

Comprehensive Park, Recreation & Open Space Plan

Denver Borough Lancaster County, PA

September, 2002



ACKNOWLEDGEMENTS

The consultants for this project would like to acknowledge those members of the Steering Committee who contributed to the preparation of this Plan:

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This project was financed in part by a grant from the Keystone recreation, Park and Conservation Fund, under the administration of the PA Department of Conservation and Natural Resources, Bureau of Recreation and Conservation.

All maps and aerials presented within this Plan rely upon digital information of the Lancaster County Geographic Information System. While the accuracy of this information is believed to be very high, it should only be used for community planning purposes and cannot be relied upon for definitive site survey delineation.

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APPENDIX A

Denver Borough Parks & Recreation Survey

I. Introduction

A. Purpose of the Plan

Like any business, local governments need to chart future plans so that they can assure an efficient use of resources. Local governments are in the business of assuring public welfare and delivering public services. The preparation of a Comprehensive Recreation Plan provides a deliberate framework of information that can be used to make future decisions regarding the delivery of recreation services and the protection of important open spaces. In addition, this Plan will identify ways for Denver Borough to work with its bordering municipalities and the Cocalico School District, to make the Borough a better place to live and play.

One definition of comprehensive planning is “the allocation of municipal resources toward municipal goals and objectives”; this definition embodies the essence of this study. This study first catalogs, maps and describes the Borough's resources. These resources include many things, such as land, streams, roads, parks, neighborhoods, programs, schools, staff, maintenance equipment, finances, and so on. Analyses are performed to determine the capability of these resources to serve or accommodate recreation/open space needs.

Next, a set of planning goals are formulated. These goals establish a list of priorities that need to be addressed. Third, the goals are applied to the municipal resources, yielding a future scheme for the development of parklands and recreation programs. It also suggests means for conserving important natural and cultural resources.

Finally, implementation strategies are discussed and recommended that enable the Borough to set in motion the analyses and information presented in the Plan. These strategies will involve those planning technologies currently available for use by local governments within the region. In the end, any planning process is meaningless, unless its recommendations find application as part of the Borough's business—the protection of public welfare and the delivery of public services.

B. How to Use This Plan

This Comprehensive Recreation Plan has been assembled to serve several important purposes. Principally, the Plan is aimed at assisting local officials in the administration of the Borough's recreation facilities and programs. Second, the Plan will investigate ways to protect important open spaces that contribute to the Borough's natural and cultural character. Many action-oriented recommendations have been expressed throughout the Plan text; these recommendations have been ***italicized and printed in bold letters***, so that the decision-maker's attention is immediately drawn to them. The several maps within the Plan have also been carefully prepared and colored, so that the information can be easily visualized. The many analyses utilized throughout the study were devised to maximize utility of the findings. Step-by-step description of these methodologies have been furnished

to enable the reader to gain a better understanding of the issue, and its planning implications. Finally, a detailed table of contents appears at the beginning of the text, which provides quick reference to the appropriate sections of the study. All of these features will aid local decision-makers in their evaluation of future recreation proposals.

A second important function of this Plan is its collection of important information. The term “comprehensive” accurately describes the composition of this report; its contents are quite comprehensive. Accordingly, the Plan provides convenient access to a wealth of up-to-date information concerning its many interrelated factors. This information will serve, not only Borough officials, but service agencies, property owners, residents, business leaders, and prospective developers. The cataloging of existing conditions will also provide the ground-work upon which future Plan updates can be more easily accomplished.

Finally, the Plan conveys a set of policies regarding future recreation development within the Borough. These policies are based upon the Borough's goals and can be useful to local decision-makers. In addition, many of the recommendations of this Plan specifically respond to the wishes of the general public, who were surveyed and heard at several “town meetings” during the Plan’s preparation. Therefore, the Plan incorporates extensive public input.

In summary, it is important for all of those persons involved and/or interested in the delivery of recreation services to read and understand this entire Plan, at least once. Then, local decision-makers should keep it handy when evaluating future development proposals, service adjustments or public investments. The Plan's format will avail considerable information, analysis and expertise, without requiring its complete rereading. In the end, it is hoped that the Plan will become a powerful, yet practical, tool in local decision-making.

C. Historical Sketch of Borough Recreation Service

Recreation History

In July, 1986, Denver Borough entered into a 199-year lease agreement with the Trustees of the Denver Memorial Park and Playground for the Denver Memorial Park and Playground. The lease agreement defined the roles and responsibilities of the Playground Association and the Borough with regard to the maintenance and operation of the Park.

The Borough has subsequently entered into three (3), three-year maintenance and operation agreements (1991, 1994 and 1997) with the nonprofit and local support organizations operating programs and facilities in the Park. These agreements established the rights and responsibilities of the various organizations operating in the Park regarding maintenance, operation, and planning. In an effort to coordinate recreation planning, operation and capital improvements in the Borough, during 1998 and 1999, the Borough initiated efforts to take over ownership of the Denver Memorial Park and Playground from the Denver Memorial Park Trustees. After discussing the issue at length, developing the legal documents to begin the transfer process, and developing the transition process for recreation planning in

the future, the Park Trustees opposed the transfer of ownership. Following the opposition to the transfer, the Borough has not made any additional efforts to acquire the Park.

Comprehensive Recreation Plan History

Denver Borough participated in a Regional Recreation, Parks and Open Space Plan in the early 1990s with Adamstown Borough, East Cocalico Township and West Cocalico Township. The Plan was completed in April, 1993. In 1999, the Borough applied to the Lancaster County CPI Grant Program for funding to acquire additional parkland. The County's CPI program requires municipal applicants to have an approved recreation plan less than five years in age. If the municipal plan is older than 5 years, the municipality must adopt a resolution agreeing to update the Recreation Plan. During their March 8, 1999, meeting, Borough Council approved "Resolution No. 566 – A Resolution To Update Denver Borough's Open Space and Recreation Plan Within Two (2) Years from the Date of the Community Parks Initiative of Lancaster County Grant Award."

In October, 1999, the Borough applied to the Pennsylvania Department of Conservation and Natural Resources (DCNR) for grant funding through the Keystone Recreation, Park, and Conservation Fund Planning, Implementation, and Technical Assistance (PITA) Grant Program to fund a comprehensive recreation, park and open space plan. The Borough was awarded the grant in 2000, and subsequently developed an Request For Proposal (RFP), advertised the RFP, developed a Steering Committee, and awarded the Plan in December, 2000. The compilation of this Plan will fulfill this requirement.

Recreation Board History

On November 8, 1999, Borough Council adopted Ordinance No. 497 establishing a Recreation Board in the Borough, providing for the Board's memberships, appointments, and terms of office, and establishing the authority and restrictions of the powers of the Recreation Board. On April 10, 2000, Borough Council approved Resolution No. 592 appointing members to the Denver Borough Recreation Board. The nine (9) members were appointed to staggered terms, with three terms expiring after one year, three after two years, and three after three years. All reappointments will be for three-year terms. The members of the Recreation Board shall be appointed by Borough Council for terms of three (3) years, or until their successors are appointed. The members shall be comprised of current stakeholders and leaders in the Borough's recreation community. The Recreation Board began meeting in May, 2000, and has met on a monthly basis since its inception.

II. Study Goals



"If you don't know where you are going, any road will take you there!"

-An old saying

For any project to maximize its likelihood for success, it is important that goals be established to guide the efforts. This Plan and the Borough's park and recreation services are no exception. The following lists goals that have been expressed for this Plan. This list is derived from information developed by the Recreation Board and used to "bid" this project. In addition, suggestions were received from the Plan Study committee members during a workshop meeting held in March, 2001.

As you may notice, some of these goals are rather general. This is due to the fact that, in some instances, the Borough is just beginning to offer particular park and recreation services, and does not yet have the experience to provide specific direction. On the other hand, the Borough has a long history with other services and can readily articulate specific needs toward progress. For these reasons, this Plan will need to manage these varying levels of detail so that aggressive, but practical, recommendations can be formulated.

The following lists the goals of this Plan by several key components:

A. Planning Goals

1. Determine community preferences for recreation facilities and programs through survey research, and compare with perceived preferences of local officials and volunteers.
2. Coordinate the use of the Borough's facilities among its many varied users, so that anyone can use the Plan to understand who is responsible for park improvements, maintenance and scheduling.
3. Evaluate the best way to continue the high level of volunteer effort in the delivery of recreation service, while recognizing that expanded service may require the need for paid staff.
4. Ensure that recreation facilities and programs are offered for everyone, young and old, active and sedentary, competitive and passive, etc.
5. Conduct a thorough inventory of natural and cultural features that contribute to the overall recreation experience within the Borough.
6. Inventory existing parks and determine the level of service they provide to the Borough. Identify deficiencies at existing parks and suggest specific actions of remedy.

7. Gauge the public's knowledge of current recreational opportunities, and then develop a means to keep them informed as services grow.
8. Generate public support for recreation by educating them about its benefits.
9. Foster a spirit of cooperation among the Borough, the Trustees and the School District.
10. Provide specific, prioritized actions to improve the Borough's recreation and parks facilities, programs, and services, identifying who is responsible for implementation, target completion dates, estimated costs, and potential funding sources

B. Facilities Goals

1. Provide an objective and reasoned system for the acquisition of new parks, the improvement of existing parks, and the maintenance of all parks.
2. Conceptually plan for streamside buffers as a means of improving water quality, and providing recreation and "hands-on" educational settings.
3. Seek to link parks, schools and other activity centers with linear parks, streamside buffers and sidewalks.
4. Ensure that parks are well-kept, attractive and safe.
5. Provide a short, medium and long-term Capital Improvement Program that includes facility/area name, descriptions of proposed improvements, estimated development costs, and proposed funding sources.

C. Administration Goals

1. Improve the planning and coordination of recreation programs and facilities.
2. Document and analyze the current working relationship between the Borough, the School District, and various nonprofit organizations. Provide recommendations to improve coordination, cooperation and communication.
3. Present recommendations regarding the most efficient and effective methods to provide park areas and facilities, and deliver recreation programs and services.
4. Define the role and responsibility of the Denver Borough Recreation Board.
5. Document and analyze the Borough's current involvement with regional activities.

6. Describe and analyze current public relations and marketing efforts used to promote Borough facilities, services and programs. Develop strategies to make all residents aware of the available recreational opportunities.
7. Provide opportunities for residents to get involved with planning efforts.
8. Inventory and analyze current administrative policies and procedures, including record keeping.
9. Analyze the Borough's compliance with the Americans with Disabilities Act regarding programs, services and facilities.

D. Maintenance Goals

1. Develop strategies to improve the overall maintenance of all park areas and facilities to ensure a safe and usable environment for all users.
2. Describe the current maintenance programs carried out by the Borough, Cocalico School District and various nonprofits, and analyze their effectiveness. Provide recommendations to improve cooperation.
3. Review record keeping, preventive maintenance, and use of maintenance management plans.
4. Compile a list of major maintenance equipment, including its age and condition.
5. List risk management efforts, including inspection of park facilities and playground equipment.
6. Analyze the adequacy of maintenance in relation to the condition of park facilities and open space areas.

E. Personnel Goals

1. Prepare a current organizational chart.
2. List the number of volunteers and staff involved in the parks and recreation program, together with their job descriptions.
3. Describe and analyze how new staff/volunteers are hired/appointed, current personnel policies, and the number of staff needed to effectively manage, operate and maintain existing facilities, programs and services.

F. Recreation Program Goals

1. Provide an inventory of all recreation programs available to Borough residents. Include the sponsoring group, program name, fees, target, age, and gender of participants.
2. Analyze the program inventory to determine whether a comprehensive offering of programs is available to Borough residents of all ages and abilities, and identify areas of deficiency.
3. Develop strategies to increase recreation programs, including partnership opportunities, with an emphasis on programs that address identified deficiencies and indoor programs.
4. Foster cooperation to meet recreation, parks and open space preservation needs in an economical and effective manner.

