway and trail objectives of the Township. An official map may identify lands that are targeted for acquisition by the municipality for various public uses, including land for existing and proposed public parks, greenways, and trail reservations. The Official Map tool essentially gives a municipality the right of first refusal on a piece of property.
- Develop a comprehensive network of trails in Manheim Township.
- Continue to support the efforts of the Pathways Committee
- Prioritize development of “missing links” to maximize connectivity.
- Develop trail loops where possible.
- Promote awareness and use of the trails with obvious trailhead presence and pathway signage.
- Prioritize trail segments with a high likelihood of success. Promote the success as a pilot project.
- Complete feasibility studies/master plans for proposed trail and bicycle routes, as appropriate. Use a public process to seek input from citizens. Include evaluation of local roads to integrate bicycle and pedestrian friendly facilities.
- Communicate with adjacent municipalities and Lancaster County regarding regional greenway and trail opportunities and initiatives.
- Promote expanded public awareness of greenways, trails and bikeways. Work with the Manheim Township Pathways Committee.
- Raise public awareness of the benefits of greenways and trails.
- Expand public awareness of trail and bike lane options in the community. Post information on the Manheim Township website and utilize public education, media, and other communication tools.
- Share information about safe biking practices and bicycle education.
- Share options for non-motorized commuting.
- Share information with landowners about the benefits of trails and greenways and the purpose and mechanics of access and conservation easements.



- Share greenway and trail success stories.
- Provide convenience facilities for bicyclists in parks such as bike racks, bike parking areas, and water fountains.

**3. Partner with other government and private entities to promote the protection of greenway corridors and development of trails.**

- Work with Manheim Township School District to explore linkages from school sites to trail corridors.
- Forward this Manheim Township Recreation, Parks, Greenways, and Open Space Plan to groups responsible for regional and municipal plans to promote coordination and for incorporation of initiatives into regional implementation efforts.
- Work with PennDOT and the Township Public Works Department to provide trail and mobility initiatives and integrate pedestrian and trail improvements and accommodations into new/renovated bridge, roadway and traffic signal projects.
- Communicate with Lancaster County Planning Commission and adjacent municipalities regarding trail and greenway initiatives.
- Coordinate trail and bus stop locations with Red Rose Transit to maximize the mobility benefits of trails in the Township.

Conservation  
of the  
remaining  
open space...  
will help to  
retaining  
the rural  
character  
of the  
community  
treasured by  
the residents.

*Manheim Township*

# Chapter 7

## Programs and Services

Manheim Township is renowned for its programs and services. The Department has earned statewide awards in recognition of its outstanding services. This chapter presents the inventory and assessment of public recreation opportunities.

### *High Public Regard for Township Programs*

The goal of the Manheim Township Recreation Department is to offer citizens of all ages affordable high quality recreation and educational programs year round.

Three out of five citizens surveyed rated Manheim Township's programs as "good to excellent". Their highest rating went to the quality and variety of the programs. The average ratings of programs as "fair to poor" was under five percent with most hovering around one to two percent. For the future, citizens appear to be satisfied



with municipal programming in that only five percent of the survey respondents indicated that enhancing programs and services should be a main township focus.

### **Recreation Values**

Community recreation values were determined through input from recreation management,

staff, leaders, and the public through the public engagement process for this plan. They include the following:

- Service for citizens of all ages,
- Opportunities for citizens that are both organized and self-directed,
- A broad range of activities that enable citizens to try out recreation opportunities,
- Standards for healthy and rewarding experiences of participants through defining and carrying out codes of conduct for participants, staff, coaches, volunteers, and spectators,
- Partnerships with other public and private entities in community recreation service,
- High expectations of recreation management, staff and leaders in understanding and anticipating public recreation interests,
- Recreation trend forecasting: translating trends into programs or facilities for Manheim Township residents,
- Excellent customer service through convenience, locations close to home, and schedules and program times in sync with the way of life of the citizens,
- Information about recreation opportunities that is timely and accessible,
- Facilities that are safe, clean, attractive, and ready-to-use, and
- Practices and methods that are sustainable and environmentally sound.

### **Serving the Citizens**

Manheim Township's population is continuing to grow having increased by 4,436 citizens between 2000 and 2010. An increase of 4,023 expected by 2020 and another 4,653 by 2030 is expected. Given these large projected increases, Manheim Township can anticipate a higher level of demand for parks, recreation facilities, programs, and services. Nearly an equal number of people are under 18 (7,803) and 65 and older (7,063). About 2,431 citizens are young adults ages 18-24. The majority of the population, 19,014, includes citizens ages 25 to 64. The median age is 44, up from 42.6 in 2000. The citizenry is diversifying with both Hispanic and African American population doubling between 2000 and 2010. The Hispanic population is 6.6 percent of the population. These trends suggest planning recreation services for an increasing senior adult population, Spanish language options for the growing Hispanic segment, and more family programs.

hours annually. Nearly 9,100 citizens participated in Manheim Township's public recreation programs in 2010. At 23 percent of the population this is higher than the national average of about 20 percent. In addition to the organized programs, 63 percent of the survey respondents reported using the township parks and recreation facilities on their own for fun and socializing. That would total about over 24,000 visiting the parks annually. Total park visitation is unknown but it is assumed that park visitors are using the parks for many days.

### **Unique Opportunities for Self-Directed Recreation**

Manheim Township has been working to capitalize on the major trend of self-directed recreation. Many people want to participate in a variety of recreation activities at their own discretion.

Manheim Township has many facilities that are not commonly found in public recreation departments. These activities include:

- Playing Golf: disc, regulation golf, and miniature
- Swimming in two outdoor pools and the High School Pool
- Roller Skating in the Overlook Activity Center
- Using the turf fields at Weaver Road Park
- Skateboarding
- Bicycling along the Township's Trail network
- Boating with river access at Perlman Park

## ***Recreation Program Inventory***

Table 16 presents the Manheim Township Program Inventory for 2010. The wide-ranging programs serve pre-schoolers through senior adults year round. The four programming seasons for fall, winter, spring, and summer encompasses 11 major program areas with 451 sessions or major events. Each of the program sessions includes many classes. For example one session of Level 1 Learn-to-Swim has eight classes. Manheim Township offers thousands of hours of planned, scheduled programming

**Table 16**  
**Manheim Township Program Inventory 2010**

Program	Age	Gender	Fee	Location	Season	#	Comment
<b>Aquatics</b>							
Basic Learn to Swim	6 mo - Adult	B	\$30 - 50	HS	F	533	Aqua Babies through Adult
Wet and Fit	Adult	B	\$42 - 55	HS	F	53	
Lap Swimming	HS & Adult	B	\$23/29/20	HS	F	48	2 sessions
Life guarding Classes	Yth/Adult	B		HS	F	54	
Olympic Day	Youth	B	Free	Pools	S	600	Estimated; one day event
Home Swim Meets	Youth	B	Free	Pools	S	4,000	Estimated
<b>Volunteer</b>							
Adopt-A-Park	All	B	Free	Parks	All	34	Families
<b>Special Events</b>							
MT Hist. Soc. Event	All	B	Free	OCC	F	NA	1 session
5 <sup>th</sup> Annual Herb Fest	All	B	Free	BHNM	F	195	Partnership
11 <sup>th</sup> Landis Woods Art Show	All	B	Free	LWP	F	1,095	Partnership
MT Woodcarvers Club	All	B	Free	LWP	F	15	Partnership
Community Day	All	B	Free	OCC	F	2,200	
Stauffer Mansion Holiday Open House	All	B	Free	SM	F	400	Estimated
Scavenger Hunt	Yth/Adult	B	Free	Parks	S	38	Invited
Family Camp Out	All	B	\$20/family	OP	S	0	Offered but did not run
Community Day Yard Sale	All	B		OP	S	0	Offered but did not run
Great PA Clean-Up	All	B	Free	OCC	Sp	98	1 day event
Daddy Daughter Dance	Yth/Adult	B	\$17/person	OCC	SP	38	1 day event
<b>Adult Classes - Enrichment</b>							
Basics of Bicycling	Adult	B	\$45/50/40	SCH	F, Sp	9	2 sessions
Intro to Quilt Making	Adult	B	\$85/90	MTHS	F	0	Offered but did not run
Intro to Wine Education	Adult	B	\$85/95	Off site	F, S	28	2 sessions
Wine, Dine & Storytelling	Adult	B	\$75/85	LWP	S	0	Offered but did not run
Decorating with Color	Adult	B	\$39	SM	F	0	Offered but did not run
Home Decorating	Adult	B	\$59	SM	F	8	1 session
Photography 100	Adult	B	\$45	SM	F, Sp	16	2 sessions
Photo: Shoot Like Pro	Adult	B	\$150	SM	F, Sp	0	Offered but did not run
AARP Driver Program	50+	B	\$12/14	SM	F, Sp	50	4 sessions
Screenwriting	Adult	B	\$90/95	MTHS	F	0	Offered but did not run
Geology	Adult	B	\$15	BHNM	F, Sp	11	1 class
Basic Investing	Adult	B	\$15/20	SM	F	0	Offered but did not run
Social Security	Adult	B	\$15/20	SM	F	9	
Beg. Conversational French	Adult	B	\$80/85	SM	S	5	1 session
Woodcarving	Adult	B	\$25/30/20	LWP	Sp	7	2 sessions
Basket weaving	Adult	B		SM		0	Offered but did not run
Nutritional Cooking	Adult	B		SM		0	Offered but did not run
Boettcher House Museum Presentations & Entertainment	All	B	Free	SM	Sp, S, F	900	9 sessions
Wall Mural Painting	Adult	B	\$52	AM	Sp	10	1 session
<b>Hobbies &amp; Clubs</b>							
Mt Mesdames	Adult	F	Free	NA	All	0	Monthly
MT Retired Citizens	Adult	B	Free	Off site	All	600	25/meeting twice monthly
<b>Env. Education</b>							
Habitat MT Book Club	Adult	B	\$5/7	MT Libr.	F	0	Offered but did not run