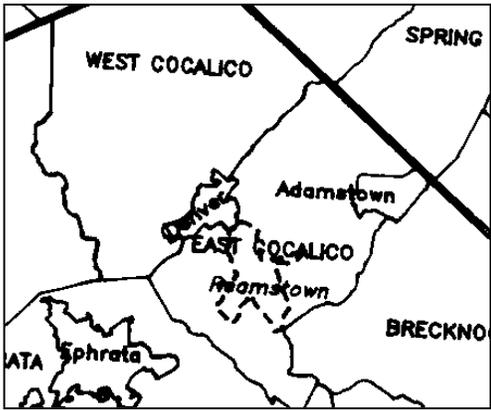
G. Finance Goals

1. Provide a five-year comparison of tax support for recreation and parks in relationship to other Borough departments, and to the overall municipal budget.
2. Compare the Borough's operating and capital expenditures for parks and recreation with municipalities with similar populations and social-economic characteristics.
3. Describe and analyze the current recreation and park budget process.
4. Describe the Borough's major funding sources and amounts of revenue from municipal taxes, fees and charges, donations, grants, etc., and provide recommendations for the use of other funding sources.

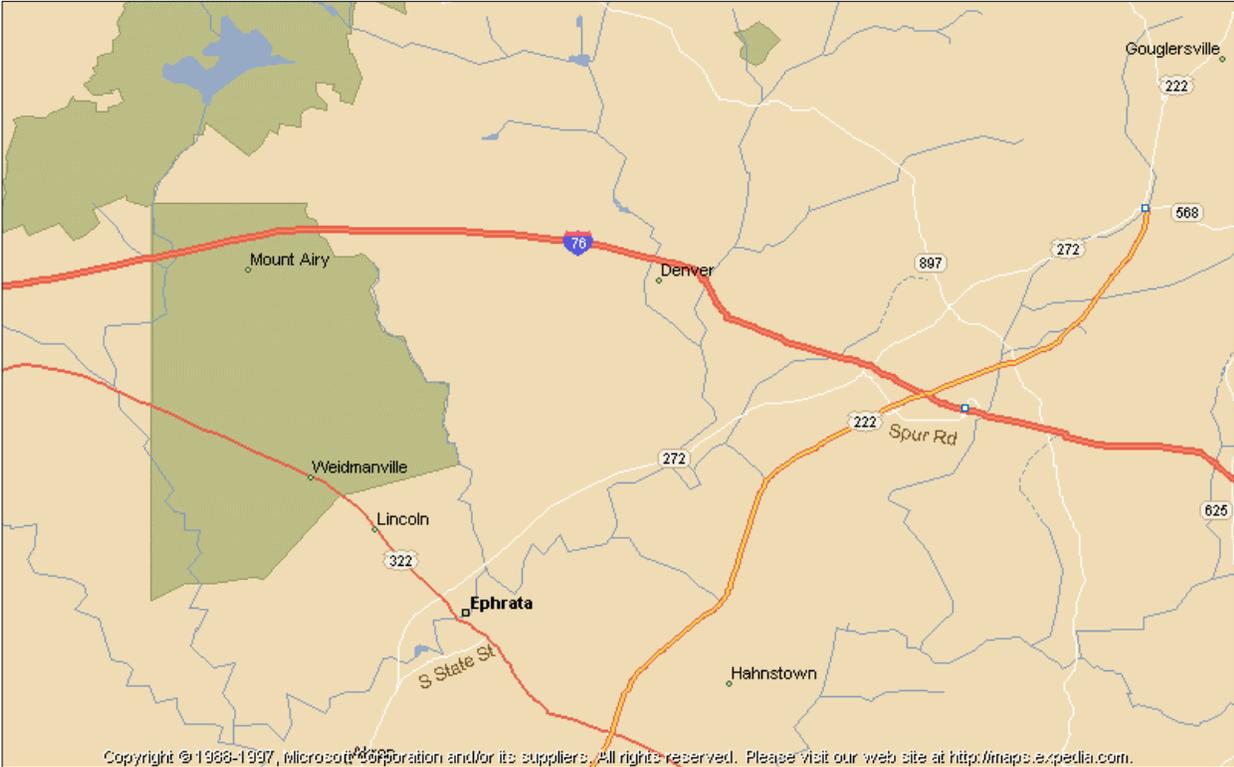
III. Community Background

A. Regional Setting

Denver Borough is situated in northeastern Lancaster County, in southcentral Pennsylvania. The Borough is located approximately 15 miles north-northeast of the City of Lancaster, which serves as the County seat of government. Denver Borough contains a total land area of 1.1 square miles. The Borough's boundaries are entirely man-made, but closely follow the Cocalico And Little Cocalico Creeks for short distances. The Borough adjoins West Cocalico Township to the north and west, and East Cocalico Township to the south and east. The Borough is also part of the Cocalico Area School District and contains several of its larger schools, as well as its administrative offices.

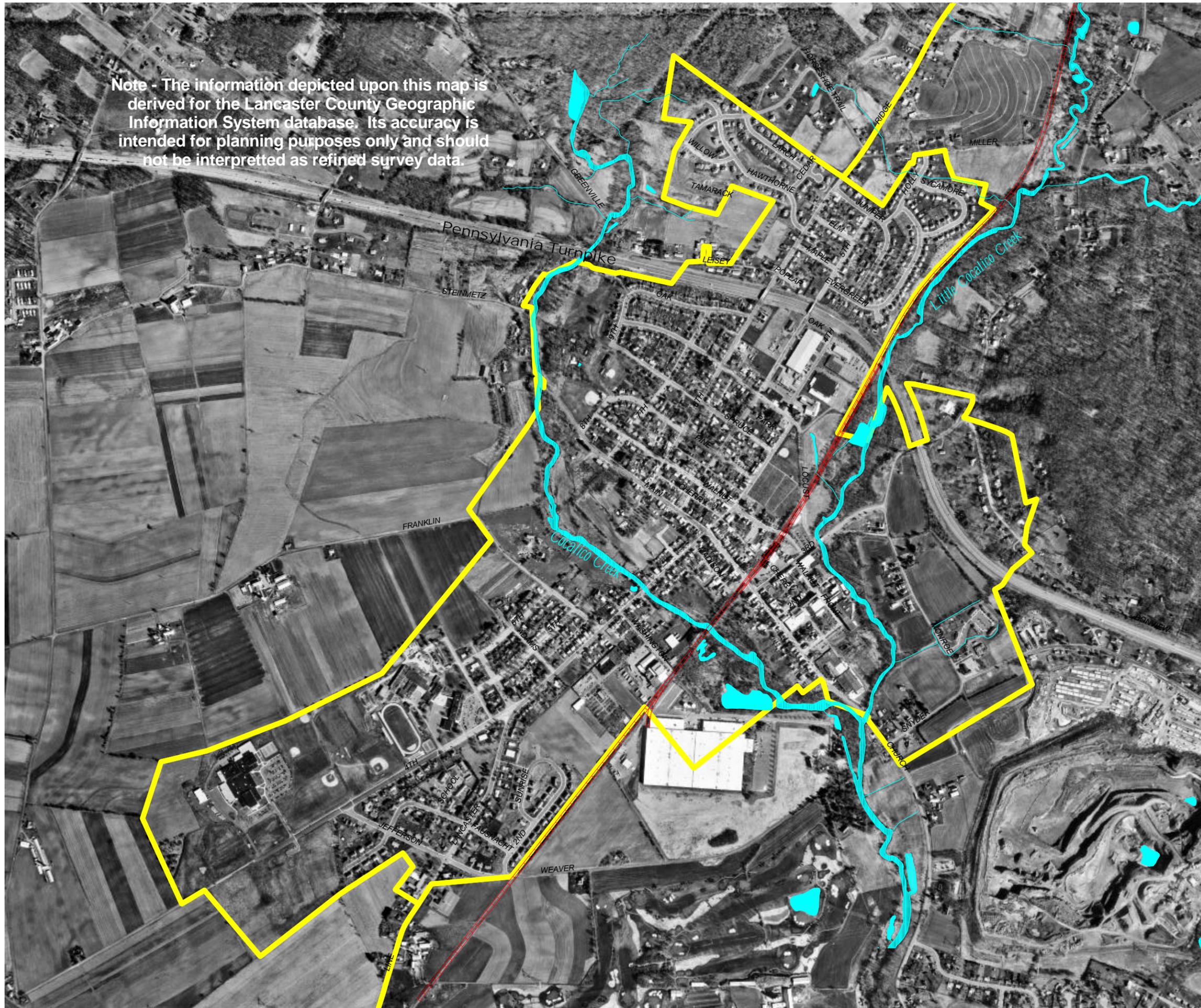


Primarily, Denver Borough is geographically and economically linked with the Lancaster urbanized area, however, it has a strong secondary link with Ephrata Borough, which is only about 3 miles to the south. PA Routes 272, 222 and the PA Turnpike are the primary transportation links connecting the Borough with the nearby Lancaster and Reading cities, as well as the larger Philadelphia and Harrisburg metropolitan areas, both of which are within one hour's drive.

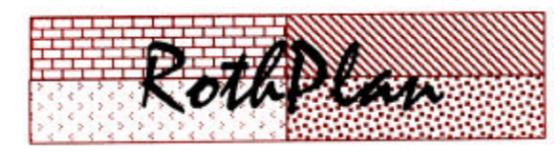
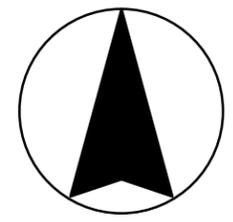


Denver Borough Aerial Photo

Note - The information depicted upon this map is derived for the Lancaster County Geographic Information System database. Its accuracy is intended for planning purposes only and should not be interpreted as refined survey data.



-  Railroad
-  Water
-  Tributaries
-  Borough Boundary



B. Denver Borough Municipal Government Profile

Office Address: 501 Main Street, Denver, PA 17517 (TEL: 336-2831/FAX: 336-7190)

Office Hours: Monday—Friday, 8 a.m.–5 p.m.

Description of Office and Facilities: 3,000 sq. ft. building constructed in 1985 and houses 4 offices, lobby, small conference room, large meeting room (100 capacity), foyer, basement. Facilities are ADA compliant.



Municipal Staff: Borough Manager/Secretary; Administrative Assistant/Treasurer; Office Assistant (part-time); Public Works Director (Department maintains and operates Borough facilities)/Zoning Officer/Code Enforcement Officer; Laborer III (4); Water Meter Readers (2 part-time); seasonal (24 for Community Pool); appointed positions - Engineer, Solicitor, Building Inspector, Rental Housing Inspector

Mayor: The Mayor is an elected 4-year term whose duties include preserving order in the Borough, enforcing regulations and ordinances, removing nuisances, and exacting faithful performance of the duties of the officers appointed. The Mayor's other responsibilities include an active role in emergency management and police functions. The Mayor also has the authority to perform marriage ceremonies.

Borough Council: Borough Council is the elected governing body of the Borough, with the authority to enact, revise, repeal, and amend rules, regulations, ordinances, and resolutions deemed beneficial to the Borough. Members are elected to 4-year terms. The 7-member Council officially meets in the Municipal Building on the second Monday of each month, at 7 p.m.; a work session meeting is held on the last Monday of each month at 7 p.m. for the purpose of approving the payment of bills, setting the agenda for the next official meeting, and conducting any emergency business.

Planning Commission: The 5 members are appointed to 5-year terms and they meet in the Municipal Building on the second Tuesday of each month, at 7:30 p.m. The Commission is responsible for making recommendations to Borough Council regarding the adoption of the official map, adoption and amendment to a municipal zoning ordinance, and all proposed land development plans.

Zoning Hearing Board: The 3 members are appointed for 3-year terms and they, plus Board attorney, meet in the Municipal Building on the fourth Wednesday of the month as necessary, at 7 p.m. The Board is responsible for reviewing and making decisions on (1) appeals from a decision by the Zoning Officer, (2) challenges to the validity of the Zoning Ordinance or Zoning Map, and (3) requests for variances and special exceptions.

Tax Collector: The Tax Collector is an individual elected to a 4-year term with the authority to collect all municipal and County real estate taxes levied in the Borough.

Borough Authority: The 5 members are appointed for 5-year terms and they meet in the Municipal Building on the third Thursday of each month, at 7 p.m. The Authority is responsible for planning and financing capital improvements to the water system. The Authority owns the water system and leases the system to the Borough, which pays quarterly rentals to the Authority.

Park & Recreation Board: The 9 members are appointed for 3-year terms and they meet in the Municipal Building on the third Wednesday of each month, at 7 p.m. The Board serves as an advisory body to Borough Council, providing reports and recommendations to Council regarding the provision of park, recreation, and open space programs and facilities in the Borough.

Shade Tree Commission: The 3 members are appointed for 3-year terms and they meet in the Municipal Building on the third Tuesday of each month, at 7 p.m. The Commission is responsible for overseeing the planting, removal, maintenance, and protection of shade trees on the streets and highways in the Borough.

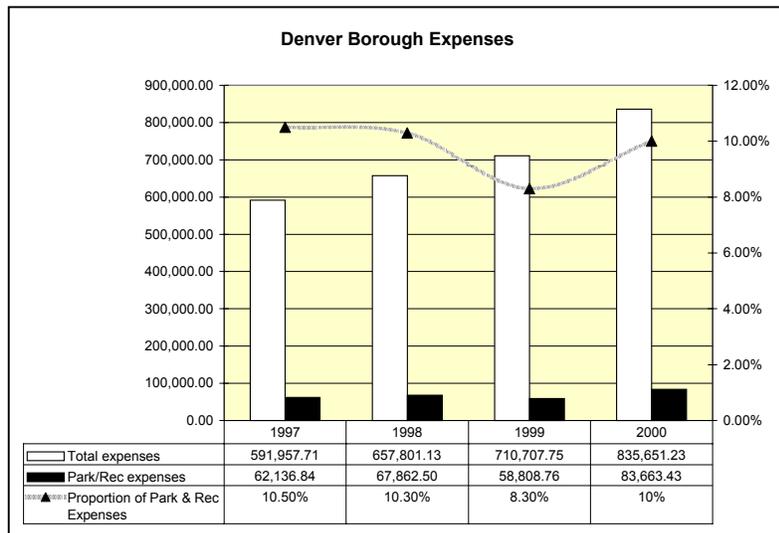
Other: Solicitor, Engineer, Police Chief, Zoning Officer, Building Inspector, Housing Inspector, Roadmaster, Emergency Management Director, Health Officer, Sewage Enforcement Officer, Vacancy Board.

C. Municipal Budget Information

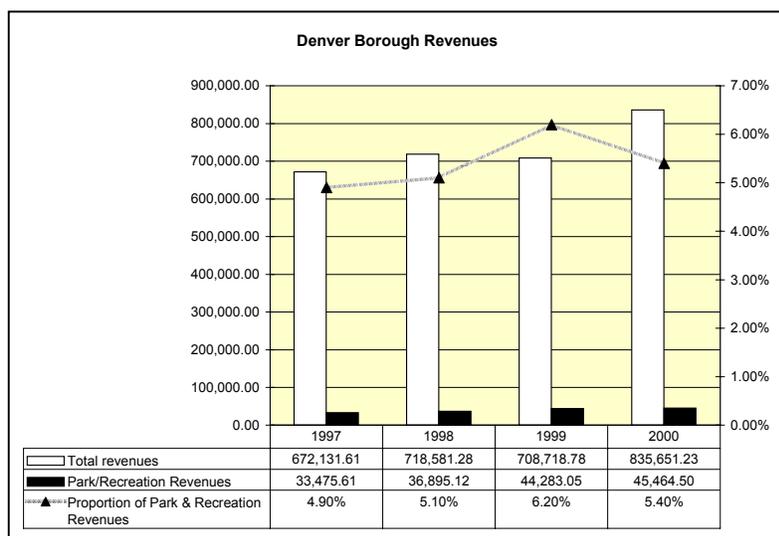
Year 2001 General Fund Expenses

<u>Category</u>	<u>Actual Expenses (\$) through 10/25/01</u>
Administration.....	76,698.21
Fire/Ambulance.....	25,026.97 + 100
Insurance.....	0
Library.....	5,000
Planning/Zoning.....	11,373.71
Parks and Recreation.....	63,736.63 (78,267.81) projected
Police.....	215,131.91
Public Works/Roads.....	72,261.05
Solid Waste.....	0
Miscellaneous.....	4,409.76
Other. Please identify.....	230,275.99

From the adjoining table, it can be seen that the Borough's total operating costs have grown by 41.2%; however, in the same time period, its park and recreation expenses grew less, at 34.6%. It would appear that the Borough budgets around 10% of its expenses for parks and recreation, and has generally met this budget with a slight reduction of 0.2% since 1997.



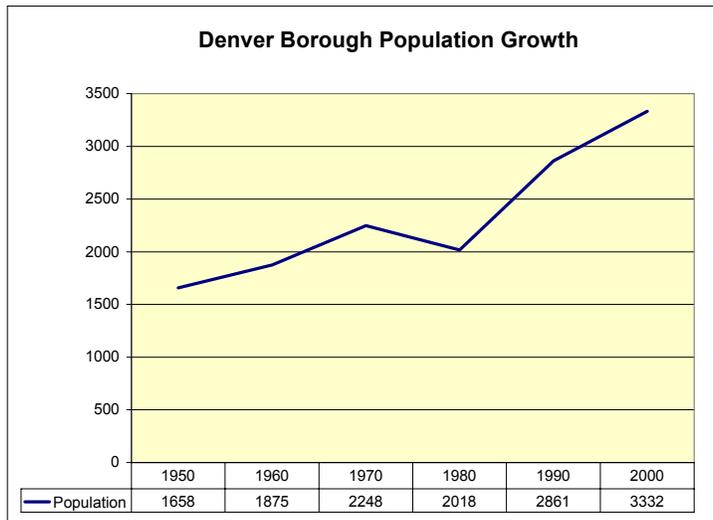
From the adjoining table, it can be seen that the Borough's revenues have risen by 24.3% over the last four years; however, in the same time period, its park and recreation revenues added 35.8%. It would appear that the Borough anticipates park and recreation revenues of about 5% of its total revenues, and has generally achieved this level, with a slight percentage increase of 0.3% since 1997.



Therefore, by combining the results of the two above tables, it would appear that the Borough subsidizes its parks and recreation system at a rate of about 5% of the total operating budget higher than its parks and recreation revenues.

D. Historic Population Growth

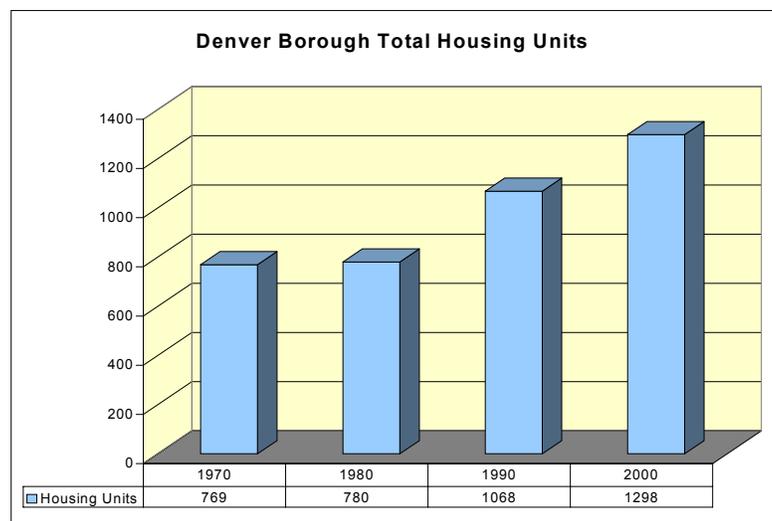
The allocation of municipal resources, including recreation, must consider the population to be served. Obviously, the overall size of a population is related to the amount of recreational services and parklands that must be provided. The historical growth pattern of an area provides insight as to the growth that might be expected in the future. The adjoining table lists the amount of population growth that has occurred over the last half



century within the Borough. From the graph, several trends are visualized. First, the Borough has experienced steady growth since 1950, except for one decade. Prior to 1970, growth was moderate and averaged just less than 300 new residents per decade. Then, during the 1970s, the Borough lost about 250 residents. However, since 1980, the Borough's rate of growth has dramatically accelerated to about 650 new residents per decade. Overall, the Borough has roughly doubled its population over the last 50 years.

E. Historic Housing Growth

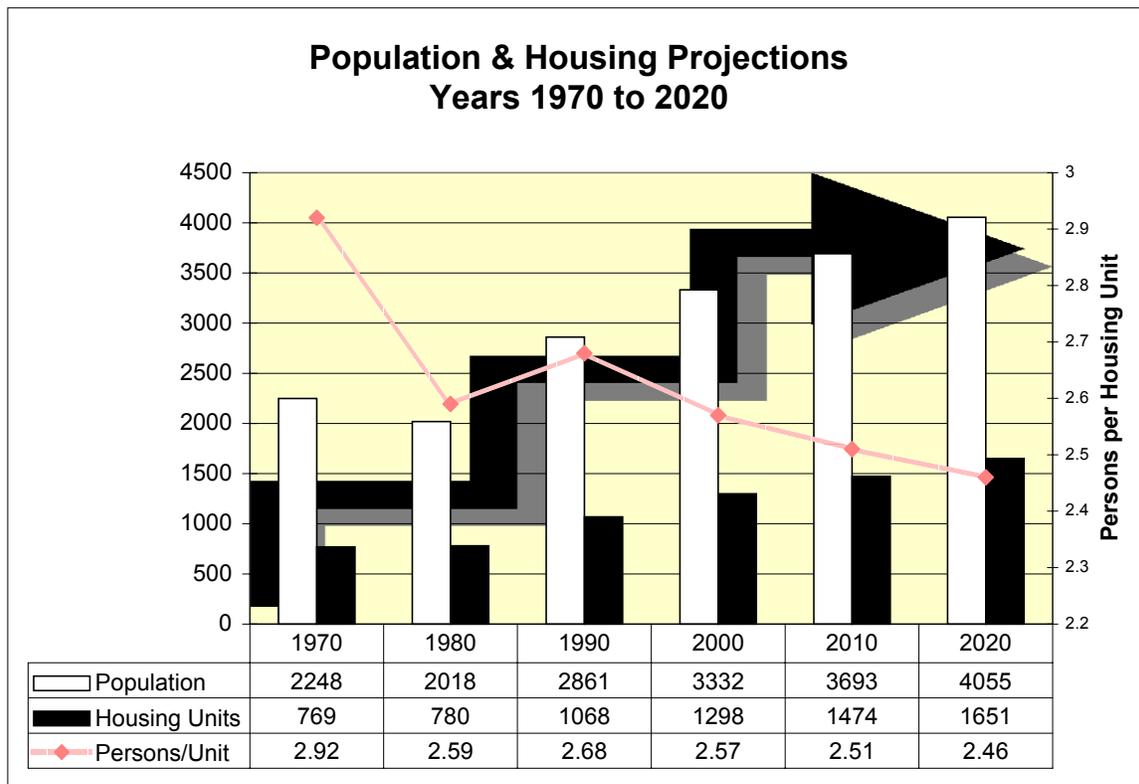
In addition to population growth, another important consideration when projecting how fast an area will grow relates to its number of housing units. The following table lists the number of housing units within each municipality since the US Census Bureau began reporting such information in 1970. Unsurprisingly, the increase in the number of housing units exhibited similar growth trends as the



population, except during the 1970s. While the Borough actually lost population during the 1970s, it still added 11 new housing units. This discrepancy is expected however, due to the decreasing family sizes occurring nationwide. Fewer people are living together as families, and more people are living by themselves. Overall, the Borough has added about 176 new units each decade since 1970, representing a 69% increase over that entire period.