Trips							
St. Michael's	Adult	B	\$75/80	Trip	S	0	Offered but did not run
NYC Concert	Adult	B	\$60/65	Trip	S	16	1 day
NYC Radio City	All	B	\$100/110	Trip	W	30	1 day
NYC On Your Own	All	B	\$65	Trip	Sp	30	1 day
Geology Tour	Adults	B	\$75	Trip	Sp	0	Offered but did not run
Youth & Adult							
Beg. Tae Kwon Do	6+	B	\$45	Off site	F	6	1 session
Self- defense	12+	B	\$20	Off site	F	10	2 sessions
Learn to Play Bocce	7-16+	B	\$10-12	OCC	Sp	0	Offered but did not run
Discount Tickets							
Adult Fitness & Sports							
Morning Lite Aerobics	Adult	B	\$55 - 50	)AC	F, S, Sp	82	7 sessions
Walk Around the Center	Adult	B	Free	OAC	All	3,067	Monday - Friday
Adult Open Gym Bask.	Adult	B	\$3/day	Mid. Scl.	F, Sp	659	45 nights
Men 35+ Basketball	35+	M	\$40/45	Mid. Scl.	F	19	
Senior Men's Basketball		M			F	0	Offered but did not run
Men's Volleyball Leag.	Adult	M	NA	OAC	F, W	192	Thursday evenings
Adult Op. Gym Hockey	Adult	B	\$8/day	OAC	F	178	Sundays, 18 dates
Polynesian Dance	Adult	B	\$50/55	MTHS	F	0	Offered but did not run
MT Biggest Loser Chall.	Adult	B	\$235	OAC	F	21	
On the Move	ADult	B	Free	online	F	NA	Lighten up Lancaster
Buddy Up/Lighten Up	Adult	B	TBA			NA	Lighten up Lancaster
Zumba	Adult	B	\$40/45	OAC	F, Sp, S	65	7 sessions
Yoga	Adult	B	\$48/53	OAC	F, Sp, S	488	48 sessions
Date Night Yoga	Adult	B		SCH		0	Offered but did not run
Fall Equinox Yoga	Adult	B		SCH		0	Offered but did not run
Smart Strides	All	B	\$10-15	All	All	NA	Self-Directed
Men's Softball League	Adult	M	\$53/pp	Parks	Sp, S	280	
Youth Activities							
Mom & Little Artist	3+, Ad.	B	\$49/54	SCH	F	5	1 session
Dance Classes	3+	B	\$28-54	SCH	F, S, Sp	501	71 sessions
Kindermusik	1-4	B	\$80-85	SM	F, Sp	23	5 sessions
Music Producer	9-12	B	\$100-110	SM	F	0	Offered but did not run
Create-A-Cook	7-12	B	\$55/60	Off site	F	18	2 sessions; partnership
Teen after school program	Gr 7 & 8	B	\$55/58	OAC	F, W, S	0	Offered but did not run
No School & Hockey Camp	Gr. 1-8	B	\$35/40	OAC	F, W, Sp	120	7 sessions
Zumba	13-18	B	\$25/30	TBA	F	0	Offered but did not run
Elementary Fun Run	Gr 1-6	B	Free	OCC	F	27	1 day event
Learn to Ice Skate	3+	B	\$80/70	Off site	F, W, Sp	38	6 sessions
Blade Benders	3+	B	\$80/70	Off site	F	2	4 sessions
First Goal Lax Program	Gr K -2	M	\$35	MTHS	F	22	1 session
Youth Basketball	Gr 3-8	B	NA	Vary	Dec-Apr	412	League
Boys Basketball League	Gr 9-12	M	NA	Vary	Dec-Apr	85	High school boys
NFL Punt, Pass & Kick	6-15	B	Free	Skyline	F	0	Offered but did not run
Tennis lessons	Youth	B	\$65/70	MTHS	S	53	6 sessions, 3 levels
Round Robin Tennis	All	B	\$55/60	MTHS	S	19	24 play opportunities
Kindergarten Playground	Entering K	B	\$50	parks	S	29	4 locations; eight weeks, five days, 9:00 – 1:00
Summer Youth Playground	Gr 1-8	B	\$75	Parks	s	354	4 locations; eight weeks, five days, 9:00 – 1:00
Gourd Turtles	8-13	B	\$12/15	SM	S	0	Offered but did not run
Super Hero Party	3-5 M	M	\$12/17	SCH	Sp	0	Offered but did not run
Princess Party	3-5 M	F	\$12/17	SCH	Sp	0	Offered but did not run

<b>Youth Activities (Continued)</b>							
Little Kickers Soccer	3-6	B	\$45/55	OAC	SP	20	One session
Heads Up Urban Arts	6-13	B	\$75/80	OAC	Sp	0	Offered but did not run
Pitch, Hit, & Run	7-14	B		Sp	25	0	Offered but did not run
Learn to Play Hockey	7-11	B	\$49	Off site	Sp	0	Offered but did not run
CSI MT	7-16+	B	NA	OAC	Sp	20	Offered one session
Ultimate Open Gym	Youth	B	NA	NA	NA	0	
<b>Camps</b>						<b>0</b>	
Create your own video game	8-13	B	\$140/150	SM	S	7	One week. 9:30 – 11:30
Create your own video game II	8-13	B	\$140-150	SM	S	0	Offered but did not run
US Sports Multi-Sports	5-14	B	\$149/169	Stoner	S	19	Three sessions
Science Explorers	7-11	B	\$175/half day; \$295/full day.	LWP	S	23	Two sessions
Pony Share	3-11	B	\$175-220	Stauffer	S	8	Two sessions
Robots	8-11	B	\$140/150	SM	S	0	Offered but did not run
Kitchen Science Investigation	7-12	B	\$85/90	MYHS	S	0	Offered but did not run
Overlook Youth Day Camp	Gr. 1-7	B	\$130/140	OCC	S	487	Ten sessions, 9:00 –3:00 One week per session
Teen Adventure Camp	12-17	B	\$115/130	OAC	S	72	Six sessions; one week each with themes 8:00-4:00

- Tending a garden at Compost Park
- Joining a club such as the Senior Citizens, Manheim Township Mesdames or the Habitat MT Book Club

### Special Events

Manheim Township has a Special Events Coordinator. The Coordinator is responsible for Community Day, Fall Family Night, Fall into Fitness, and coordinating rentals at the Barn for private social events. The Coordinator works in Township Administration and not in the Recreation Department.

### Boettcher House Nature Museum

Boettcher House is available for rental for private social gatherings. It accommodates up to 75 people.

The Board also plans activities and events for the public.

## Other Recreation Providers

In addition to Township programs and services, other recreation providers offer important recreation opportunities to the citizens.

### Organized Sports

Manheim Township has six youth sports organizations. Over 4,000 players participate in Manheim Township's sports leagues annually. In addition to the players, hundreds of volunteers are involved in operating the leagues. The Recreation

Department has set forth national youth sports standards that all leagues follow in order to provide all participants with a healthy experience rooted in youth development, socialization, skill development, and developing a lifelong interest in sports.

### Manheim Township Library

The new library on the Overlook Community Campus is a spectacular facility that evokes the community's rural heritage through its building designed with a barn theme. The library is a 21st century facility offering books and a whole lot more. The library offers meeting space, audio/visual support, a teaching kitchen, rooms for rentals for community gatherings, a café, and a bookstore.



The Library and the Recreation Department are exploring programming partnerships. The Library has indoor space and facilities while the Recreation Department has programming staff. Joining forces could result in maximizing limited resources and enhancing public service.

#### **Overlook Golf Course**

The Golf Course is a public recreation facility owned by Manheim Township and operated separately as an enterprise fund. Since it is a township facility, consideration could be given to program development aimed at creating the next generation of golfers. With golf participation trending downward nationally including decreasing rounds here, it is important to look at ways to increase use and the number of citizens interested in golf, especially younger players. Advertising the golf course in the Parks & Recreation quarterly activity guide would be important in increasing public awareness and interest.

#### **Manheim Township School District**

The mission of the Manheim Township School District is to provide an environment where everyone will learn, grow, and succeed. The District offers programs for students including before and after school activities.

An expanded partnership between the Manheim Township Recreation Department and the School District for after school recreation programs for specific age groups such as middle schoolers or teens would help to fill a gap in the current recreation services for this age group. Generally people in the community feel that there is not enough to do for middle schoolers and teens.

#### **Lighten Up Lancaster**

The Lighten Up Lancaster County Coalition is a group of concerned individuals, organizations and employers who want to increase the number of children and adults who are at a healthy weight. The

Recreation Department is a partner in this program. A variety of tools and activities are available to the community. The Department advertises this partnership program in the quarterly activity guide. The program offers over 225 free or low-cost settings for recreation and physical activity.

## ***Programs and Services Analysis***

### **Strengths**

The Recreation Department managers and staff plan, direct, and evaluate an abundance of recreation programs, activities, classes, leagues, and special events. Program categories have evolved over time as the program managers track trends, monitor community interests, and direct program efforts to offer new and varied activities as well as continuing favorites. The goal of the staff is to fill a niche

market in which the public gets to try out and experience a wide variety of programs. This experience is key to establishing life-long leisure interests and active healthy lifestyles.

Programs are targeted at specific age groups from pre-schoolers through senior adults. This is an effective practice in the quest to be a customer driven service rather than the traditional cafeteria-style approach to offering programs. Program cost and revenues are tracked with a goal of recovering the cost of instructors, materials, and supplies. Administrative, advertising and other indirect costs are not included in revenue recovery. The Township sets fees annually. Fees for programs such as the summer Playground Program have been increased to reflect actual costs in comparison with past view of this program as a public service.

The Department has found creative ways to partner with commercial recreation providers. This enables the Township to offer programs without adding staff or facilities while enabling the private sector to potentially gain new customers.

The addition of on-line registration is a major step forward. It will be more convenient for the customers and likely to boost participation.

### Challenges

Due to a lack of indoor recreation facilities, programs are held in both township and school district facilities as well as in private sector recreation related enterprises. The Recreation Department partners with private sector partners in offering programs such as dance lessons, martial arts, wine education, and so on. The

expansion of the Overlook Activity Center could help in expanding recreation opportunities year round.

Finding effective ways for fragmented township recreation service providers to work together in collaboration is a challenge given the workload all department heads have. The township departments of the Library, Overlook Golf Course, and Special Events need to find ways of working together on joint advertising, program development, and customer service.

Coordinating the required maintenance for recreation programs and activities in a timely manner for work scheduling by the individuals responsible for it is a challenge. Facilities have to be safe, clean, attractive, and ready to use before a program begins. In the case of facility rentals such as at the Barn, maintenance in the vicinity of the Barn has to be top notch prior to events. The attractiveness of the area plays a central role in marketing. People will be more likely to rent facilities that have excellent maintenance and

the Township could generate more income through higher fees and more rentals when facilities are top notch in appearance.

Customer service training should continue to be an important component of recreation leaders and instructors. Job descriptions and evaluations should also include this as major responsibility.

### Opportunities

While Manheim Township's recreation programs and services are second to none, future trends, the economy, and a changing population warrant the consideration of new opportunities.

### Current Preferred Activities and Future Directions

The top three activities in which Manheim Township residents participate include walking, socializing, and playing in township parks, and nature enjoyment. While about 24 percent of survey respondents indicated that they participate in

## Manheim Township Youth Sports Leagues

League	Participants
Baseball/Softball League	1,066
Youth Soccer	1,539
Youth Girls Lacrosse	130
Youth Boys Lacrosse	175
Youth Football Association	171
Youth Cheerleading Association	80
Overlook Swim Team	185
Skyline Swim Team	237
Basketball	450
<b>TOTAL</b>	<b>4,033</b>

recreation programs offered by the Township, nearly twice as many respondents indicated that they are interested in doing so. About two out of five survey respondents are interested in volunteering. In fact, 91 survey respondents signed onto the survey as future volunteers to help out with parks and recreation.

Public opinion suggests Manheim Township residents would like to see more programs for adults and families. Trips, adult classes for lifelong learning and recreation, exercise and fitness, and the arts emerged as the program areas of most interest to the citizens.

Citizens can participate in organized structured programs and engage in recreation opportunities as they like in township parks and recreation facilities. Self-directed opportunities include use of township recreation facilities for walking, hiking, cycling, nature enjoyment, photography, wildlife watching, socializing with family and friends, attending a community event, health and fitness, relaxation, swimming, boating, skateboarding, roller skating, playing sports, disc golf, miniature golf, golf, driving golf balls, getting a bite to eat in a restaurant in a park, playing on a playground, volunteering, and many other activities.

Providing information about the self-directed opportunities to increase participation, public awareness and convenience for the participants is important. This includes on-line resources such as trails maps, facility guides, and ideas for things to do in the parks.

Partnerships, programming, and advertising with the Manheim

Township Library and Overlook Golf Course would expand public recreation opportunities. This would also maximize public space and staff time as well as foster the development of the next generation of active healthy people.

## Recommendations

1. Continue to use the following core program areas in which recreation staff is currently aligned:
  - Adult Services and Partnerships
  - Youth Services & Fitness
  - Facilities Program Manager
  - Special Events
2. Develop a three-year program management plan.
3. Focus on families and adults in programming.
4. Expand nature based recreation opportunities. Strive to create opportunities to get children and youth to experience the great outdoors.
5. Work with Overlook Golf Course in coordinating golf related programs to generate increased interest and use of the golf course.
6. Consider merging Special Events Programs into the Recreation Department.
7. Continue to carry out the youth sports standards program. Consider the development
8. Develop a formalized program evaluation system. This should include a mix of methods including written evaluations during and after programs; focus groups among target client groups; telephone interviews; Internet surveys; and informal conversations with program participants and park visitors. Also include non-participants to determine why people are not using the parks or engaging in programs. For major programs such as summer camps and playground programs, conduct concise evaluations weekly of both parents and participants in order to gain timely information to make improvements, correct situations, and seize opportunities. The importance of the evaluation system cannot be overstated.
9. Develop a formalized plan for partnering with commercial recreation providers. Set goals and parameters for the number, type, and extent that recreation staff should spend on these partnerships. Determine the value of time invested vs. planning and implementing township-run programs Strike a balance between in-house programs and programs offered outside of the Department.
10. Add a registration component to the department's RecTrac system. Create reports for participation using factors that would produce information to support the allocation of time and resources in program planning and



management. Develop an annual report about programs and services in terms of outcomes and benefits to the community. Consider interim reports after each of the four program seasons.

11. Developing a fees and charges policy that is based upon cost recovery that includes administrative, advertising and facility costs should be considered. Currently cost recovery is based only upon direct costs.

12. Continue to hold staff retreats to generate creative ideas for specific programs. Such ideas have included: cooking classes, fine arts, birthday parties, family fun nights, disc golf tournament, board game leagues, adult dodge ball, sports clinics, aqua Zumba, "Adopt a Grandparent", geo-caching, garden tours, and others.

13. Establish a young teen advisory council for program planning for this age group. Identify ten great ideas for teen services with them. Select one pilot project to carry out with teen participation oriented toward the major responsibility for its successful implementation.

14. Work with the Manheim Township School District in planning and implementing a pilot after school program for a specific targeted age group, preferably middle school.

15. Be conscious of the fact that self-directed recreation opportunities are key. Advertise these in the program activity guide to inspire citizens to do something on their own. Use testimonials and photos in the activity guide to promote involvement with healthy activities in township parks. Provide ideas for walks, bicycle rides, and things to do in the leisure-counseling vein to spark participation and engagement in recreation.

Manheim Township

# Chapter 8

## Organization and Management

Effective and efficient management is the key to success in public parks and recreation. Management brings together all resources in orchestrating actions to reach the vision and goals set forth by the community. Essential management functions for parks and recreation include planning, directing, controlling, and evaluating operations.

### Manheim Township Organizational Structure

As a Township of the First Class, Manheim Township operates with a five member Board of Commissioners. As the elected officials, they are responsible for setting policy. The Commissioners appoint the Township Manager/Secretary who is responsible for implementing the policy set forth by the Commissioners and managing the operation of the Manheim Township municipal services. Figure 8 presents the organizational structure of Manheim Township regarding citizens, elected officials, advisory

boards and key appointed township officials. Figure 9 illustrates the organizational structure of the Township's core management team.

### *Enabling Legislation for Parks and Recreation*

The organization and management of Parks and Recreation in Manheim Township functions within the framework of the enabling legislation set forth for townships of the first class by the Commonwealth of Pennsylvania.

The First Class Township Code provides for the establishment of the parks, recreation centers, shade trees, and forests system in Townships of the First Class that includes Manheim Township. This legislation enables Manheim Township to acquire land, construct, improve, maintain, care for, regulate, and govern the public parks and recreation system.<sup>1</sup>

The First Class Township Code enables Manheim Township to vest the authority to operate, manage, and program parks and recreation facilities

in a park or recreation board including the following responsibilities:

- Supervise, maintain, and regulate parks,
- Equip, operate and maintain the parks, recreation areas and facilities, and
- Employ play leaders, recreation directors, supervisors, superintendents, or other officers or employees.

### First Class Township Code & Parks and Recreation Boards

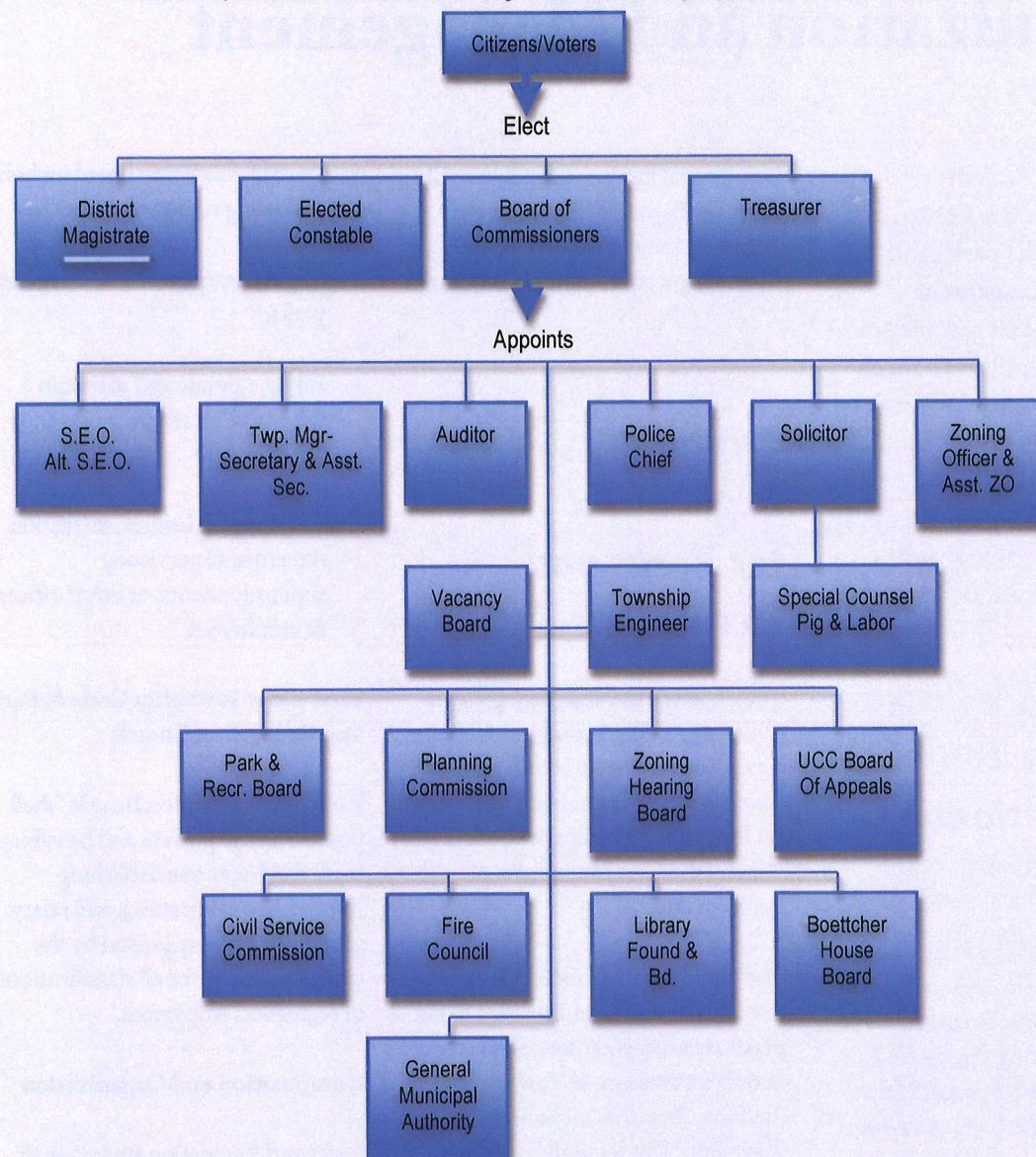
Parks and Recreation Boards "shall possess all the powers and be subject to all the duties in establishing standards, qualifications and salary schedules, to be approved by the commissioners, for all classifications of recreation employees."

### Composition and Organization

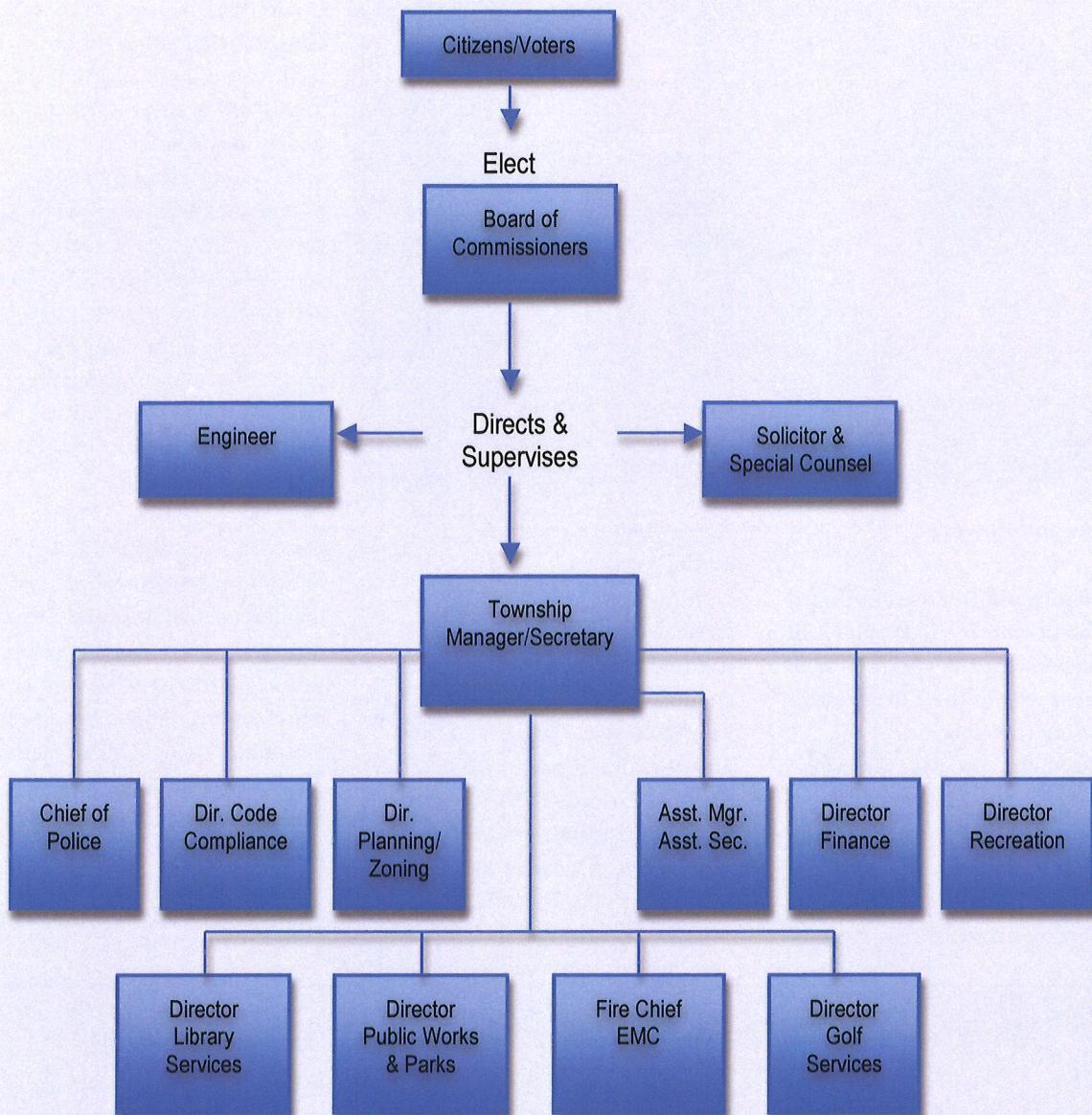
Parks and Recreation Boards shall consist of five or seven members including two who are members or appointees of the School Board. The Board of Commissioners of the Township appoints the other five members. Terms of office are five years. The members elect their own chairperson, secretary, and all other officers for a one-year term.

<sup>1</sup> First Class Township Code. (1931). Harrisburg, PA. Article XXX. Parks, Recreation Centers, Shade Trees and Forests.

**Figure 8**  
**Manheim Township Organizational Chart 1**  
**Citizens, Elected Officials, Advisory Boards and Key Appointed Township Officials**



**Figure 9**  
**Manheim Township Organizational Chart 2**  
**Township Core Management Team**





## Manheim Township Parks and Recreation Board

The purpose of the Parks and Recreation Board is to advise the Board of Commissioners regarding all matters affecting the parks, park facilities, and recreation budget<sup>2</sup>. The Board is empowered to consult with and advise the parks manager and the recreation manager in matters affecting recreation services policy, programs, finances, acquisition and disposal of lands and properties related to the total community recreational services program, facility development, facility maintenance, and to the long range, projected programs for recreation services.