F. Population & Housing Projections

By using a linear extrapolation technique applied to both population and housing stock trends since 1970, the following projections are derived; these will form the bases of future growth area and service needs for the Borough:



G. Other Socio-Economic Characteristics

The following tabulates socio-economic data that describes the Region and its respective municipalities that is available for the Year 2000 US Census of Population & Housing:

Age Profile			Comments
Age Group	Denver Borough	Lancaster County	
Under 5 years	222 (6.7%)	6.9%	Denver Borough has a higher percentage of younger children and middle-aged adults than Lancaster County. However, it has fewer older youth, young adults & seniors. Overall, it has a lower median age than all of Lancaster County.
5-9 years	256 (7.7%)	7.6%	
10-14 years	271 (8.1%)	7.7%	
15-19 years	235 (7.1%)	7.3%	
20-24 years	177 (5.3%)	6.2%	
25-64 years	1,763 (52.9%)	50.2%	
65+ years	408 (12.2%)	14.0%	
Median age	35.3 years	36.1 years	

Gender Profile			Comments
Gender	Denver Borough	Lancaster County	
Male	1,625 (48.8%)	48.8%	Denver Borough has exactly the same ratio of males to females as does Lancaster County.
Female	1,797 (51.2%)	51.2%	

Racial Composition & Latino Origin			Comments
Race	Denver Borough	Lancaster County	
White	3,225 (96.8%)	91.5%	Denver Borough has less racial diversity than does Lancaster County. Just over 3% of the Borough's residents describe themselves as other than "White." Asians comprise the largest minority, but only account for 1% of the population. African Americans follow closely with 0.85. Similarly, the Borough has far fewer residents of Hispanic/Latino origin than Lancaster County.
African American	27 (0.8%)	2.8%	
Native American	0 (0%)	0.1%	
Asian	33 (1.0%)	1.4%	
Pacific Islander	1 (0%)	0%	
Other	22 (0.7%)	2.9%	
Bi-racial	24 (0.7%)	1.3%	
Hispanic/Latino	76 (2.3%)	5.7%	

Other Housing Characteristics			Comments
Characteristic	Denver Borough	Lancaster County	
Group Quarters	0 (0%)	3.1%	No persons reside in group quarters. The Borough has slightly less rental units, & vacant housing units than does Lancaster County. Denver Borough has a higher percentage of traditional families with children than does the County.
Rental Units	338 (26.7%)	29.2%	
Vacant Units	32 (2.5%)	4.1%	
Family w/children	462 (36.5%)	33.7%	

H. Major Employers

Unlike many other Boroughs within the region Denver Borough has retained most of its historic industries. There are three large concentrations of industry and a few other scattered sites. The configuration and location of these areas suggests a former and current reliance upon the active Reading Railroad line.

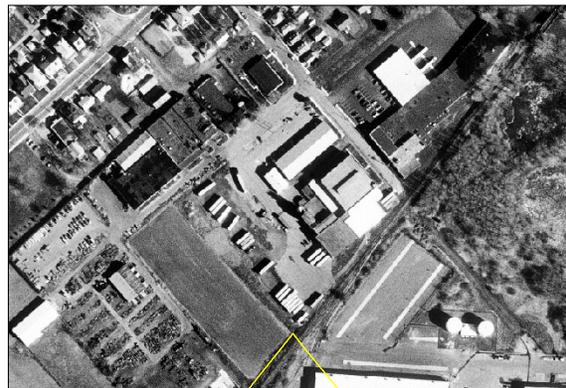
First, the F&M Hat Company, Weave Corporation and Kalas Manufacturing (wire and cable) are all located between Main and Third Streets and the Little Cocalico Creek. The 2-3-story, old brick buildings of these industries, sited right on the sidewalks of Walnut and Second Streets, contribute to this historic industrial neighborhood's character. Conversely, the 1.5-story, "utilitarian" block, Kalas building is more oriented to the traffic along Main Street. Off-street parking and loading are also located in the front yard adjoining Main Street.

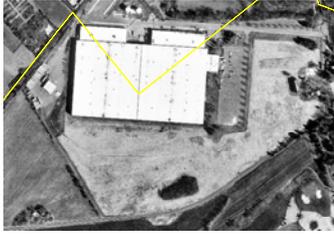


The next industrial area is located just behind the Borough's central business district along Main Street. Here are located Gehman Feed Mill, Inc., Four Seasons Produce, Inc. warehouse, and Denver Meats, Inc. Also historic in location and configuration, these uses are quite different. Gehman Feed Mill, Inc., with its tall storage and conveyance structures, and prominent location along Third Street and the railroad, dominates the area. The Four Seasons Produce, Inc. warehouse is a 1.5-story, block building located across the railroad tracks to the northwest. Denver Meats, Inc. is located along Railroad Street on the other side of Main Street. This "alley-like" location houses this small business that is within two, 1-story block buildings.



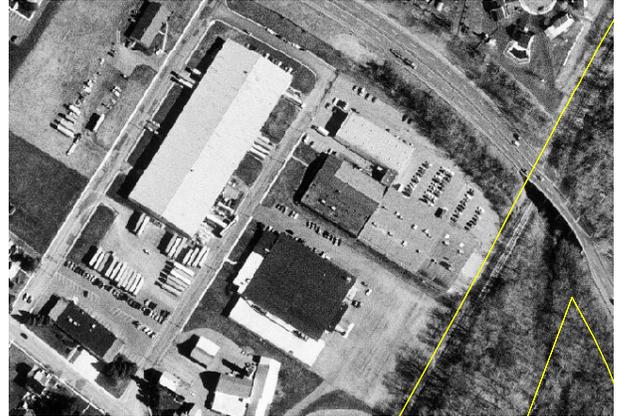
Another large industrial node is located along Washington Street at its terminus with the railroad line. On the east side of Washington Street is the Mi-Jan Fabrics plant which is now closed. The site is tidy and well-maintained, despite its vacancy. Directly across Washington Street are the buildings of the Quinlan Pretzel Company. Again, this use reflects historic industry of the Borough, with its 1-3-story brick buildings. To the southwest, and behind the Quinlan office, is Weaver Industries, Inc. (graphite machine shop). This site includes a 2-story metal and block building with a large outdoor materials storage yard.





Across the railroad tracks is the large and modern Henry Schein Distribution Center (medical supply distributor). This 2-story metal building contains about 11 acres under roof, and is set back about 800 feet from its road frontage along Weaver Road. This site and building are located in both Denver Borough and East Cocalico Township.

The final industrial area is located straddling North Fourth Street, just south of the Turnpike; this area is physically separated from the residential areas of the Borough. Here are the United Sleep Products factory, F&M Hat Company warehouse and Gem Ceramic Mold Company. United Sleep Products operates from its 2-story metal factory, with parking on the street and on the north end of the building.



F&M Hat Company warehouses are located across North Fourth Street adjoining the railroad tracks; however, no siding was observed. Gem Ceramic Molds operates from a 1-2.5-story block building and a barn.

I. Existing Land Use

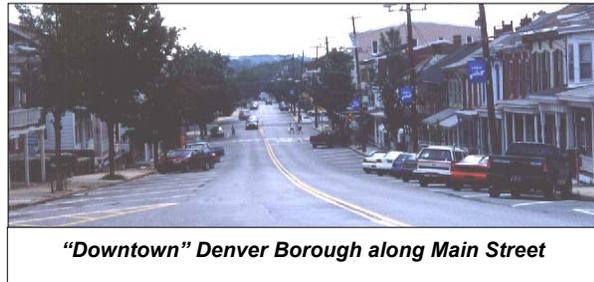
As discussed earlier in this chapter, the Borough has generally experienced steady growth over the least half century. As a result, its undeveloped lands are dwindling. The developments that have occurred have been suburban in character and have been largely located along the outside edges of the Borough. The Cocalico School District campus has also greatly impacted the Borough's built environment in recent decades. The Existing Land Use Map following page 16 depicts the Borough's existing character, based upon the current tax assessments for each parcel, as recorded by the Tax Assessment Office of Lancaster County. The following will describe each of the land use categories depicted:

- Vacant/Undeveloped – These parcels have no apparent use or development. These areas are mainly located along the floodplains of the creeks where development is generally prohibited.
- Agricultural – This category includes active farming operations, which, given their location amid developing neighborhoods, appear threatened in the future.
- Single-Family Residential – This category depicts detached homes regardless of their density. In-town neighborhoods within the central core of the Borough are quite dense, when compared with larger suburban residences that have been developed along the Borough's outside boundaries.
- Two-Family Residential – This category depicts duplex dwellings or buildings that contain two dwelling units. Most of these dwellings are scattered within the center of the Borough.

- Multi-Family Residential – Townhouses, row houses, garden apartments, town houses, and other apartments and condominiums are included within this designation. In the center of town, these uses are limited to conversion apartments of older dwellings. New multi-family dwelling developments are located on School and Monroe Streets along the southern edge of the Borough.

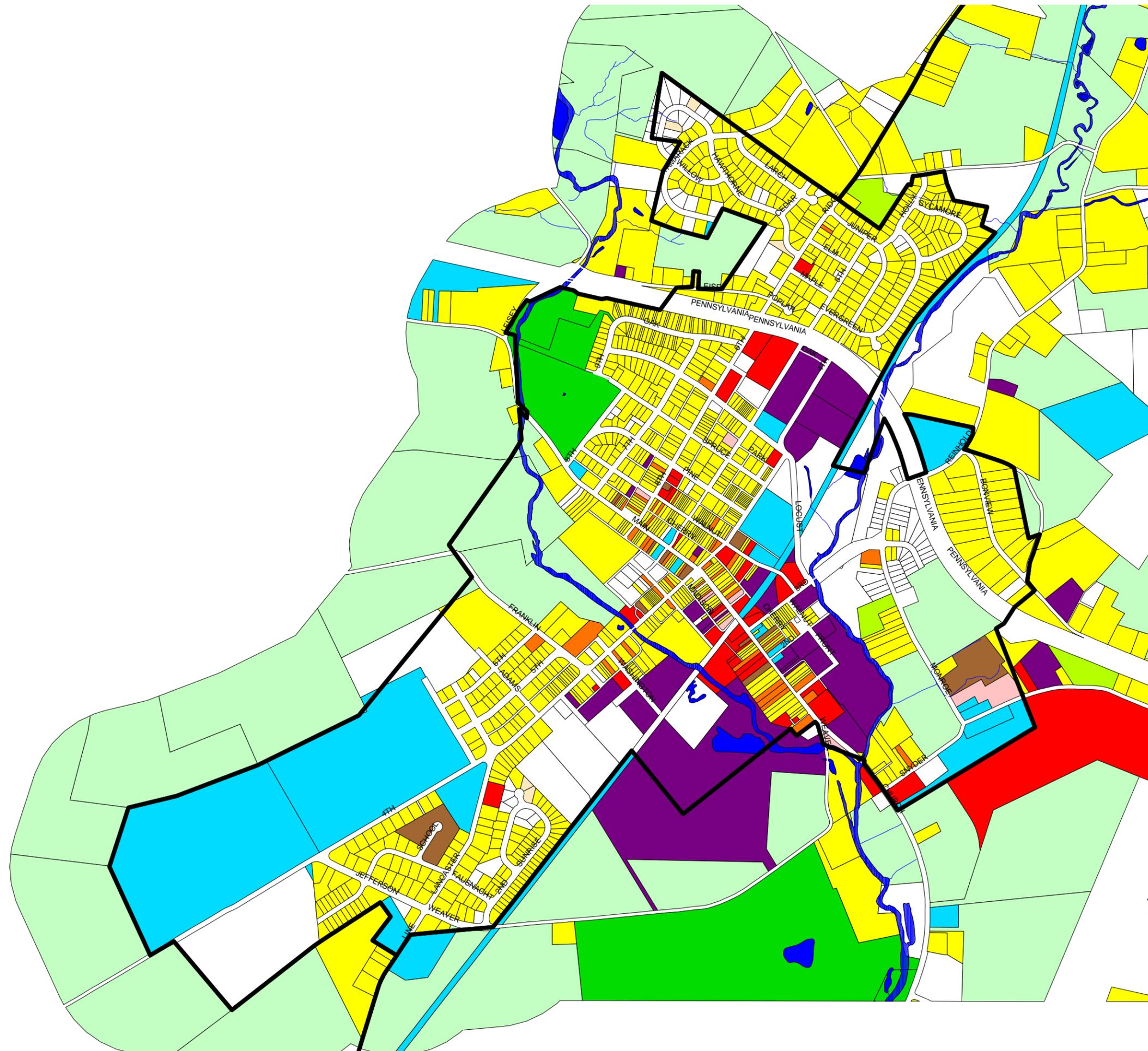
- Mixed Use – This category reflects a combination of uses that usually include some limited commercial office or storefront with upper-level apartments. The few examples of this are mostly located in “downtown” Manheim, although one also exists on Monroe Street.

- Commercial – The Borough’s retail businesses are depicted within this category. The Borough’s central business district is anchored by Main Street, and to a lesser extent, North Sixth Street. This core area generally straddles Main Street between 3rd and 4th Streets, and hints of the small-town bustle of times past. Aside from several freestanding commercial buildings, which have been built more recently (convenience store, and drive-thru bank), the uses within this area inhabit first floor store fronts of 3 and 4-story apartment buildings. Existing uses include a convenience store, bank, flower shop, beauty and tanning salons, barber shop, fast-food and sit-down restaurants, tavern, discount store, pharmacy, used furniture store, electrical contractor shop, and insurance office. On-street, angled “head-in” parking spaces (with 2-hour parking limit) line both sides of the street, as do sidewalks with shade trees, banners and overhead street lights. Certainly Denver Borough’s CBD has enjoyed a more active and vital past; however, it appears to function quite well, despite today’s more highway-oriented commercial economy.