### Duties and Powers

The Parks and Recreation Board has the power to adopt rules and regulations for the conduct of all business within their jurisdiction including the election, employment, and discharge of all personnel used to carry out the provisions of the First Class Township Code for parks and recreation. The Board is required to submit an annual report to

the township commissioners, including an analysis of community recreation areas, facilities, and leadership with particular reference to the extent and adequacy of the program and its effectiveness in view of the public expenditure involved and the public needs to be met. The Board of Commissioners has the power to levy a tax or use general funds for parks and recreation.

The Manheim Township Board of Commissioners appoints five members of the Parks and Recreation Board. The Manheim Township School District appoints two members including one member who is also a school board member. The board members elect their Chair, Vice-Chair, and Treasurer. They meet monthly to discuss and advance parks and recreation programs, facilities and services. They provide

### Manheim Township Parks and Recreation Board Responsibilities

Cooperate with the School District and community organizations. Supervise & regulate parks and recreation programs. Expend funds. Interpret parks and recreation operations to the public. Represent the Parks and Recreation Department at official occasions. Make full and complete reports to the Township Commissioners as requested. Serve as advisors in development of the annual operating and capital budgets for the parks and recreation departments.

<sup>2</sup> Manheim Township Parks & Recreation Board By-Laws. Articles I – VIII.

recommendations to the Board of Commissioners for actions related to parks, recreation, trails, greenways, open space, and the management and support mechanisms required.

The Board can form advisory committees to aid in the administration and business of the Board and must include at least one Parks and Recreation Board member. The Board has found this to be very advantageous with its relationships with the following committees:

- Pathways Committee – The Pathways Committee is working on the planning and development of a township wide trail network.
- Habitat MT - Conservation of the Township's natural resources is the mission of Habitat MT.
- The Boettcher House Museum Board is an advisory board of the Township and coordinates with the Recreation Department. The Board oversees the planning and management of the Boettcher House, a natural history museum.

## **Manheim Township Parks and Recreation Organizational Structure**

Figure 10 depicts the organizational structure for parks and recreation in Manheim Township. As the figure displays, parks and recreation functions are housed in three

departments: Recreation, Public Works, and Golf Services.

### **Recreation Department**

**The Manheim Township Recreation Department** designs and coordinates a variety of recreational and leisure programs and activities that take full advantage of the township's diverse park and recreational facilities throughout the year. The department is responsible for staffing the public pools and all recreational facilities and concession areas. The

Recreation Department works closely with the Public Works staff to ensure all of the recreational assets are safe and in good condition.

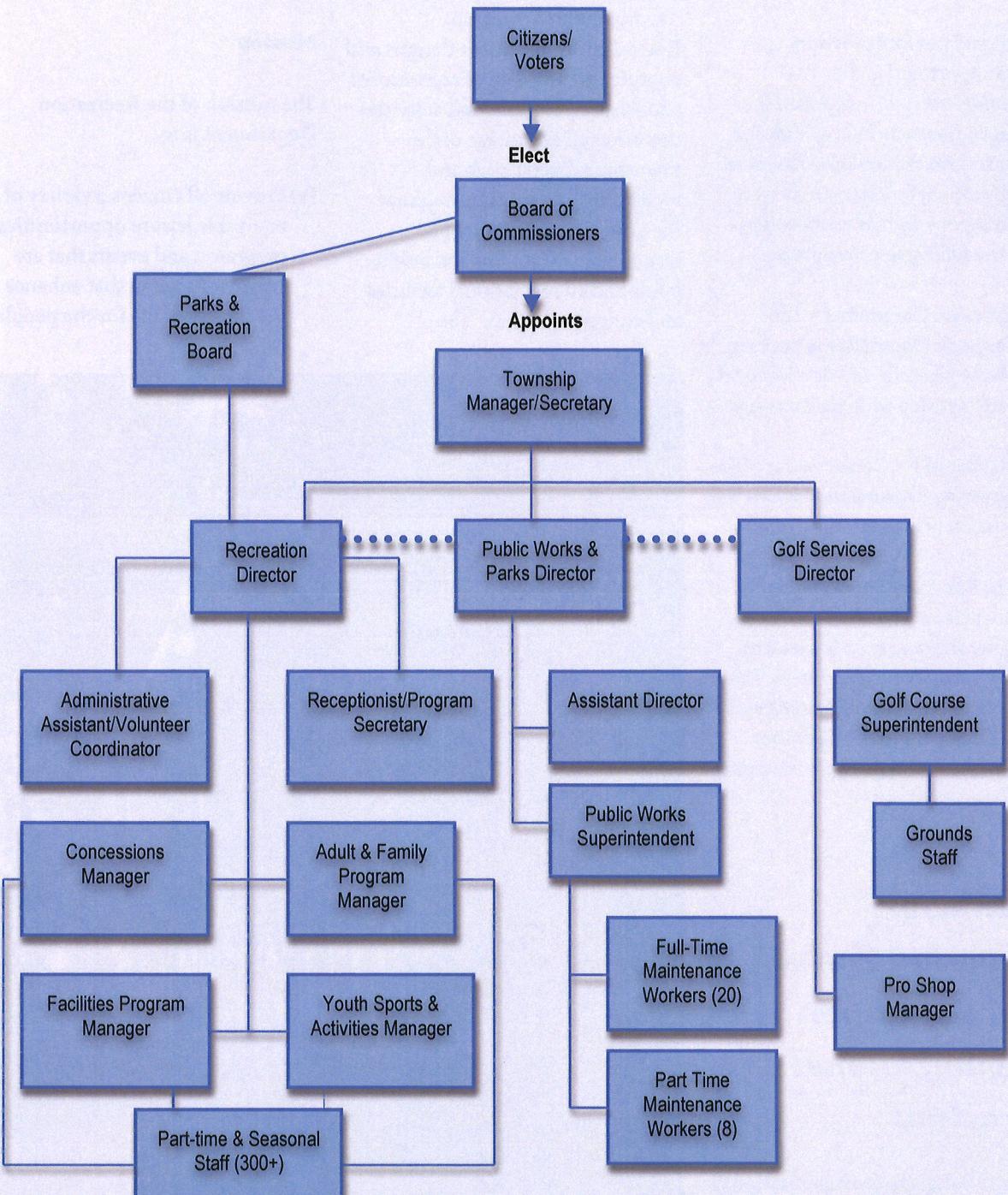
### **Mission**

The mission of the Recreation Department is to:

- (a) Provide all citizens a variety of enjoyable leisure opportunities, programs, and events that are creative, fun, and that enhance the quality of life for the people



**Figure 10**  
**Manheim Township Organizational Chart 3**  
**Recreation, Parks and Golf Course**



<p>of the community by promoting social interaction and productive use of leisure time; and</p>	<p>regulations for the park facilities.</p>	<p>environmentally sound, and aesthetically acceptable manner, and</p>
<p>(b) Coordinate and administer the efficient use of the township's recreational lands, concessions, specialized recreational facilities, and traditional parks to ensure an enjoyable experience for the residents of the Township.</p>	<p>Public works is defined as the construction or development of infrastructure and facilities for public use (e.g. bridges, roads and parks). In Manheim Township, the construction and maintenance of public parks and infrastructure has been designated by the Township as the primary and fundamental function of the Public Works Department. These activities involve overseeing the day-to-day construction and maintenance of the township's road and street infrastructure, public buildings, fixed assets, equipment, public lands and grounds, government buildings and structures, and similar programs and services.</p>	<p>(d) Promote the aesthetics of the community, environmental stewardship, and the health and safety of the citizens.</p>
<h3>Responsibilities</h3>		
<p>The Recreation Department is responsible for the following:</p>		
<ul style="list-style-type: none"> <li>Identifying recreational needs for the diverse community;</li> <li>Working with the Parks and Recreation Board to develop programs and activities that take advantage of the wide diversity of recreational assets in Manheim Township;</li> <li>Coordinating recreational program staff, service providers, and seasonal staff resources;</li> <li>Coordinating all rental and reservation activities for all park and recreation facilities (e.g. pavilions, pools, Overlook Community Campus, Boettcher House Museum);</li> <li>Coordinating all concessions activities related to the park facilities;</li> <li>Managing volunteers interested in supporting the parks;</li> <li>Providing professional support to the Parks and Recreation Board in developing policies, procedures, rules, and</li> </ul>		

## Public Works Department

Public works is defined as the construction or development of infrastructure and facilities for public use (e.g. bridges, roads and parks). In Manheim Township, the construction and maintenance of public parks and infrastructure has been designated by the Township as the primary and fundamental function of the Public Works Department. These activities involve overseeing the day-to-day construction and maintenance of the township's road and street infrastructure, public buildings, fixed assets, equipment, public lands and grounds, government buildings and structures, and similar programs and services.

### Mission

The mission of the Public Works Department is to:

- Provide access to desired destinations in the Township, such as workplaces, shopping centers, and community facilities in a quick, convenient, safe, and comfortable manner for all population groups and with a minimum of harmful effects to the environment,
- Support the Recreation Department's programs by providing citizens with recreational infrastructure that is accessible, safe, attractive, and well maintained,
- Provide composting and waste hauling activities in a safe,

### Responsibilities

The Manheim Township Public Works Department is an all-season full-service department. Some of the key responsibilities identified by the Department include:

- Seasonal Street Maintenance (e.g. repairs, sweeping, cleaning)
- Leaf and Snow Removal
- Compost Facility Management
- Adopt-a-Highway Program
- Park Facilities Maintenance
- Public Grounds Mowing and Landscaping
- Public Building/Facilities Maintenance
- Refuse Hauling Permitting
- Road Opening Permitting
- Stormwater Management for the public system

## Overlook Golf Course

Built by Abe Dombach in 1927, the Overlook Golf Course is Manheim Township's own 18 hole public golf course and driving range facility. The course is consistently recognized as one of Lancaster

County's best public golf courses (Lancaster Newspaper's People's Choice Awards and Lancaster County Magazine). The course has a rating of 3 1/2 stars by Golf Digest as a "Best Places To Play" course and is one of the "anchor" facilities located at the township's Overlook Community Campus.

### **Mission**

The mission of Overlook Golf Course is to provide Manheim Township citizens and visiting golfers with an enjoyable golf experience at a good value that is accessible, not crowded, physically attractive, challenging for all levels of play, and well maintained.

### **Responsibilities**

The Overlook Golf Course staff is responsible for managing and maintaining all of the public golf facilities at the course. The course is a full service facility with indoor and outdoor driving ranges, golf

cart service, snack bar (The Sand Trap), covered picnic area for tournaments and events, and pro shop. A private contractor manages the Sand Trap.

### **Related Township Departments**

In addition to the three departments directly responsible for parks and recreation functions, the Planning and Zoning Department and the Library have closely allied functions to parks and recreation. In addition, the Public Relations and Special Events Coordinator, housed in the Township Manager/Secretary's department provides services that are traditionally associated with parks and recreation.

### **Manheim Township Library**

The Manheim Township Public Library and the library services professionals and volunteers

provide the community and library patrons with a variety of information resources, support, and technology tools to educate and inform in a positive atmosphere conducive to learning and exploring.

The library staff and public library building and facilities support informal and formal programs and activities for adults, teens, children, and families. The Library and library services are "more than just books" by offering users reading and video materials, meeting facilities, internet connectivity, relaxing refreshment areas, and other services to support library users and groups.

The Library specifies the following as one of their responsibilities:

Develop services and programs for educational, recreational and cultural enrichment that promote and support personal growth, economic self-sufficiency, and a life-long love of learning.

### **Planning and Zoning Department**

The Planning and Zoning Department is responsible for providing planning and zoning services to the community in a timely, accurate, legally responsible manner. The policies on which planning and zoning are based are intended to protect, maintain, and develop an attractive, safe, and healthy built and natural environment.

The Director assists in coordinating work and analysis related to the Township Comprehensive Plan and



other planning policies such as the Recreation, Park, Greenways, and Open Space Plan. This includes conducting technical reviews and making recommendations on land development and subdivision plan applications and zoning permits. In this role, the Director works to identify and secure linkages for the Township trail network as well as to conserve important natural resources in the community.

#### **Public Relations and Special Events Coordinator**

The Coordinator is responsible for outreach and promotion of township services and events, the planning and implementation of five community events, banquet facility rentals at the Barn, and employee appreciation events. The Special Events include Community Day, Fall Family Night, Fall into Fitness, and Spring Fling. Promotions include the production of a monthly township newsletter distributed to the residents.

#### **Manheim Township School District**

The Mission of the Manheim Township School District is to provide an environment where everyone will learn, grow, and succeed. The School District and the Manheim Township government share the same service area. The School District serves only Manheim Township residents and no other municipality. The Recreation Department and the School District work together collaboratively in programs, facility use, safe routes to schools and other opportunities as they arise. This is facilitated by the presence

of two school board and district representatives on the Parks and Recreation Board as well as on the Study Committee for this plan.

#### **Manheim Township Parks & Recreation Supporting Organizations**

Manheim Township has two private organizations with a mission to support parks and recreation in Manheim Township. These include the Stauffer Trust and the Overlook Community Foundation.

The Stauffer Trust was formed as a result of the bequest of Elizabeth Ludgate who in July 1975 willed her 16-acre estate to be deemed a public community park. Her will also asked for the formation of a three-member trust that would help control financing and development of the park. This led to what all of us know now to be Stauffer Park complete with a softball field, tennis and basketball courts, formal gardens, a children's play area, and parking for visitors when the Mansion became home to the Recreation and Parks Department in January of 1976.

The Overlook Community Foundation was started in 1998 as a non-profit corporation to manage the purchase of property that would become Overlook Park. To achieve the community vision of the Overlook Community Campus, the Foundation was to develop the concept for the park, the Township would do the park design and the Municipal Authority would develop the financing plan and support for park development. The Foundation owns 144 acres of land in the

Overlook Community Campus. Now that the park development is nearly complete, the Foundation is examining its role and future. Over the next three years, the Foundation will undertake a three part planning program including:

- Year 1: Clarify the relationship of the Overlook Community Foundation to the Board of Commissioners. Develop an agreement regarding the liability of the property now owned by the Foundation.
- Year 2: Evaluate projects that should be undertaken in the park. Use the Foundation's funds to complete these projects.
- Year 3: Once the Foundation deems the park as completely developed, consider the need to consider the dissolution of the Foundation since its mission has been completed.

### ***Departmental Roles and Responsibilities***

Recreation Director – The Director is a Certified Parks and Recreation Professional charged with managing all aspects of recreation programs and services and coordination with Public Works regarding park maintenance. This includes planning, directing, operating and controlling all operations to accomplish the directives of the Board of Commissioners as the policy setting group, the Parks and Recreation Board, and the Township Manager as

the administrator for day-to-day operations.

Adult and Family Program Manager is a Certified Parks and Recreation Professional responsible for planning, directing, implementing, and evaluating public recreation services for adults and families. This includes the supervision of recreation staff and the performance of independent contractors supplying recreation programs and services.

Facilities Program Manager is a Certified Parks and Recreation Professional responsible for programs and events in the special use facilities owned by the Township such as the aquatics programs in the two outdoor pools as well as the high school pool, Overlook Activity Center, the roller skating rink, and senior adult programs and club.

Youth Sports and Activities Manager manages the Department's youth sports programs and events, implements the Department's youth sport standards based upon the national model, and other youth programs such as the summer playground program and day camp.

Concession Manager directs the operation of the Recreation Department's concessions at the two swimming pools, Overlook Activity Center, the Manheim Township Sports Complex, and the Manheim Township Library.

Administrative Assistant/Volunteer Coordinator is responsible for the production and management of

all administrative materials for the Department, providing information to the public in a responsive, accurate and timely manner, and management of parks and recreation volunteers.

Receptionist/Program Secretary serves as the initial frontline contact for the public to the Recreation Department. This is the "go to" position for the public to call. This position also includes support for programs for function such as registration and program management.

Seasonal Staff – The Recreation Department has 300+ seasonal and part-time recreation leaders, instructors and aquatics staff. In addition, the Department contracts with private businesses and instructors for specialized programs such as sports camps, sports programs, and instructional programs.

#### **Public Works Department and Parks Management**

In 2007, the responsibility for parks and recreation facilities was transferred from the Parks and Recreation Department into the Public Works Department. The Public Works Department provides park maintenance. The directors of the Public Works and the Recreation Departments work together toward the goal of ensuring that the parks and recreation facilities are safe, attractive, and ready to use for programs, rentals, and unscheduled recreational use by the community. Park maintenance

is largely based upon traditional practices without a formalized maintenance management system. The Department strives to respond to citizen requests and accommodate them as quickly as possible even without a scheduled system in place.

The reason for the transfer of parks to Public Works was to save money and increase efficiency and effectiveness by consolidating the maintenance work force and equipment for roads and building with parks and recreation facilities. While there are 20 full-time and eight part-time maintenance workers, all of these workers work in all functional areas of Public Works including parks. There is no tracking of the allocation of hours or equipment to parks. Although the Township used the TRIMS program<sup>3</sup> for workload cost tracking of park maintenance tasks, no workload cost tracking system is now in place. The emphasis and direction is on keeping facilities safe, clean, attractive, and responding to public requests regarding facility use and conditions.

## ***Park and Recreation Management Functions***

Public parks and recreation has a broad set of mandates. These mandates are related to the health, safety, and welfare of the citizenry. Trends and issues that have impacted parks

<sup>3</sup> TRIMS is a complete software system that helps save time and money by closely monitoring costs, spare parts inventory, facility and equipment maintenance, chemical applications, daily workload, and employee activity..



and recreation include legal requirements, potential litigation, risk management, the aging of the population, custodial care issues of youth participants, obesity as the number one public health issue, dramatic loss of open space, need to generate alternative revenue sources, increasing participation in sports, life-time leisure interests beyond sports alone, natural resource conservation, planning and formalizing management, and information management systems.

#### **Policy and Operating Procedure Development**

Municipal parks and recreation departments are required to develop policies, procedures, and guides that contribute to the professionalism and accountability of public services in this area. The Recreation Department and the Parks and Recreation Board have continually worked on the development of policies and procedures for parks and recreation for many years. The staff appears

to have struck the right balance between spending the time on developing useful policies and procedures and not wasting efforts on policies and procedures without a significant public benefit. The Township recently adopted the user fees policy for athletic fields after much public debate. Other policies and procedures in place include:

- Youth sports standards
- Lifeguard manual
- Day Camp Manual
- Concessions Manual
- Summer Playground Manual
- Annual fee structure adopted by the Township
- Facility reservations procedures
- Facility rental procedures
- Policies and procedures to be considered include the following:
  - Naming of parks and facilities (underway)
  - Fees and charges
  - Gifts and Donations
  - Volunteerism

#### **Risk Management**

The most effective means to reduce exposure to liability is through the establishment of a formalized maintenance management program. At present, park maintenance is conducted based upon past practices without a formalized maintenance management program. A maintenance management program would set forth in writing the policies and procedures to plan, direct, control, evaluate, monitor, and report all actions regarding park maintenance. Written and filed documentation either manually or through a computer software program serves as the municipal record regarding the action taken on park maintenance as well as what remediation was done to correct problems in the parks. A formalized maintenance management system provides information on which to make decisions such as staffing, fees and charges, partnership agreements and allocation of human and financial resources. A formalized system facilitates transitions through the inevitable changes in management, personnel, and elected and appointed officials.

#### **Management Analysis**

In this time of economic crisis and increasing accountability from all levels of government, decision-makers, staff and citizens alike expect efficient and effective operating systems. The following analysis includes the strengths challenges and opportunities regarding parks and recreation management.

## Management Strengths

Accomplishments – Manheim Township has a long history of successful public service through recreation programs and facilities.

Township Commitment to Organizational Capacity – Manheim Township operates within a framework of trying to create maximum organizational effectiveness along with the decisiveness and actions to make changes that could potentially provide better public service.

Commitment to Professionalism – The Township staffs professional positions are based upon qualifications, expertise and experience. Inter-municipal relationships among Township management, staff, and municipal departments are important.

Support – The Board of Commissioners supports parks and recreation. The level of investment and endorsement of moving ahead with major projects and programs is a key to success here.

## Management Challenges

“Brain Trust” information and procedures could be lost – Operations are mainly carried out in the minds and traditional unwritten operating procedures of staff and management. Formalizing operations through written workload cost tracking and other information systems need to be put into place to optimize current operations, provide information for informed decision-making, and facilitate continuity throughout future changes in municipal staff and management.

Lack of formal written park maintenance management system – No system is in place to plan, direct, control, and evaluate park maintenance. Without a formal written system, responding to emergencies, urgent requests, and individual demands is the norm and more expensive than routine task performance. Workload and equipment costs are not available on which to base decisions and allocate resources effectively.

Park Planning is not a designated function with defined parameters and requirements. Park planning has been undertaken informally, without the involvement of key stakeholders, a public participation process, and professional consultants early enough in the project. Major projects go forward without a plan in place that has been developed through a thoughtful and creative planning and design process. Major park projects have not addressed the long-term responsibility for maintenance, programming, financial and human resources, potential partners, or alternatives to traditional support by the Township.

Role of the Parks and Recreation Board is unclear since the re-organization of parks and recreation. Since the transfer of parks to Public Works, no commensurate review of the role of the Parks and Recreation Board was undertaken. The Board has legal responsibilities as defined in the First Class Township Code regarding parks, budget, and programs.

Communication tends to be fragmented and disjointed

among Recreation, Public Works, elected and appointed officials and the citizenry. No formal communication system is in place. The practice of responding immediately to urgent requests is ingrained in the Township’s culture. While excellent public service is admirable, this practice of accommodating immediate demands has a downside. The downside includes the cost of dropping everything to make an immediate response, the result of deferring or abandoning scheduled work, the impact of giving permission to use facilities that are not in a condition appropriate for use, good will lost due to conflicting information and responses, people “shopping around” to get to the person who will give them the answer they want, mixed signals among many parties, and other ramifications. While the intent of all involved in accommodating the public is rooted in a desire to serve the community well, the community will be better served by having formalized systems in place for work scheduling, facility use, and specific communication channels and points of contact, and vesting the authority to implement township policy for specific functions with specific township staff. For example, when a community group or citizen needs permission to use a facility or make a request for services, the Township should have one single point of contact to funnel that request.

Cost savings, efficiency and effectiveness from moving Parks to Public Works have not been realized. The cost of park maintenance has continued to increase despite having three

positions that have gone unfilled that were once devoted to park maintenance. Maintenance expenditures in 2011 were \$137,000 higher than in 2010. There has been no planning for maintenance management when major capital projects are being designed and developed. With no point person to serve as the link between programs and maintenance, there have been problems in having facilities ready for use for scheduled programs and events. Complaints have emerged from potential renters of banquet facilities about the quality of the appearance of the grounds near the facility they are considering paying considerable fees to rent. Citizens have noted the change in the appearance of the parks that lack the

colorful well maintained plantings that speak to the quality and care of the facilities.

Golf is a separate function. Operating golf as a separate function has advantages and disadvantages. As an enterprise fund, the facility is operated and managed as a specialized facility. It is however a public recreation facility that could have more ties to overall recreation programming. Overlook Golf Course has experienced similar trends, as witnessed nationally, in declining participation in golf and a decreasing number of rounds played annually. Since this course is a crown jewel in the public park system, every

measure possible should be explored to ensure its sustainability over time. Collaboration on recreation programming for golf and advertising the course and programs in the Recreation Department activity guide and website could help with financial sustainability. Consider having an outside golf course management and design professional work with Township staff in assessing the opportunities and challenges of this golf course to create a five to ten year action plan geared toward enhancing the operational and financial sustainability of the course.

Program planning is distributed among several program managers



without an overall plan for the Department – While programs are offered and advertised, an overall program management plan, evaluation system and information data base have not yet been put into place. Figuring out how best to serve identified client groups could be facilitated through timely data collection, analysis and the implementation of public involvement strategies.