- Industrial – This category depicts industrial uses located within the Borough. A more detailed description of these areas is contained in the preceding section of this chapter.
- Public/Civic – This category depicts uses like churches, schools, parks, cemeteries, post offices, municipal offices, libraries, utilities, police/fire/ambulance stations, and other publicly-owned or operated uses.
- Under Development – These uses are currently under construction. The few depicted are residential lots along Tamarack Street in the extreme northern corner of the Borough.
- Private Recreation – This category acknowledges private ownership of the widely-used Denver Memorial Park sites.

Denver Borough Existing Land Use



- Vacant
- Agriculture
- Single-Family Residential
- Two-Family Residential
- Multi-Family Residential
- Mixed Use
- Commercial
- Industrial
- Public/Civic
- Under Development
- Private Recreation



1000 0 1000 Feet



IV. Natural & Cultural Features

Recreation planning, like community planning, must inventory natural and cultural resources, if it is to match needs with resources best able to accommodate them and protect community identity. For example, the acquisition of steeply-sloped lands for future ball field construction would be impractical. Similarly, to ignore some unusual and outstanding physical or cultural feature in the planning for future recreation amenities represents a lost opportunity to enhance community pride and identity. For these reasons, several natural and cultural features have been inventoried as follows. Much of the information contained in this chapter is derived from the *Soil Survey of Lancaster County*, prepared by the U.S. Department of Agriculture and from the Lancaster County Geographic Information System. Such data is depicted upon the Natural Features Map and the Cultural Features Map contained within in this chapter.

A. Floodplains

Floodplains are not suited for land development. In turn, these areas represent ideal locations for nature-based activities, like hiking, fishing, bird-watching, boating, etc. The interconnected nature of drainageways provides a valuable opportunity for the development of a linear park system that extends throughout the community and connects living areas with related parks.



Cocalico Creek at Denver Memorial Park



Little Cocalico Creek along 3rd Street

By far, the largest natural features within Denver Borough are its floodplains. Both the Cocalico and the Little Cocalico Creeks bisect areas of the Borough, and then converge along its southern border. In all, there appears to be about 2 lineal miles of floodplain within the Borough. These fairly wide floodplains offer tremendous opportunity for a variety of active and passive recreation pursuits. In addition, these floodplains also provide a means to link neighborhoods and activity centers both within the Borough and with its larger Regional neighbors. Aerial photo interpretation suggests that much of the Little Cocalico Creek floodplain includes a wooded canopy, while the Cocalico Creek runs through more open field. Both creeks have limited developments that approach the floodplains. Along the Little Cocalico Creek, it appears that the rear of the F&M Hat Company factory projects into the floodplain. And along the Cocalico Creek, the now-vacant Mi-Jan Fabrics plant also violates the floodplain. Aside from these two instances, the floodplain appears well protected from

development encroachment. Generally, these floodplains range between 200-300 feet wide; however, the Cocalico Creek floodplain broadens to about 800 feet, just north of the Henry Schein Distribution Center and at the Denver Memorial Park.

Future linear park development along these floodplains is encouraged, however, future park improvements within floodplains should not include any building or structures, or fences and equipment that might collect flood-borne debris during flood inundation. Furthermore, special maintenance plans should be implemented to facilitate a diverse natural habitat that can offer valuable recreation amenity and environmental benefit. More discussion regarding this topic is presented in the Recommendations chapter of this Plan.

B. Steep Slopes

The identification of steep slopes is important for several reasons. First, steep slopes are unusable for many active recreation facilities, like ball fields and courts. However, steeply sloped areas are also difficult to farm and develop with urban land uses. As a result, steep slopes tend to be undisturbed and wooded. Such natural settings can provide valuable passive conservation areas that can be easily integrated within an overall park system.

Denver Borough is nestled at the base of two large hills to its north and east. The confines of the Borough have very little land with slopes over 15%; however, just outside the Borough boundary, the elevations steeply incline. Only Phases 3-5 of the Denver Heights subdivision, in the extreme northeast corner of the Borough, have steep slopes, and this development is already laid-out. Therefore, steep slopes will have little effect on the Borough's future parkland acquisition efforts.



Steep slopes within Denver Heights

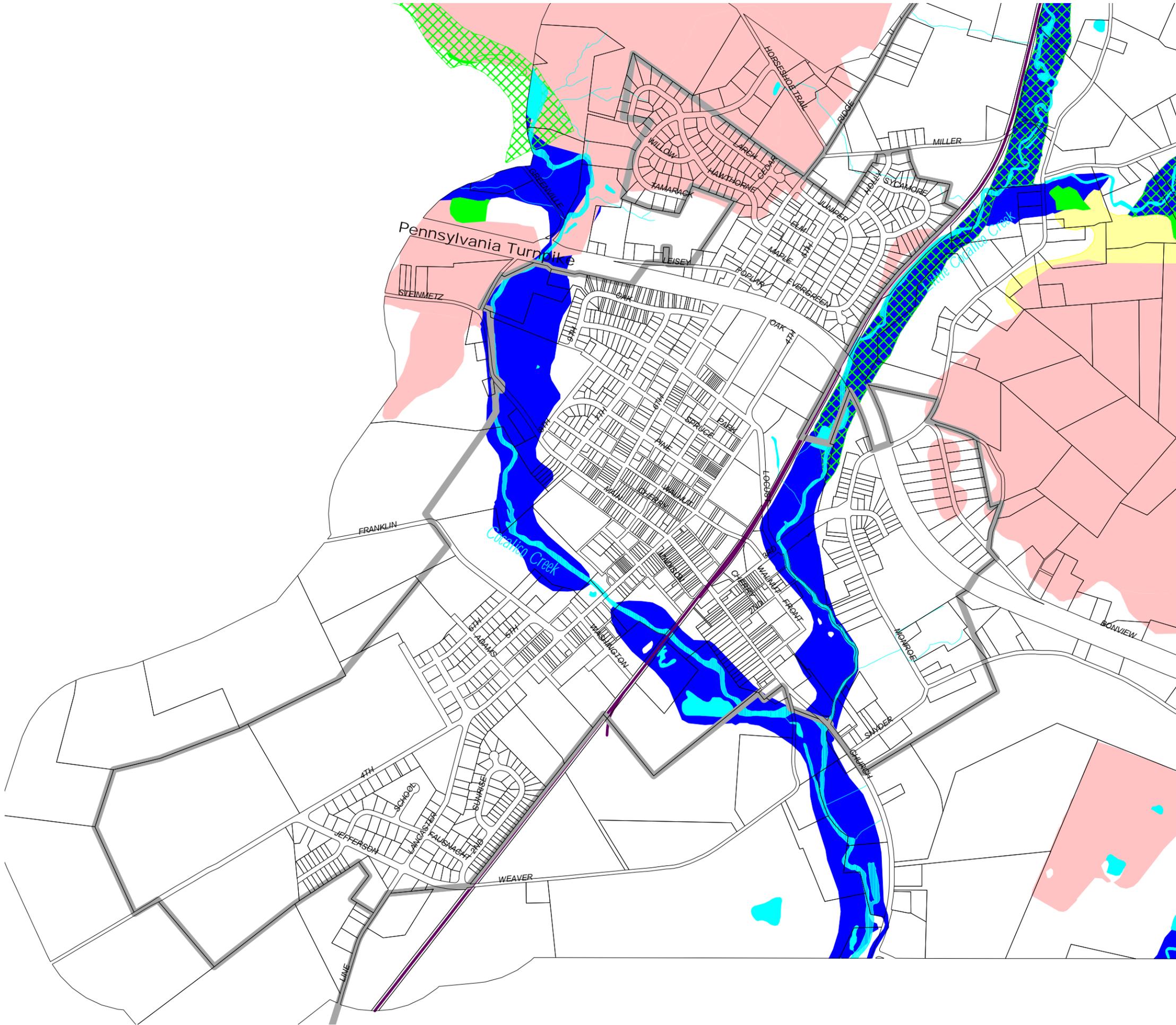
C. Wetlands and Hydric Soils

Much recent attention has been focused upon the importance of wetlands. "Wetlands provide food and habitat for an abundance and diversity of life not rivaled by most types of environments. Wetlands include swamps, marshes, bogs, and similar areas. All wetlands have value, although their value is highly variable. Productivity in wetlands is measured in terms of living things. A tidal marsh does not yield its crop directly to man, but its yield is reflected in the abundance of fish, shellfish, and waterfowl.

"Wetlands provide food and habitat for an abundance of animal life; are breeding, spawning, feeding, cover and nursery areas for fish; and are important nesting, migrating, and wintering areas for waterfowl.

"Wetlands also provide several direct benefits to man. They serve as buffer areas which protect the shoreline from erosion by waves and moderate storm surges. Wetlands act as

Denver Borough Natural Features Map



-  Wetlands
-  Hydric Soils
-  Floodplains
-  Steep Slopes
-  Stony Soil
-  Water



1000 0 1000 Feet



natural water storage areas during floods and storms by retaining high waters and gradually releasing them after subsidence, thereby reducing damaging effects. Wetlands, especially seasonally inundated freshwater wetlands, are often groundwater recharge areas. That is, during dry periods, there are points at which rain and surface water infiltrate underlying or nearby aquifers which are often the sources of local drinking water. Wetlands also purify water not only by filtering and removing pollutants, but also by assimilating and recycling them.”¹

While no wetlands were identified by the U.S. Department of Interior's Fish and Wildlife Inventory, the Lancaster County Soil Survey identifies hydric soils straddling the Little Cocalico Creek, which is mostly located to the north in East Cocalico Township. However, a small area does extend south into the Borough, northwest of the intersection of 3rd and Monroe Streets. Beyond this, it is likely that more exist. The mapping/interpretation techniques used for these broader studies do not typically discover all wetlands. More detailed site-specific studies often reveal “missed” wetlands. Given the Borough’s abundant stream-sides, it is likely that some wetlands are there. Therefore, the Borough should require site specific investigation prior to approval of any use proposed fronting either creek.

Local officials should establish planning and design review procedures that will enhance the identification and conservation of wetlands. Such procedures can be inserted into zoning and subdivision and land development ordinances, and can dovetail with existing State and Federal permit requirements. Any future park improvements in and around wetlands should be accomplished in a manner that is compatible with this sensitive natural resource. For example, no grading or ground coverage should be allowed which would degrade existing vegetation, or inhibit the movement of water, plants and animals. Suitable use of wetlands include passive areas, elevated wooden composite walkways, and interpretive natural exhibits and signs.

D. Historic Sites

Local officials and residents recognize the value in conservation and rehabilitation, restoration or adaptive reuse of historic resources as a means of providing a glimpse into the past. Additionally, historic preservation can provide educational opportunities regarding historic lifestyles and architectural styles. Well-maintained historic areas can create a sense of unique identity that stimulates civic pride and economic vitality, and, in some instances, can become a basis for tourism. Furthermore, many municipalities make use of local historic buildings for offices, interpretive and educational services, and public meeting or special events facilities.



Historic home at 441 Walnut Street

¹U. S. Army Corps of Engineers, *Are You Planning Work in a Waterway or Wetland?* (Baltimore, MD: c. 1985).

Denver Borough, like much of southeastern Pennsylvania, is fortunate to possess a rich cultural heritage. Today, this heritage is apparent from the many older individual buildings, and attached structures that line the Borough streets. In 1995, the Historic Preservation Trust of Lancaster County (HPTLC) conducted a thorough windshield survey to inventory the number, location and condition of historic sites. Sites were ranked in four categories, based upon their historic value and integrity. This survey yielded the following results:

Historic Value & Integrity	Number of Sites
Potential National Register	22
Significant	96
Contributing	292
Altered	31

In addition, the HPTLC prepared a map depicting a large, central area of the Borough as a potential National Register Eligible District. The map also depicts a portion of the Landis and Gladys Burkholder property, at 705 Franklin Street, as a National Register Eligible Site.