**Determining Best Use of Staff Time for Programs** – Having staff evaluate where the demands on their time lie may help to generate innovations in programming and customer service. The trend is toward self-directed recreation opportunities.

**Acting Director function needs definition and stability** – In the absence of the Director of Recreation, a staff member needs to assume temporary responsibility for this position. This function has been rotating in recent years. The purpose of the acting director is to ensure that the status quo is maintained, that the policies and departmental functions are sustained, and that communications and requests are channeled to the proper person or organization. The position requires detailed broad-based knowledge of the Department; skill in dealing with sensitive issues; expertise in working with the public and key stakeholders; broad understanding of park and recreation facilities, recreation use patterns, and specialized maintenance requirements; a desire to fill this role as needed; and a mix of experience and/or education to carry out the responsibility to sustain the operation on a designated short term basis.

## Management Opportunities

The support of elected and appointed officials and the general citizenry is an important factor in Manheim Township's successful parks and recreation system. Manheim Township has been in the process of re-organizing parks and recreation functions for the past five years. This Recreation, Park, Greenways, and Open Space Plan has offered a fresh look at the current operating structure and ways to improve it for the future. Several major areas could be considered in future management enhancements.

The following strategies could increase organizational effectiveness, make the best use of township resources, and help to control costs:

rental facilities and their income generating potential based upon quality of facilities.

- Implementation of a formalized internal and external communication system undertaken in a collaborative spirit. The system would designate roles and responsibilities regarding policies, procedures, and responding to the public about parks and recreation; help to centralize, streamline, and unify responses to public requests; and create “one stop shopping” for citizens and organizations to contact Manheim Township about parks and recreation.

- Re-classification of the Administrative Assistant/Volunteer Coordinator position as the Administrative Services Coordinator. This position would be responsible for the production of information, reports, budget and financial information and serving as the Acting Director in the absence of the Recreation Director. The Acting Director position would be for a limited time not to exceed two weeks consecutively. In this position, the Acting Director would be responsible for answering questions, directing requests and inquiries to the appropriate person or department, and supporting organizational goals and policies. In the absence of a Director for longer than two weeks, the Parks and Recreation Board would appoint an Interim Director.

- Incorporation of Natural Resource Management as a

function of maintenance and park and recreation planning. Continue to integrate natural resource management with overall community planning.

- **Investment in the Biggest Expenditure: Employees** – A five-year employee development plan should be established for parks and recreation management and staff, identified individuals in the Public Works Department and municipal employees working on parks, recreation, natural resources and trail maintenance. Consider setting a goal of allocating one percent of the respective operating budget annually for training and phase in increases to 1.5 percent then two percent over the next ten years. Keeping up with RecTrac software and other technology such as park maintenance software, trends, regulations and all aspects of the field is an important investment.
- **Focus Recreation Services on Family, Fun, Fitness, and Nature** – Develop a program management plan that focuses on meeting client needs. The lack of indoor recreation facilities is a driving force in program planning. Promoting self-directed recreation rather than all programmed services could help to make maximum use of parks and serve an emerging trend in public recreation interests.
- **Management of Information** – Tracking information about programs, services, and all aspects of management will help to enhance planning, decision-making and the allocation of resources. Facts and figures at hand will provide a solid basis for making informed decisions, increase

customer convenience, and decrease staff time. Annual reports should be produced. These reports are crucial to creating a framework for decision-making. They help to document trends, program life cycles, and community needs and interests in order to allocate resources most effectively. This should include all functional areas such as parks, programs, administration, maintenance, and financing. Cost centers for parks, types of recreation facilities, and problems such as unscheduled repairs and vandalism should be established. This will provide information for setting fees and charges, negotiating partnerships, establishing guidelines for public use of parks and recreation facilities, purchasing equipment, and developing alternatives that might reduce costs or provide better public service.

- **Two studies to focus on increasing revenues and increasing use and enhancing the financial**

sustainability of the golf course. The studies would be of the contract for the restaurant concessions prior to renewal while the second study would be a golf course operation, programming, marketing and design study. The goal would be to find ways to increase use of the golf course and develop an action plan for its continued financial sustainability.

- **Creation of a Golf Course Advisory Committee** under the Parks and Recreation Board. The golf course advisory committee should be appointed by the Board of Commissioners and include the Golf Course Manager, the Recreation Director, a member of the Parks & Recreation Board, and individuals with interest and a range of expertise related to golf and public recreation. The mission of the committee would be to serve in an advisory capacity regarding the long-term success of the Overlook Golf Course as a public recreation facility.



Manheim Township

# Chapter 9

## Investing in Parks & Recreation

Manheim Township has a budget philosophy rooted in a deep sense of responsibility to the taxpayers and a strong commitment to excellent public service. The Township supports parks and recreation in accordance with the community's identity as "A Healthy Community". The purpose of the financing assessment is to review how the financial aspects of parks and recreation are supported, managed, and directed toward meeting community goals and with respect to the Township's resources as well as support from alternative means such as fees and charges, rentals, grants, gifts, donations, and so on.

### **Financing: Operating Budget and Capital Improvement Budget**

The two major areas to be considered in financing are operations and capital improvements.

- The operating budget supports the daily operation of parks and recreation. The largest category is personnel covering salaries, wages, and benefits. Manheim Township's operations budget is funded through taxes, user fees & charges, grants, gifts, donations, partnerships, and sponsorships.
- The 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 also includes land acquisition. Ways to fund capital improvements include municipal funds, grants and gifts, fundraising, donations, bond issues, partnerships, mandatory dedication of parkland, and loans.

#### **Operating Budget**

The operating budget includes both revenues and expenditures as reported in Tables 17 and 18 according to the Barn, Custodial Fees, Parks, and Recreation.

Table 18 presents the revenues for Manheim Township's parks and recreation system for fiscal years 2008 through 2011 as budgeted.

The Township derives revenues from the municipal taxes, program fees, contributions, concessions, and rentals. The Township generates funds for capital improvements through bonds.

#### **Capital Budget**

Manheim Township invests in parks and recreation improvements annually. In addition to major projects such as the Manheim Township Athletic Complex, the Township upgrades facilities and undertakes cyclic repairs to keep the facilities safe, attractive, and fun.

The proposed capital budget for 2012 is \$245,550. Improvements will include improvements to the mechanical systems in the pools, the purchase of trucks for Overlook Golf Course, kitchen improvements in Community Park, and a waterline at Overlook Park. The Township operates with a five-year Capital Improvement Program

#### **Debt Service**

The Township is paying debt service for the Manheim Township Athletic Complex property. The payment for 2012 will be \$688,020. The debt will be retired in 2023.

**Table 17 Manheim Township  
Parks and Recreation Expenditures 2008 through 2011 Budget**

	2008	2009	2010	2010	2011
Barn	50,950	56,934	75,832	69,500	70,450
Custodial	218,509	220,723	248,912	251,619	251,449
<b>PARKS</b>					
Parks - General Park Maintenance	1,008,343	913,515	913,448	998,039	970,104
Stauffer Park	55,697	37,935	57,198	51,600	54,400
Skyline Pool - Park	45,132	39,251	53,556	66,775	74,732
Overlook Pool - Park	71,399	71,155	76,050	80,395	83,443
Overlook Activities Center	74,200	55,489	66,694	82,400	83,600
Miniature Golf Park	6,172	3,628	4,335	4,200	4,450
Sandtrap at Overlook	29,900	4,988	9,666	7,550	8,500
Boettcher House - Park	1,371	13,560	21,027	25,570	24,820
Community Park	57	7,455	16,219	4,800	7,300
Landis Woods Park	84	3,620	2,343	3,750	3,850
Municipal Park	0	4,434	4,239	3,200	3,400
Neffsville Square Park	0	490	2,000	3,700	3,700
	1,292,355	1,155,520	1,226,775	1,331,979	1,322,299
<b>RECREATION</b>					
Leisure	435,484	491,051	529,433	533,221	573,740
Stauffer Park - Recreation	181,646	249,717	295,056	288,614	304,215
Skyline Pool - Recreation	94,186	97,245	114,556	136,092	135,125
Overlook Pool - Recreation	145,899	191,602	191,425	185,162	199,095
Overlook Activities Center - Recreation	77,400	78,309	95,860	91,568	101,972
Miniature Golf - Recreation	23,513	21,370	18,589	20,701	20,901
TOTAL RECREATION	958,128	1,129,294	1,244,919	1,255,358	1,335,048
<b>TOTAL</b>					
Barn	50,950	56,934	75,832	69,500	70,450
Custodial	218,509	220,723	248,912	251,619	251,449
Parks	1,292,355	1,155,520	1,226,775	1,331,979	1,322,299
Recreation	958,128	1,129,294	1,244,919	1,255,358	1,335,048
<b>TOTAL</b>	<b>2,519,942</b>	<b>2,562,471</b>	<b>2,796,438</b>	<b>2,908,456</b>	<b>2,979,246</b>

## Financing Analysis

### Strengths

Manheim Township supports the quality of life in this community in part through its excellent recreation, park, open space, and greenway system. The Recreation Department strives to recover the cost of its recreation programs and services so that the Township leverages its tax dollars with non-tax sources.

### Per Capita Investment

Based upon a population estimate of 38,133 and the 2011 parks

and recreation budget, Manheim Township is spending about \$78.13 per capita. The national average is \$65. Manheim Township as a premier system would be expected to have a higher than average investment in parks and recreation. The budget also includes about \$132,000 annually from the Stauffer Trust. This amount varies, as it is investment income. Trusts are unusual sources of revenue in public parks and recreation departments.

### Ratio of Parks and Recreation to the Township Budget

Manheim Township's 2011 operating budget of \$18,960,247

includes \$2,979,246 for parks and recreation equating to about 15 percent of the operating budget.

### Cost Recovery

The Recreation Department recovers 88 percent of its operating costs through fees, charges, and rental. This is nearly double than the national average of about 45 percent.

### Maintenance Investment

Maintenance investment is averaging about \$2,353 per acre. This falls somewhat above

Table 18 Manheim Township  
Department of Recreation Revenues 2008 through 2011 Budget

	2008 actual	2009 actual	2010 actual	2010 budgeted	2011 estimated
<b>RENTS &amp; RELATED INCOME</b>					
Barn Revenue	\$14,947	\$5,281	\$4,071	1,000	\$1,000
Recreation Revenue	456,133	468,579	405,470	\$492,000	493,200
Skyline Pool Revenue	110,604	100,958	134,072	201,500	143,000
Overlook Pool Revenue	252,543	308,053	323,570	293,500	331,000
OAC Rink Revenue	111,144	122,363	137,407	148,000	169,500
Boettcher House Revenue	1,385	2,766	2,761	3,300	3,500
Miniature Golf Revenue	33,628	31,286	31,304	36,000	32,500
<b>TOTAL DEPARTMENTAL INCOME</b>	<b>\$980,384</b>	<b>\$1,037,286</b>	<b>\$1,038,655</b>	<b>\$1,175,300</b>	<b>\$1,173,700</b>

average in the typical range of \$1500 - \$3,000 per acre for maintenance in Pennsylvania's suburban communities.