The conduct of this detailed inventory represents a good start toward the preservation of the Borough’s history, but now the Borough should move past a mere compilation of data. Rather, it should recognize the importance of its historic features and devise an acceptable program for their protection by:

- 1. Establishing realistic goals to implement suitable preservation guidelines and standards. Realistic goals should be established that are adopted with considerable public scrutiny and support (make sure that goals are achievable);***
- 2. Applying for listing on the National Register for those eligible sites as identified in the detailed survey;***
- 3. Adding regulations into the Zoning Ordinance which will help achieve historic preservation goals, like the review of demolitions; design guidelines for infill construction; Historic Overlay Zones; incentives for adaptive reuse, rather than demolitions, etc.;***
- 4. Updating existing zoning regulations to resolve conflicts with historic preservation goals, like incompatible uses, excessive setbacks, required off-street parking, reduced lot coverage, etc.; and,***
- 5. Developing partnerships with community groups and organizations, to facilitate a public education initiative about local history and the historic resources in the municipality.²***

² Letter from Carol E. Wilson, Historic Preservation Specialist to Harry Roth.

In addition, this Plan will look for opportunities to blend its park and recreation resources in a way that complement the Borough's historic character.

E. Archaeological Resources

Like historic sites, archaeological resources provide a glimpse into an area's distant past. In the case of archaeology, this past refers to times before local historic records were kept, or prehistoric times. Archaeological resources can provide valuable artifacts and remains, or simply information that can assist in the identification, dating and understanding of prehistoric cultures. Many times, archaeological sites are surveyed merely to verify the presence of a prehistoric culture at that location. Once this information is known, the actual evidence of such culture (artifacts and other objects) becomes less important. Such sites might then provide interesting themes for local conservation areas. To identify important archaeological resources, information was obtained from the Pennsylvania Historical and Museum Commission (PHMC), Division of Archaeology and Protection. Specifically, they suggested several locational criteria that, when combined, suggest the likelihood of significant resources. These areas are plotted on the Cultural Features Map. The PHMC describes the resources as follows:



“Numerous archaeological sites are known in this area and there is a high probability that many others are present. There has been no systematic survey of the drainage. The following is based on a brief look at the 107 components listed in the Pennsylvania Archaeological Site Survey files for these three townships. No sites are currently listed in Adamstown and Denver Boroughs. It is possible for more than one of these components to be present at the same location.

“Extensive research has shown that the location of prehistoric sites is closely related to a number of environmental variables. Relatively flat ground, converging streams, springheads, saddles, floodplains, swamps, and water in general (including streams that are extinct today) are the most important factors. Surveys in various parts of Lancaster County have shown that sites are present in many topographic settings.

“In this area sites have been found ranging from the earliest time periods in the area of the Paleoindian Period (before 8000 B.C.) through historic times. 59 components are only identified as prehistoric. Two Paleoindian sites are present. These are the rarest type known in Pennsylvania. They represent the earliest stages of human occupation in the area.

“The Archaic period, lasting in this area from about 8000 B.C. to 1000 B.C., is a period of population increase and diversification in response to changing environmental conditions. This period tends to be represented by small sites associated with short term occupation or specific activities. They are often found along the smaller streams, near spring heads, or as one component of multi-component

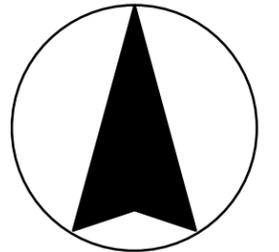
sites in any setting. The period is divided into sub periods of Early, Middle and Late Archaic. The components list indicates that there are 12 general Archaic component, 2 Early, 6 Middle, and 12 Late. 4 components are listed as Transitional. This is the time period when lifeways were changing from the typical Archaic pattern to the more sedentary Woodland period that followed.

“Sites from the Woodland period (1000 B.C. – A.D. 1550) are more often confined to settings that provide more open ground, such as floodplains, terraces, and some hilltops. They represent the presence of villages that were used for extended periods of time by larger numbers of people. This watershed lists 3 components as generally from the Woodland Period, none from the Early Woodland, and three each from the Middle and Late Woodland periods. These time periods represent an increase in social complexity, more sedentary lifeways, and the presence of horticulture and agriculture.

“There are 2 historic archaeological sites recorded in the area. Considering the early settlement of this area, these are definitely under-represented. The potential for historic archaeology should be considered in any area that includes historic structures.”

Denver Borough Cultural Features

-  Area of Suspected Archaeological Significance
-  Inventoried Historic Site



1000 0 1000 Feet



V. Recreation Administration

A. Volunteers Involved in Recreation and Parks Services

The nine-member Borough of Denver Recreation Board was established in 1999 by municipal ordinance. Denver Borough Council appoints members for three-year terms. The Recreation Board develops and recommends an annual budget for submission to Borough Council, serves as a sounding board for community input on recreation and park issues, advises on the acceptance of gifts, grants, donations, or bequests to the recreation and park program, and makes recommendations to Borough Council regarding the planning and coordination of recreation and park programs, facilities, and improvements. A Borough Council Subcommittee on Parks, Pool, and Recreation is the Recreation Board's direct communication link with Council. The Recreation Board has adopted a mission statement and goals, together with written descriptions of the duties, roles, and responsibilities of officers and members. At this time, the Recreation Board is not a member of the Pennsylvania Recreation and Park Society, the statewide association for recreation and park boards and staff.

In addition to the Borough of Denver, the ownership and operation of recreation, park, and open space facilities in the Borough includes a number of nonprofit volunteer organizations. These active community volunteers contribute countless hours, as well as funding for recreation programs, park maintenance, and park development. The working relationship each organization has with the Borough varies.

- *Denver Memorial Park Association:* The Trustees of the Denver Memorial Park own the 16-acre Denver Memorial Park and Playground. The Trustees include representatives from the following organizations: Trinity United Methodist Church, St. John's United Church of Christ, St. John's Lutheran Church, the Denver Lions Club, the Denver Orioles Nest #54, the Denver Fire Company, and the Denver Fair Committee. The Park Association has leased the park to the Borough of Denver for 199 years. The Park Association coordinates the scheduling and use of park facilities, except for the band shelter and Boy Scout facilities. These facilities include the Recreation Center, kitchen and picnic pavilions. Fees for use are collected by the Park Association and used to maintain and operate the park. The Park Association cleans and provides minor maintenance to these buildings and pays for utility service to the park.
- *Denver Fair Committee:* The Denver Fair Committee promotes, organizes, and hosts the annual Denver Fair, held each September at Denver Memorial Park. The goals of the Denver Fair Committee are to promote agricultural and educational awareness, encourage tourism, offer recreational opportunities, and bridge the gap between young and old in the community. Approximately 85,000 people attend this annual event. The Denver Fair Committee is responsible for maintaining the park bandshell and restrooms.

- *Boy Scouts of America Troop #32:* This Boy Scout troop, sponsored by the Denver Lions Club, owns, maintains and improves a cabin and barbecue pit located in Denver Memorial Park.
- *Denver Athletic Association:* The Denver Athletic Association schedules the use of the Borough baseball fields and maintains the facilities, except for grass mowing, which is the Borough's responsibility.
- *Denver Women's Club:* This club, which has over 100 active members, contributes regularly to Denver Memorial Park preservation and landscaping projects.
- *Denver Churches:* The Trinity United Methodist Church, the St. John's Lutheran Church, and the St. John's United Church of Christ sponsor the annual Denver Day at Denver Memorial Park. This special event is a daylong celebration of past and present Denver citizens.

B. Recreation and Parks Staff

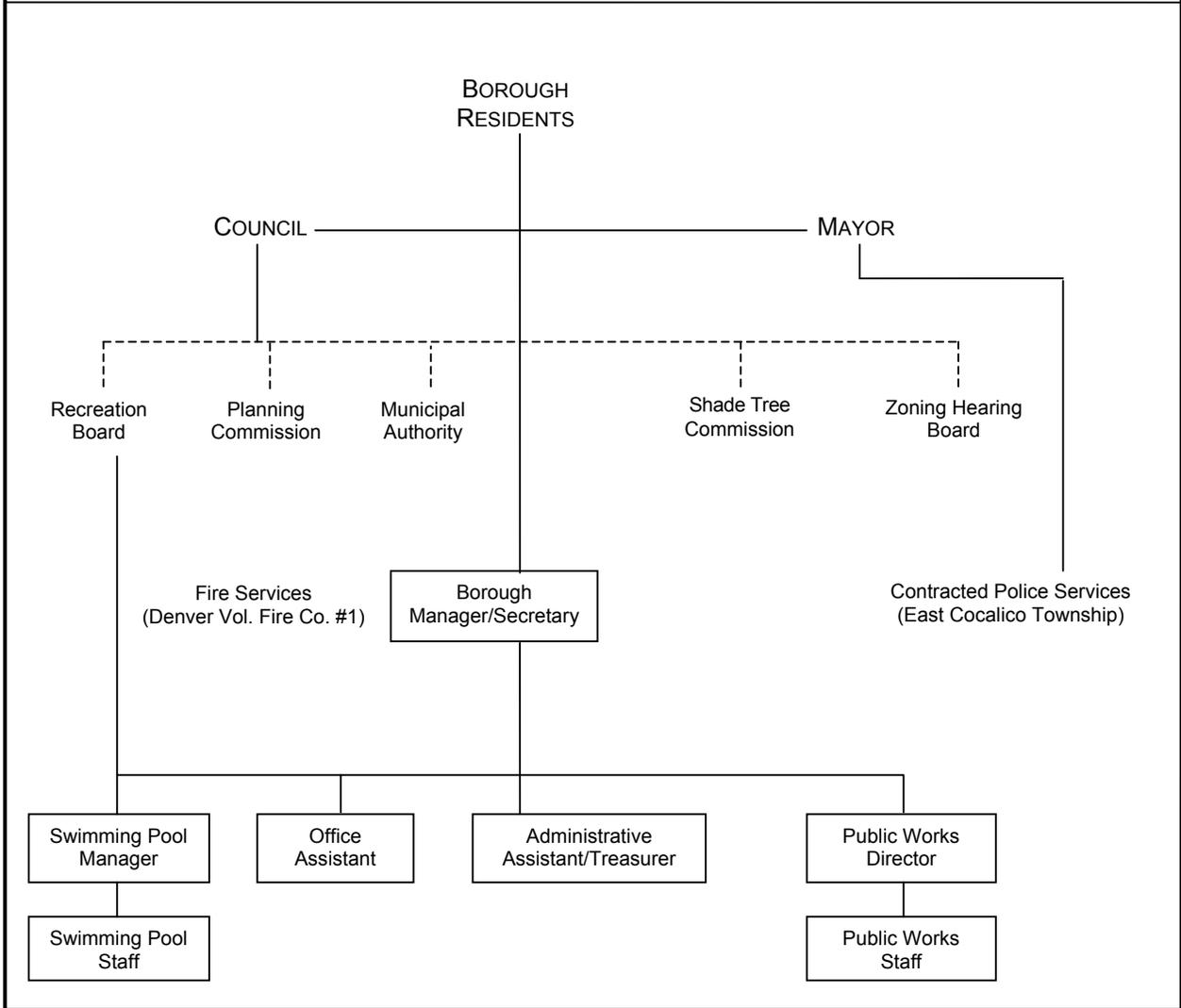
The Borough Manager/Secretary is appointed by, and reports to, Borough Council. The Manager is responsible for the day-to-day business of the Borough. The Administrative Assistant/Treasurer, Office Assistant, and Public Works Director report to the Borough Manager. The Denver Borough public works department shares park maintenance responsibilities with a number of active volunteer organizations. These volunteers maintain and schedule the use of the Denver Memorial Park recreation center, kitchen, picnic pavilions, band shelter, restrooms, baseball fields, log cabin, and barbecue pit. A written agreement is in place that spells out the roles and responsibilities of each volunteer group involved in Denver Memorial Park. The Public Works Director supervises a crew of four full-time workers who are responsible for leaf and tree removal, safety inspections of facilities, and coordination of the mowing contract for Borough parks and recreation areas.

Public works staff also prepares the Denver Community Pool for opening and closing. The Borough hires a swimming pool manager, assistant manager, lifeguards, and snack bar staff each summer. The Denver Recreation Board helps to oversee the swimming pool operation. The Borough has no personnel with the responsibility to plan and conduct community recreation programs.

An organizational chart detailing the Borough's staff positions, elected officials, boards, commissions, and municipal authority is included on the following page.

BOROUGH OF DENVER

Organizational Chart



----- Appointed by Borough Council

Borough employees

C. Public Relations and Marketing Efforts

Denver Borough publishes a newsletter that is mailed to all homes and businesses. Each issue contains information on recreation and park facilities and services. Denver Community Pool membership information is included in the spring, and important community events such as Denver Day and the Denver Fair are listed.