### Challenges

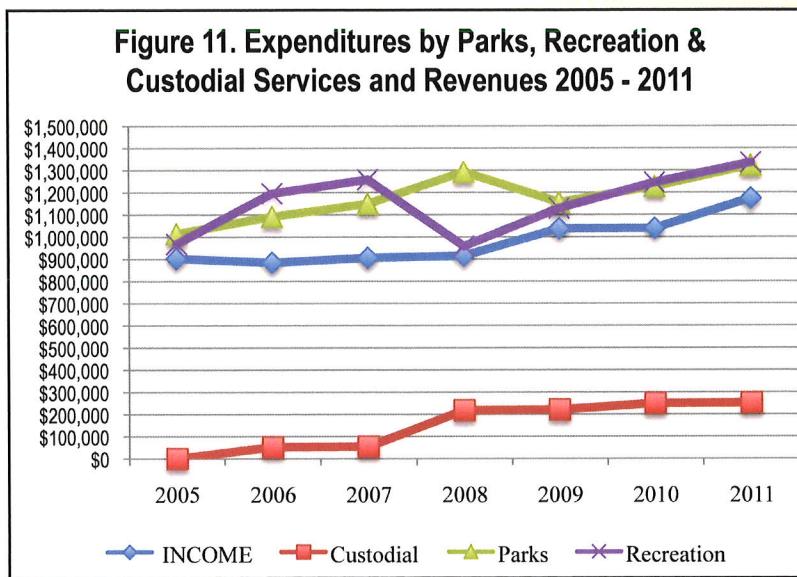
Parks and Recreation provide important public, economic, social, environmental and health

benefits. Investing in parks and recreation enhances the quality of life in the community of Manheim Township. Nevertheless, these are difficult economic times. The public and private sectors are facing major budgetary challenges. The challenges for Manheim Township include the following: Revenue that will not grow without tax and fee rate

increases and expenses that grow based upon the economic forces of inflation, infrastructure aging, personnel costs, and service expectations.

Figure 11 presents the expenditures for Parks, Recreation & Custodial Services along with Revenues for 2005 – 2011. This figure shows that while expenditures have been





increasing for parks, recreation and custodial services, income has been increasing at a higher rate; expenditures increased by 18 percent while income grew by 21.4 percent from 2005 to 2011. It is important to note that the increase in Recreation Department expenditures is offset significantly by the increasing revenues that the Department generates through fees and charges, sales, grants, gifts and other non-tax sources. Programs recover 88 percent of their cost. The chart also shows that the Township did not experience the expected decrease in costs after Parks was transferred from the Parks and Recreation Department to Public Works; the maintenance budget increased. Expenditures for park maintenance increased even after the elimination of three fulltime positions in Parks including the Parks Superintendent eliminated in 2009, a Park Maintenance worker eliminated in 2008 and the Facilities Secretary eliminated in 2007.

The current method of planning for capital improvements does not

include planning for long-term maintenance costs, alternatives for traditional maintenance with township work force, or partners. There is no workload cost tracking to determine the value of the service or facility costs on which to base fees and charges.

### Opportunities

Continuing the Township's strategy of holding the line on costs, increasing outside revenue sources, and ensuring that recreation programs continue to recover costs is a winning formula. Ways to help enhance this include the following recommendations.

### Recommendations

- Establish a fees and charges policy with cost recovery measures that include administrative, facility and advertising costs in addition to direct costs of instructors, materials, and supplies. Make provisions for citizens in need of financial assistance.

- Develop a workload cost tracking system for maintenance. Assess software to support this function.
- Incorporate maintenance planning in all major capital improvement projects. Use the Management Impact Statement Tool presented in Chapter 3 Recommendations.





# Appendices

**A**

Capital Improvement Plan

**B**

Public Opinion Survey Summary

*Manheim Township*

*Manheim Township*

# Appendix A

## Capital Improvement Program

The recommendations of this plan will require Manheim Township to make both capital and operating expenditures. Determining capital costs can be somewhat nebulous. Many communities use their own work forces and are able to save considerable costs. Others are very resourceful and able to secure alternative sources of funding through business contributions, grants, individual donations, or other means. The following table provides costs estimates for proposed

capital improvements identified in this plan. These are generalized opinions based on the best available information and are subject to change when each project is further evaluated and designed based on accurate survey information. In addition, master plans are recommended for several parks and cost estimates should be provided as part of the master planning process.

Projected costs are based on 2011 costs for contracted labor, and do not consider

any particular source of revenue. Design, survey, engineering, contractor bond, insurance, and contingency fees have been included based on typical percent of the projected development costs. These fees should be re-defined after an approach and scope are determined for each project.

Manheim Township Parks and Recreation Facilities Capital Improvement Program						
Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+	
<b>Perelman Park</b>						
Suggested improvements include the following:						
▪ Extend the trail along the river and loop through the upland portion of the park site.						
▪ Install riparian buffer planting.						
▪ Re-establish the butterfly garden and provide additional natural planting.						
▪ Install interpretative signs.						
▪ Add site amenities: boundary markers, benches.						
<b>Master Plan: Perelman Park and Landis Woods</b>		\$10,000 - \$20,000				
<b>Site Preparation, Earthwork, Erosion Control</b>						
Site preparation and demolition	LS	\$2,500				
Earthwork and stormwater	LS	\$6,600				
Erosion control	LS	\$5,800				
<b>Sub-Total</b>		<b>\$14,900</b>				
<b>Trail</b>						
Stonedust trail - 8' wide	LF 2,400	\$28,800				
<b>Sub-Total</b>		<b>\$28,800</b>				

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Park Amenities</b>					
Benches (3)	LS	\$2,400			
Boundary bollards	LS	\$1,000			
Interpretative signs (3)	LS	\$6,000			
Sub-Total		\$9,400			
<b>Landscaping</b>					
Riparian buffer planting	LS	\$20,000			
Seeding	LS	\$7,200			
Butterfly, natural planting	LS	\$5,000			
Sub-Total		\$32,200			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$12,800			
Bond, mobilization, and layout (12%)	LS	\$11,800			
Design, permits and engineering (15%)	LS	\$16,500			
Sub-Total		\$41,100			
<i>TOTAL Perelman Park</i>			\$126,400	✓	
<b>Community Park</b>					
The following improvements are proposed:					
<ul style="list-style-type: none"> <li>▪ Renovate playgrounds.</li> <li>▪ Develop new sand volleyball courts with north-south orientation.</li> <li>▪ Install buffer plantings and shade trees.</li> <li>▪ Develop accessible trail links to each facility and accessible viewing areas.</li> <li>▪ Develop safe crossing of Petersburg Road.</li> <li>▪ Integrate traffic calming strategies at trail/road crossings.</li> <li>▪ Develop an overflow parking area.</li> </ul>					
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site preparation and demolition	LS	\$2,500			
Earthwork and stormwater	LS	\$15,800			
Erosion control	LS	\$14,100			
Sub-Total		\$32,400			
<b>Renovate Playground Areas</b>					
New play equipment (2 areas, age segregated)	LS	\$35,000			
Edging	LS	\$4,500			
Safety surfacing (mulch)	LS	\$5,400			
Sub-Total		\$44,900			
<b>Sand Volleyball Courts</b>					
Sand volleyball courts (2)	LS	\$24,000			
Edging	LS	\$3,600			
Sub-Total		\$27,600			
<b>Trail Enhancements</b>					
Paved 8' wide bituminous trail links/ viewing areas	1,800 LF	\$45,000			
Traffic calming measures	LS	\$3,000			
Safe crossing of Petersburg Road	LS	\$5,000			
Sub-Total		\$53,000			

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Overflow Parking Area (40 cars)</b>					
Stabilized turf parking	LS	\$27,400			
Sub-Total		\$27,400			
<b>Landscaping</b>					
Buffer planting	LS	\$5,000			
Tree and shrub planting	LS	\$3,000			
Invasive species control	LS	\$2,000			
Lawn seeding	LS	\$10,400			
Sub-Total		\$20,400			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$30,900			
Bond, mobilization, and layout (12%)	LS	\$28,400			
Survey, design, engineering, and permitting (15%)	LS	\$39,800			
Sub-Total		\$99,100			
<i>TOTAL Community Park</i>		\$304,800		✓	
<b>Jaycee Park</b>					
Proposed improvements include:					
<ul style="list-style-type: none"> <li>▪ Remove deteriorated, outdated facilities.</li> <li>▪ Develop a parking area.</li> <li>▪ Develop a new playground.</li> <li>▪ Develop a loop trail and linkages to facilities.</li> <li>▪ Install landscaping to reduce noise from Route 30 and to stabilize stream banks.</li> </ul>					
<b>Master Plan</b>					
Master plan	LS	\$10,000 - 15,000	✓		
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site preparation and demolition	LS	\$5,000			
Earthwork and stormwater	LS	\$15,400			
Erosion control	LS	\$13,600			
Sub-Total		\$34,000			
<b>Trail</b>					
Paved 8' side bituminous trail	1,500 LF	\$37,500			
Pedestrian bridge	LS	\$28,000			
Sub-Total		\$65,500			
<b>Parking (10 Spaces) and Drop-off</b>					
Parking area paving	LS	\$11,200			
Handicap parking spaces	LS	\$1,800			
Sub-Total		\$13,000			
<b>Playground</b>					
Playground equipment	LS	\$50,000			
Safety surfacing (mulch)	LS	\$12,600			
Sub-Total		\$62,600			
<b>Landscaping</b>					
Riparian buffer planting	LS	\$8,000			
Tree and shrub planting	LS	\$2,000			
Lawn seeding	LS	\$14,300			
Sub-Total		\$24,300			

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>General Project Costs</b>					
Contingency (15%)	LS	\$29,900			
Bond, Mobilization, and Layout (12%)	LS	\$27,500			
Survey, design, and engineering (15%)	LS	\$38,500			
Sub-Total		\$95,900			
<i>TOTAL Jaycee Park</i>		<i>\$295,300</i>	✓		
<b>Municipal Park</b>					
Park improvement include:					
<ul style="list-style-type: none"> <li>▪ Complete a master plan for the park.</li> <li>▪ Develop a trail that encircles the park site and links to facilities.</li> <li>▪ Expand parking and develop a drop-off.</li> <li>▪ Renovate the playground to be age-segregated and add sitting areas.</li> <li>▪ Develop a new basketball court.</li> <li>▪ Transform the larger ball field into a smaller field.</li> <li>▪ Add landscaping, gathering areas, and amenities.</li> </ul>					
<b>Master Plan</b>					
Master plan	LS	\$10,000 - \$15,000		✓	
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site preparation and demolition	LS	\$5,000			
Earthwork and stormwater	LS	\$34,900			
Erosion Control	LS	\$31,000			
Sub-Total		\$70,900			
<b>Parking (3 Areas – 90 Spaces) and Drop-off</b>					
Parking area paving	LS	\$86,400			
Handicap parking spaces	LS	\$5,400			
Drop-off w/ curb	LS	\$27,000			
Sub-Total		\$118,800			
<b>Trail</b>					
Paved 8' wide bituminous trail	5,400 LF	\$135,000			
Sub-Total		\$135,000			
<b>Playground</b>					
Playground equipment	LS	\$15,000			
Safety surfacing (mulch)	LS	\$2,700			
Edging	LS	\$2,200			
Sub-Total		\$19,900			
<b>Basketball Courts</b>					
Basketball court	LS	\$26,500			
Sub-Total		\$26,500			
<b>Ballfield Renovation</b>					
Players benches	LS	\$1,200			
Backstop/sideline fence	LS	\$17,000			
Infield	LS	\$7,200			
Sod old infield area	LS	\$2,500			
Sub-Total		\$27,900			

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Amenities</b>					
Benches (4), picnic tables (2), bike racks (1)	LS	\$6,200			
Sitting plaza	LS	\$4,000			
Sub-Total		\$10,200			
<b>Landscaping</b>					
Landscape enhancements	LS	\$3,500			
Seeding	LS	\$40,400			
Sub-Total		\$43,900			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$68,000			
Bond, mobilization, and layout (12%)	LS	\$62,500			
Survey, design, and engineering (15%)	LS	\$87,500			
Sub-Total		\$218,000			
<i>TOTAL Municipal Park</i>		\$671,100		✓	
<b>Overlook Complex</b>					
Suggested park improvement include:					
<ul style="list-style-type: none"> <li>▪ Develop a master plan</li> <li>▪ Destination Playground improvements.</li> <li>▪ Bocce court and horseshoe pit improvements.</li> <li>▪ Develop a teen area with skate park, basketball courts, and sand volleyball courts.</li> <li>▪ Expand the trail system and add accessible viewing areas.</li> <li>▪ Develop picnic areas.</li> <li>▪ Develop a wedding garden.</li> <li>▪ Add convenient amenities.</li> </ul>					
<b>Master Plan</b>					
Master plan	LS	\$35,000 - \$50,000		✓	
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site preparation and demolition	LS	\$10,000			
Earthwork and stormwater	LS	\$127,500			
Erosion control	LS	\$113,300			
Sub-Total		\$250,800			
<b>Destination Playground Improvements</b>					
Sitting areas	LS	\$15,000			
Picnic pavilion and concrete pad	LS	\$25,000			
Safety surface edging	LS	\$21,600			
Safety surfacing (rubber)	LS	\$148,000			
Restroom	LS	\$100,000			
Low wall	430 LF	\$45,200			
Sub-Total		\$354,800			
<b>Bocce and Horseshoe Pits Upgrades</b>					
Pavement – concrete pavers	LS	\$15,000			
Benches (6)	LS	\$4,800			
Shade sails	LS	\$18,000			
Sub-Total		\$37,800			