Denver Borough also has its own web site through the Pennsylvania State Association of Boroughs. In addition to detailed information on the Borough recreation and parks facilities, the web site features the history of the Borough, a listing of Borough officials, explanations of government functions and municipal services, minutes of Borough Council meetings, and news and event dates of interest to residents.

The Borough does not publish a brochure or map containing information on, and locations of, recreation and park facilities.

Borough news is published in two weekly newspapers, the *Shopping News* and the *Ephrata Review*. The Cocalico School District mails a newsletter two times a year to residents. In the past, the School District newsletter has not contained information on Denver Borough.

D. Borough/School Cooperation

At the present time, there is little contact between the Borough and Cocalico School District. The School District uses park facilities in Denver Borough for two programs. The School District music department sponsors an annual Ice Cream Social at Denver Memorial Park. During the event, the school bands and choruses perform for members of the community. The Borough allows the School District to use Denver Community Pool for summer swimming lessons.

The School District allows community use of school buildings and grounds. The Denver Midget Football Organization plays all home games on the high school field. The Denver Athletic Association uses District fields for their softball and baseball program. The Cocalico Youth Soccer Club also uses school facilities for practices and games, as does a youth basketball program. Communication between these groups and the Borough is mainly about use of park facilities.

E. Community Involvement Opportunities

In 1999, the Denver Recreation Board was formed. This was a significant step in increasing the involvement of Denver residents in recreation and parks planning. One of the major goals of the Recreation Board is to improve the coordination, cooperation and communication between the various groups involved in recreation and parks in Denver. As already noted, there is a great deal of community involvement in recreation and park services in Denver, with many different groups, in addition to the Borough maintaining park facilities and providing programs. The community organizations not only plan recreation programs and take care of maintenance and repairs of certain park facilities, they also fund and undertake capital improvement projects. The Recreation Board's job to continue and strengthen the working relationship between the Borough and each group is an important one.

F. Existing Policies and Procedures for Recreation and Parks

The Park Association handles the rental of facilities at Denver Memorial Park and collects and keeps all fees. The Recreation Center and pavilions can be rented for a donation of \$35 to \$50. Two members of the Park Association coordinate the reservations. Currently, the Park Association uses a written contract only for use of the Recreation Center.

Record-keeping, such as attendance at park programs, revenue generated from facility rentals, and expenditures for park maintenance and repairs, has been done separately by the various organizations involved in the park. Information has not been shared among the groups. Establishing a Recreation Board is the Borough's first step to begin to help these organizations and the Borough improve their coordination and communication with each other, other recreation providers, and the public.

Both the Denver Memorial Park and Denver Community Pool have written rules and regulations. The Denver Park Association is reviewing park rules and regulations to update them.

G. Key Findings

The information collected as part of the Recreation Administration inventory is summarized into key assets and issues so that Denver Borough can clearly and easily see its opportunities and challenges for the future. This step establishes the current situation within the Region's recreation and park system, and shows areas to build upon and areas to improve.

Summary of Recreation Administration Assets and Issues

Recreation Administration	
<u>Assets</u>	<u>Issues</u>
<ul style="list-style-type: none"> • Advisory Recreation Board exists • Active volunteer groups are involved in park development, maintenance and recreation programs • Public works staff share park maintenance responsibilities with volunteer groups • Recreation board has adopted mission statement and goals • Borough newsletter contains recreation and park information and is mailed to residents 	<ul style="list-style-type: none"> • No municipal staff with responsibility to plan and conduct recreation programs and coordinate park maintenance • Information is not shared between all parties involved in facility reservations and recreation programming at Denver Memorial Park on a regular basis • No rental contract exists for use of Denver Memorial Park facilities • Recreation Board is not a member of Pennsylvania Recreation and Park Society

Recreation Administration

Assets

- Borough web site has detailed information on recreation and park facilities and programs
- Written agreement exists that outlines the roles, relationships, and responsibilities of each organization involved in Denver Memorial Park

Issues

- Need to update web site
- Procedures for use of schools needs to be understood by Borough
- No park brochure or map exists listing Borough park areas and recreational facilities
- Little regular communication between Borough and School District
- Borough does not know when groups are scheduled to use Denver Memorial Park
- Borough does not utilize the School District newsletter
- Written agreement for Denver Memorial Park not completely supported
- Division of labor for park maintenance between volunteer groups and Borough public works staff needs to be more clearly worked out
- Record-keeping for park use, maintenance and finances not coordinated among groups and Borough
- No one schedules use of the Bandshell

VI. Facilities Inventory

Before extensive recreation analysis can be offered, an inventory of existing recreation facilities serving Denver Borough must be known. The inventory on the following pages is a series of worksheets that describe each park within the Borough along with its improvements. The inventory indicates the site name, the site's ownership and maintenance responsibilities, the site type, and its total recreation acreage. Following this background information, a list of recreation improvements is provided for each site.



The worksheets also describe the park's linkages to the community and its surroundings. Finally a listing of the specific composition of each park's improvements is detailed along with any needed maintenance and/or repairs observed in the field.



To compile this inventory, several sources were used. First, the ongoing Cocalico Region Strategic Comprehensive Plan provides the basis for the inventory, which was field verified in September, 2001.

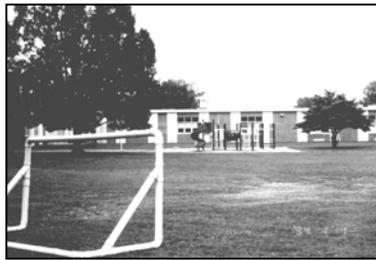
Finally, the Parks Map following page 40 locates each park. The map also depicts the Borough's park types, along with NRPA-recommended service area radii that will be more fully analyzed in Chapter XI of this Plan. This in-

ventory will help identify those areas of the Borough that lack needed recreation sites, and point out particular locations for future sites and types of facilities.

Facility Name:	Cocalico School District Campus
Ownership:	Cocalico School District
Maintenance:	Cocalico School District
Park Type:	Community Park
Acreeage:	59 acres, including adjoining Denver Elementary School and Cocalico Middle and High Schools
Surrounding Uses:	This site is located in the southwest corner of the Borough, straddling 4 th Street. It is surrounded by a neighborhood to the east and southeast, and farm fields to the north, west and southwest.
Existing & Potential Linkages:	The site is linked to the Borough's neighborhoods and town center by sidewalks with particular use along 4 th Street. Its location at the western edge of the Borough provides for convenient pedestrian access to adjoining neighborhoods and is within ½ to 1 mile to core areas of the Borough.

Outdoor Facilities Inventory:

- Big toy w/surfaces
- Little league baseball field
- Baseball fields (2)
- Softball fields (2)
- Tennis courts (10)
- Basketball court
- Soccer fields (6)
- Field hockey fields (2)
- Football stadium (lighted)
- Football practice field
- Play area (2)
- Track (440-yard, lighted)
- Portable soccer goals (2)
- Parking spaces (450)



Playground equipment & soccer goal at Denver Elementary School



Football stadium and 440-yard track between Middle & High Schools



Expansive open play areas and practice fields located between Middle and High Schools

Indoor Facilities Inventory:

- Rest rooms (14)
- Bike racks (2)
- Gymnasiums (3)
- Indoor basketball courts (3)
- Wrestling rooms (2)
- Weight room
- Auditoriums (2)
- Dark room
- Music rooms (4)
- Libraries (3)
- Meeting rooms (14)
- Computer labs (11)
- Locker rooms (10)
- Industrial arts rooms (5)



Aerial photograph of School District Campus and surroundings

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Varsity Baseball Field	The field has cinder block dugouts, grass infield with skinned base paths, safety fencing, outfield partially fenced, small set of portable bleachers behind the backstop, electric scoreboard in right field, and locked storage area on end of one dugout.		There is no handicapped access to the field.
Baseball Field (located between the Varsity Field & High School)	The field has a backstop, grass infield, skinned base path, and safety fencing.		There is no handicapped access to the field.
Football and Track and Field Practice Area	The area has a portable goal and football practice equipment. Shot put and javelin areas are located next to the football practice field.		There is no handicapped access to the practice field and training areas.
2 Baseball/Softball Fields	The fields have skinned infields, small backstops and safety fencing. (Note: The outfields overlap the field hockey game field and soccer practice field.)	Infields have some grass growing in them.	There is no handicapped access to either field.
Field Hockey Fields	One practice and one game field are located between Elementary School and High School. The area has one portable toilet, players benches on both fields, and a portable bleacher at game field.		There is no handicapped access to the fields.
Bike Racks	Bike racks are located at High School, Middle School and Elementary School entrances.		
Field Hockey Practice Field (next to tennis courts at High School)	The field has portable goals.		There is no handicapped access to the field.
Play Area	A composite play structure is located on side of Elementary School near roadway to Middle School. An open grass play area with small backstop and partial fencing is located along roadway. A small asphalt playground with funnel ball court is beside the composite play equipment.		No paved pathways link the play structure to the asphalt playground.
Basketball Court	Asphalt basketball court is located on parking lot at Middle School. Key lines are painted, nets are up, and standards and backboards are in good condition.		
Play Area	Asphalt play area is located behind Elementary School. Used for parking after school hours. Has color-coated map of the United States, 3 funnel ball courts, 6 four-square courts, 2 dodge ball circles, 3 picnic tables, and 2 basketball standards, regulation 10-foot height.	Asphalt surface is in good condition. Funnel ball equipment was removed on two of the courts, leaving holes in the asphalt. One basketball net is missing and backboard is rusted.	

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Play Area	<p>A climber is located in the grass beside the Elementary School.</p> <p>Security/area lighting is located near basketball standards.</p>	Weeds growing underneath need to be pulled, slide pole is loose and a possible pinch point. Poles are rusty. The mulch needs to be raked.	The climber is not handi-capped accessible.
Play Area	A composite play structure is located behind the Elementary School.	Chains are badly rusted. S- hooks on the swinging bridge need to be fully closed to prevent removal. Weeds are growing through the mulch, which needs to be raked.	No paved pathways link the play structure to the asphalt playground.
Tennis Courts	The school campus has 10 color-coated courts (two adjacent to Elementary School, two adjacent to Middle School, and six at High School). Nets are up and in good shape. The 10-foot high fence surrounding the courts has two unlocked gated entrances, and trash barrels outside fence. Two practice walls and two aluminum benches for spectators are located at High School courts.		The six tennis courts at the High School are handi-capped accessible.
Football Field and Stadium	A regulation football field, lighted for night use, with a press box, scoreboard, home and away bleachers, player benches, concession stand, ticket booth, lighted flagpole, portable soccer goals, track and field jump areas and pole vault area is located beside the Elementary School. The entire area is fenced in and in excellent condition. Trash barrels are scattered throughout. Rules and regulations signs are posted on the fencing.		The stadium is handi-capped accessible from the parking lot.
Track	An all-weather track with six lanes surrounds the football field.		
Soccer Field Complex (located across the street from the High School)	The complex has one kickwall, a snack stand, two portable toilets, four regulation fields used by the school program plus four to six other areas with portable goals used for community programs, and 25 paved parking spaces.		There is no handicapped access to the fields.

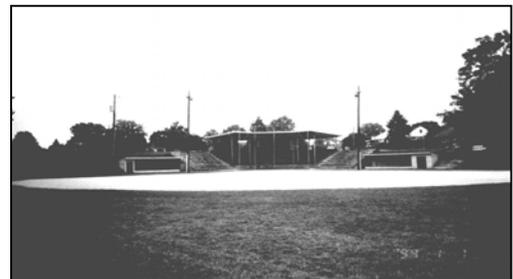
Facility Name:	Denver Memorial Park and Playground
Ownership:	Denver Memorial Park and Playground Association Trustees
Maintenance:	Denver Borough, and Park and Playground Association Trustees
Park Type:	Community Park
Acreage:	16 acres
Surrounding Uses:	This site is located in the northwest corner of the Borough, along the north side of 8 th Street between Main and Spruce Streets. It also adjoins the Cocalico Creek and Main Street on the west that effectively separates the park from lands within adjoining West Cocalico Township. The park sits between the dense neighborhoods of the Borough and the rural areas of adjoining West Cocalico Township.
Parking Facilities:	No defined parking areas exist. There are gravel pull-offs along the park's paved loop road and a grass parking area near the ball fields. On-street parking is available near the ball fields.
Existing & Potential Linkages:	The site is linked to the Borough's neighborhoods and town center by sidewalks.