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Teen Area</b>					
Basketball court (3)	LS	\$79,500			
Skate park (move equipment, new pavement)	LS	\$120,000			
Sand volleyball courts (3)	LS	\$36,000			
Shade sails	LS	\$18,000			
Sitting area	LS	\$15,000			
Restrooms/vending building	LS	\$100,000			
Low wall	320 LF	\$33,600			
Sub-Total		\$402,100			
<b>Trail</b>					
Paved 8' wide bituminous trail	6,250 LF	\$156,300			
Paved accessible viewing areas	LS	\$10,100			
Sub-Total		\$166,400			
<b>Picnic Areas</b>					
Small pavilion with concrete pad (2)	LS	\$50,000			
Medium pavilion with concrete pad (2)	LS	\$80,000			
Large pavilion with concrete pad (1)	LS	\$65,000			
Sub-Total		\$195,000			
<b>Wedding Garden</b>					
Plantings	LS	\$5,000			
Unique feature (pergola, trellis, etc.)	LS	\$25,000			
Concrete pavers	LS	\$10,000			
Sub-Total		\$40,000			
<b>Amenities</b>					
Restrooms/storage at multi-purpose fields	LS	\$100,000			
Benches (12)	LS	\$9,600			
Water fountains (2)	LS	\$5,000			
Lights at multi-purpose field parking area	LS	\$57,000			
Sub-Total		\$171,600			
<b>Landscaping</b>					
Shade trees	LS	\$5,000			
Seeding	LS	\$38,100			
Sub-Total		\$38,600			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$248,600			
Bond, Mobilization, and Layout (12%)	LS	\$228,700			
Survey, design, permits and engineering (15%)	LS	\$320,200			
Sub-Total		\$797,500			
<i><b>TOTAL Overlook Complex</b></i>			<i>\$2,454,600</i>	<i>✓</i>	

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Reidenbaugh Park</b>					
Park improvements include:					
▪ Trail connections to neighborhood.					
▪ Develop a picnic pavilion					
▪ Landscaping.					
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site Preparation and demolition	LS	\$500			
Earthwork	LS	\$11,200			
Erosion Control	LS	\$10,000			
Sub-Total		\$21,700			
<b>Trail Connections</b>					
Paved 8' wide bituminous trail	2,800 LF	\$70,000			
Sub-Total		\$70,000			
<b>Amenities</b>					
Medium pavilion	LS	\$40,000			
Benches (3)	LS	\$2,400			
Sub-Total		\$42,400			
<b>Landscaping</b>					
Landscape enhancements	LS	\$2,500			
Seeding	LS	\$9,000			
Sub-Total		\$11,500			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$21,800			
Bond, mobilization, and layout (12%)	LS	\$20,100			
Survey, design, and engineering (15%)	LS	\$28,200			
Sub-Total		\$70,100			
<i>TOTAL Reidenbaugh Park</i>		<i>\$215,700</i>			✓
<b>Skyline Park</b>					
Park improvements include:					
▪ Court renovations.					
▪ Develop a pavilion.					
▪ Trail extension and accessible viewing area					
▪ Parking and drive improvements.					
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site Preparation and demolition	LS	\$2,000			
Earthwork	LS	\$9,300			
Erosion Control	LS	\$8,300			
Sub-Total		\$19,600			
<b>Court Renovations</b>					
Basketball/tennis courts(2)	LS	\$53,000			
Sub-Total		\$53,000			

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Trail Extension and Accessible Viewing Area</b>					
Paved 8' wide bituminous trail	1,100 LF	\$27,500			
Accessible viewing area	LS	\$2,500			
Sub-Total		\$30,000			
<b>Parking (20 Spaces) and Drop-off</b>					
Parking area paving	LS	\$16,800			
Handicap parking spaces	LS	\$1,800			
Sub-Total		\$18,600			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$18,200			
Bond, Mobilization, and Layout (12%)	LS	\$16,700			
Survey, design, and engineering (15%)	LS	\$23,400			
Sub-Total		\$58,300			
<i><b>TOTAL Skyline Park</b></i>		<i>\$179,500</i>		✓	
<b>Stauffer Park</b>					
Park improvements include:					
▪ Court renovations.					
▪ Playground improvement.					
▪ Trail extension and accessible viewing area					
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site Preparation and demolition	LS	\$500			
Earthwork	LS	\$8,400			
Erosion Control	LS	\$7,500			
Sub-Total		\$16,400			
<b>Playground</b>					
Playground equipment	LS	\$15,000			
Safety surfacing (mulch)	LS	\$3,000			
Sub-Total		\$18,000			
<b>Court Renovations</b>					
Basketball courts (2.5)	LS	\$66,300			
Sub-Total		\$66,300			
<b>Trail Extension and Accessible Viewing Area</b>					
Paved 8' wide bituminous trail	300 LF	\$7,500			
Accessible viewing area	LS	\$600			
Sub-Total		\$8,100			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$16,300			
Bond, Mobilization, and Layout (12%)	LS	\$15,000			
Survey, design, and engineering (15%)	LS	\$21,000			
Sub-Total		\$52,300			
<i><b>TOTAL Stauffer Park</b></i>		<i>\$161,100</i>		✓	

Park Improvement	Quantity	Cost Opinion	2012-2014	2015-2017	2018-2022+
<b>Stoner Park</b>					
Park improvements include:					
▪ Playground improvement.					
▪ Expand parking.					
▪ Trail extension and accessible viewing areas.					
▪ Field rehabilitation.					
<b>Site Preparation, Earthwork, Erosion Control</b>					
Site Preparation and demolition	LS	\$2,500			
Earthwork	LS	\$12,400			
Erosion Control	LS	\$11,000			
Sub-Total		\$25,900			
<b>Playground</b>					
Edging	LS	\$4,500			
Separation for age-segregation (allowance)	LS	\$2,000			
Sub-Total		\$6,500			
<b>Trail and Accessible Viewing Area</b>					
Paved 8' wide bituminous trail	2,200 LF	\$55,000			
Accessible viewing area	LS	\$2,500			
Sub-Total		\$57,500			
<b>Parking (30 Spaces) and Drop-off</b>					
Parking area paving	LS	\$33,100			
Handicap parking spaces	LS	\$3,600			
Sub-Total		\$36,700			
<b>Landscaping</b>					
Top dress and over seed athletic fields	LS	\$20,000			
Shade trees	LS	\$3,000			
Seeding	LS	\$11,700			
Sub-Total		\$34,700			
<b>General Project Costs</b>					
Contingency (15%)	LS	\$24,200			
Bond, Mobilization, and Layout (12%)	LS	\$22,300			
Survey, design, and engineering (15%)	LS	\$31,200			
Sub-Total		\$77,700			
<i>TOTAL Stoner Park</i>		<i>\$239,000</i>			✓
<b>Manheim Township Athletic Complex</b>					
<b>Master Plan</b>					
Master plan	LS	\$25,000 - \$35,000			
<i>TOTAL Manheim Township Athletic Complex</i>		<i>\$25,000 - \$35,000</i>	✓		
<b>GRAND TOTAL – Manheim Township Park System</b>		<b>\$4,727,500 - \$4,762,500</b>			

*Manheim Township*

# Appendix B

## Public Opinion Survey Summary

Manheim Township conducted a public opinion survey in 2011. The survey included a random sample of 1,500 households including 1,454 that were successfully delivered by the U.S. Postal Service. Every household had an equal chance of being selected for the direct mail survey. Completed surveys totaled 573 for a total response of 39.4 percent. Typically direct mail surveys result in a two to four percent return.

### Purpose

The purpose of the survey was to determine the opinions, ideas and concerns of the residents to serve as a foundation for decision-making regarding parks and recreation. By understanding the citizens' needs and interests, the Township will be able to direct planning and resources for the benefit of the community.

### Findings and Future Directions

■ Parks and recreation system garners high ratings by the citizens. – 81 percent of the survey respondents rated the

parks as good to excellent. 59 percent rated the programs as good to excellent. These are very favorable ratings.

■ Parks are popular. – Respondents reported the most use at Overlook Park (73%), Community Park (62%), Compost Park (61%), Landis Woods (51%). Respondents reported using all other parks with Perelman Park getting the least reported use at 12%. However, this limited reported use correlates with the high lack of awareness of it by the respondents at 25%. Greater community awareness of this park would generate more use.

■ Parks are places for fun, fitness and nature. – The top reasons for using township parks are for fun (57%), fitness (55%) and to experience nature (44%). People also like to socialize with family and friends and get away from it all in Manheim Township's parks. Playing league sports, participating in a program or attending a special event were the least important reasons to use a park.

■ Nature is important. – The most desired improvements for the parks are nature based: walking paths, access to natural areas, and greenways over the next ten years.

■ Active facilities rank high as immediate priorities. Regarding improvements that respondents would like to within the next five years, more playgrounds, sports fields and games courts ranked as the top three facilities to develop or improve.

■ Indoor recreation facility interests. – Only one out of five or fewer respondents indicated that indoor recreation facilities should never be developed. The most preferred facilities include fitness (51%), senior center (45%), a gym (44%) and swimming pool (44%). About 4 percent of the respondents were not sure what indoor recreation facility improvements should be developed or improved.

- Top five recreation activities for participation. – Walking (68%), socializing in township parks (63%), nature enjoyment ((58%), bicycling (43%), and special events ((39%) are the top five activities in which the respondents participate.
- Top five recreation activities of interest. – Walking (68%), socializing in township parks (63%), nature enjoyment ((58%), bicycling (43%), and special events ((39%) are the top five activities in which the respondents participate.
- Family and adults services needed in the future. – Families (37%) and adults ages 45 -64 (36%) are the two group most likely to participate in recreation programs. Written comments revealed that respondents feel that children and youth are very week served and that families and adults could use more service.
- Conservation first. – Respondents stated that the conservation of open space and natural resources (74%) should be the most important focus of parks, recreation, greenways and open space over the next five years. Achieving a balance of programs, park improvements, providing indoor recreation, enhancing park maintenance and developing trails is next in importance to the residents. One in two stated that enhancing park maintenance is important or very important.
- Support for Parks, Recreation and Open Space – Respondents indicated their willingness to support parks and recreation through user fees, facility charges, additional taxes, and volunteerism. Paying fees and charges for programs (58%), facility rental fees (59%) and facility fees for high maintenance facilities (50%) have substantial support. About 41 percent of the respondents expressed a willingness to pay an additional amount per capita for parks and recreation in Manheim Township including \$2-4 (28%), \$5-7 (38%), or \$8-9 (26%). No doubt, the high usage and positive public regard for Manheim Township's parks and recreation system contributed to the willingness to pay fees and additional per capita funding to support parks and recreation in this time of great economic challenges.

In summary, the respondents value parks and recreation in Manheim Township. Over the long term, the conservation of Manheim Township's natural resources and scenic beauty is of the greatest importance to the respondents. In the immediate time frame of within the next five years, respondents indicated a need for the sports facilities and game courts. Safe place to walk, bicycle and access nature are important to people of all ages. The future direction for programs is in service to families and adults primarily in the area of self-directed recreation, adult classes, trips, the arts and fitness. Continuing to use volunteers to support parks and recreation should continue. Over 90 respondents provided information regarding their willingness to help out with parks and recreation projects will expand citizen support.





Manheim Township



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