Outdoor Facilities Inventory:

- Swings (19)
- Sliding boards (5)
- Climbers (6)
- Merry-go-rounds (3)
- Seesaws (11)
- Rocking toys (5)
- Big toy
- Quoits/horseshoe pits (2)
- Baseball fields (2 – 1 w/lights, covered grandstand & dugouts)
- Football field
- Basketball court
- Volleyball court
- Picnic pavilions (4 – 1 w/large kitchen)
- Picnic tables (55 – 17 outside)
- BBQ pits (9 – 1 w/fireplace & grill)
- Benches (18)
- Covered bandstand/stage w/28 benches
- Rollerblade/skateboard rink (100' by 50")
- Creekside & fishing pond
- Trail (½ mile)
- Rest rooms (4)
- Water fountains (2)
- Snack bar
- Waste cans (25) & dumpster
- Signs (10)
- Upper & lower parking lots
- Skate park

Indoor Facilities Inventory:

- 1-story block building with:
 - Kitchen
 - Multi-purpose room
 - Storage/meeting room
 - Hopscotch
 - Four-square (2)
 - Shuffleboard courts (2)
 - Boy Scout cabin



Lighted baseball stadium with grandstand and dugouts



Bandshell in the Fairgrounds



Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Pavilion 4	Has electric outlets and interior lighting, 14 picnic tables, concrete surface, security lighting, 2 grills outside, plastic trash barrels, rules and regulations signs.	Tables need to be painted and some are missing supports. Some have rusted chains attached beneath them which should be removed. Some are half in, half out of the pavilion. All tables are filthy. The grills are badly rusted. All interior light bulbs are broken, with glass scattered on the concrete surface. The security light is broken. Rules and regulations signs are tattered and ripped. The pavilion needs to be painted and the metal roof has holes in it. The white, plastic trash barrels are dirty and have no bags. An old fuse box is open and an old ungrounded outlet is hanging next to it.	Not handicapped accessible. One must step up to enter them.
Pavilion 3	Has electric outlets and interior lighting, 20 picnic tables, concrete surface, 2 grills outside, plastic trash barrels, rules and regulations signs.	The surface of the picnic tables is covered with metal which is loose and has sharp edges. The table frame supports are rusted and the wooden seats are broken and splintered. The tables are dirty and not arranged. Lights inside pavilion are broken or missing. The bottom of the one grill is rusted through. The pavilion needs to be painted. The floor is filthy. The rules and regulations signs are ripped and faded.	Not handicapped accessible. One must step up to enter them.
Pavilion2	Has electric outlets and interior lighting, a stone fireplace, 2 26-foot picnic tables, rules and regulations signs, metal roof and eaves.	The picnic tables need to be painted. The metal roof is in need of repair, and the eaves have holes in them.	Not handicapped accessible. One must step up to enter them.
Quoits Pits	Two quoits games: one wood-framed near pavilion 4, one tire-framed near pavilion 2.	Wood game: wood is deteriorating, stakes are missing, grass and weeds are growing in the boxes, dirt is missing, wood frame is a trip hazard. Tire game:	There is no handicapped access to these facilities.
Roller/Ice Skating Rink	The rink is 100 feet x 50 feet and has a concrete surface, concrete curbs with no side boards. A 4-foot high chain link fence with gates surrounds the rink. Two benches are inside the rink, one is outside. Two grills are located in front of the rink near a paved pad for picnic tables. There are no picnic tables on the pad.	Mud and debris needs to be cleared off rink surface. The grills are rusted but still usable. They need to be cleaned out.	There is no handicapped access to this facility.
Paved Linear Trail	The trail is 2,000 feet long and approximately 7½ feet wide. Bollards restrict access to vehicles at the trail entrance off Main Street.	The wooden benches are sitting on grass. Paved pads would eliminate grass cutting headaches.	

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
	Three wooden benches are located along the trail. A wooden bridge carries the trail over a water area.		
Boy Scout Cabin	The cabin is owned and maintained by the Boy Scouts. A large stone fire ring and a cinder block barbecue pit are located outside the cabin.	The cabin paint is peeling. The flagpole near the cabin is very rusty. The chain link fence is rusted.	The cabin has 3 steps up to the entrance door and is not handicapped accessible.
Fish Pond	The fish pond is nicely landscaped. A chain link fence with a padlocked gate surrounds it. There is a wooden seating area in front of the pond. A paved pathway connects the pond to parking above it.	The chain link fence is rusted.	
Recreation Center	The recreation center is a cinder block building with a shingled roof. It has a paved parking area. Interior has fluorescent ceiling lights, movable wooden benches, tile floor, rest rooms, tables and chairs, and jalousie windows. A trash dumpster is located outside. Building has an outdoor security light.	Lines should be painted for parking spaces. The dumpster should be moved away from the front door.	The entrance to the recreation center is wheelchair accessible. Handicapped parking spaces need to be marked.
Band Stand	The Arthur Hertzog Band Stand has a 40-foot long concrete stage, electric service, drop ceiling, ceiling lighting, outside security lights, a large speaker mounted on the middle front of the roof, and a roll-up door for stage equipment set up and take down. The outside has aluminum siding. The seating area is 28 10-foot benches mounted on stone. Three metal "Keep Off!" signs are mounted on the back walls and front of the stage.	The roll-up door is mounted on the back wall of the stage with the hardware facing the audience. It should be turned around.	
Snack Bar/ Kitchen Pavilion	The pavilion has 3 "U"-shaped white metal tables with permanent benches on the outside of the "U." The snack bar opens on 3 sides. The kitchen contains refrigerators, freezers, griddles, coffee pots, fryers, slow cookers, ovens, and other appliances, lots of counter space, and running water.		
Basketball Court	The court has an asphalt surface with two mounted backboards with rims and net at either end. A fence is located at one end to keep balls from rolling downhill. A water faucet is located beside the court. Two spotlights are mounted on a wooden pole at half court on one side. The wooden pole on the other side of the court has no lights mounted on it.	The court is not lined for basketball. It is lined for 4-square and volleyball. It should be resurfaced and re-lined. The electric wiring for the spotlights is exposed and the box is open.	
Denver Fair Office/ Rest Room Facility	The office and rest room building is constructed with cinder blocks and a shingled roof. It matches the recreation center. The building has no windows. The rest rooms have ceiling skylights. Flowers are planted in front of the building. A water fountain is located between the rest rooms. The rest rooms were un		The entrances to the rest rooms and Fair Office are not wheelchair accessible.

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
	locked, clean, and well stocked with toilet paper. There are 4 regular and 1 handicapped stalls, 2 sinks, 2 mirrors, and electric hand dryers.		
Small Baseball/ Softball Field	The ball field has a skinned infield, drop-in bases, wooden player benches, safety fencing for players, equipment box, backstop, portable aluminum spectator bleachers behind the backstop, and a grass parking area. A scoreboard is mounted on the back of the Fair Office building which is adjacent to the field.	The field is in good condition. The spectator bleachers have no side railings. There is a broken electrical conduit behind the backstop. The outfield slopes up and should be graded.	
Large Baseball Field	The ball field has covered dugouts with screening, skinned infield, raised pitcher's mound, drop-in bases, an outfield fence along the street, grandstand seating with a wooden roof, small concession stand, sections of bleachers on either side of the grandstand.	Spouting is needed for the grandstand roof. The underside of the (grandstand?) needs to be painted, as do the railings. One of the dugouts has a wall caving in. The shingled dugout roofs need to be replaced. Some of the light poles are in the way of play and should be moved back. The infield has a drainage problem which should be repaired. The field has no press box or scoreboard, and inadequate storage space for maintenance equipment.	
Play Area Near Pavilion 4	Has 2 seesaws, 1 spring rocker (duck), and 1 swing set.	Duck rocker has no surfacing beneath it. The seesaws can be moved by hand, the paint is chipped off, and there are rusted chains underneath them. The swing set has 2 bays with 3 swings each, and youth and tot swings are mixed, neither of which meet safety standards. Swing chains are rusty. The wood around the play area is a trip hazard and much of it is deteriorated and rotting. Vegetation is growing in the mulch surfacing. Wood chips are on the top only. The rest of the mulch is badly deteriorated and less than 3 inches deep.	

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Play Area Between Pavilions 2 and 3	Has 1 whirl, 1 sliding board, and 2 spring rockers (skunk and raccoon). A composite play structure is near pavilion 2. The mulch surfacing is 6 inches deep.	None of the equipment has any surfacing beneath it. The whirl and slide do not meet safety standards. The spring rockers have exposed footers. The slide can be moved by hand. The wood curbing around the play structure is a trip hazard.	
Play Area Adjacent to the Recreation Center	Has 2 spring rockers (cat and duck), 2 climbers, 7 seesaws, 1 whirl, 1 sliding board, 1 swing set, 2 benches, and 1 funnel ball.	There is no surfacing beneath the whirl or spring rockers. The whirl has loose edge boards and the spring rockers have exposed footings. The slide, swing set, and climbers do not meet safety standards. There is not enough mulch surfacing beneath the climbers, seesaws, swings, and slide. The swing set has 4 swings in 1 bay, which is not permitted.	

Additional Comments:

- Trees throughout the park have many dead branches. Dead branches need to be cut down and removed. The tree work needed is substantial.
- There are overhead electrical wires throughout the park. These wires should be underground.
- The gravel parking area should be paved with parking spaces lined off.
- Two water fountains, 1 child-size, 1 adult-size, are on a paved pad near the center of the park.
- Park entrance has a wooden park sign with a roof covering.
- Trench restoration throughout the park needs to be completed.
- A landscaped Veteran's monument and flag area is located in the park at the corner of Main and 8th Streets.
- Strings of lights and individual lights are hanging throughout the park.
- Horns for a speaker system are mounted on telephone poles throughout the park.

Facility Name:	Denver Community Pool
Ownership:	Denver Borough
Maintenance:	Denver Borough
Park Type:	Community Park
Acreage:	4.4 acres
Surrounding Uses:	This site is located on the north side of Monroe Street, along the Borough's eastern border with East Cocalico Township. It is located in an irregularly-shaped area that is separated from most of the Borough by the PA Turnpike. To the north and east are rural areas of East Cocalico Township. To the west is the PA Turnpike, followed by most of the Borough. To the south is the low-density Bonview Estates development.
Parking Facilities:	A small, gravel parking lot is located behind the pool. Spaces are not marked. Two handicapped parking spaces are located beside the pool admission area. A new paved entrance road is being constructed.
Existing & Potential Linkages:	This site is only conveniently accessible to pedestrians from adjoining Bonview Estates. Vehicular access to most of the Borough is provided via 3 rd and Monroe Streets. Pedestrian access to the center of the Borough should be provided through the installation of sidewalks along 3 rd and Monroe Streets.

Outdoor Facilities Inventory:

- “L”-shaped main pool w/water slide & 3 lifeguard stands & 5 swim competition lanes
- Wading pool w/mushroom fountain
- Bathhouse
- Sand volleyball court
- Four-square court
- Snack bar
- Rest rooms (2)
- Picnic tables (9 – 3 w/umbrellas)
- BBQ pits/grills (2)
- Benches (15)
- Waste cans (8)
- Bike rack
- Parking spaces (60)



Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Baby Pool	Pool is rectangular-shaped and approximately 12" deep and contains a mushroom fountain. Seven wooden benches line one side of the pool, separating the baby pool from the main pool. A fence also separates the pool from the main pool.	None	None
Office Area/ Admission Booth	The admission booth is under cover with the surface carpeted with new, all-weather carpet. Bulletin boards, rules, prices, and swim team top times are posted. The indoor office is attached to the snack bar.	None	The pool admission area, snack bar, and bathhouse are wheelchair accessible from the handicapped parking spots only.
Main Pool	There are 3 lifeguard stands. The pool is "L"-shaped with the depth varying from 3 feet to 7 feet. The pool has recently been resurfaced, and has 5 swimming lanes. A tube slide is at the 7-foot deep end. Three picnic tables. There is lots of grass area for seating, but little shade. The pool is freshly painted and in great condition.	New fencing is needed around the complex.	The pool has a handi-capped access ramp.
Sand Volleyball Court	The court is located away from the pool in the grass. The sand is clean and the court net is in good shape.	None	No paved path exists to link the court and the pool.
Four-Square Court	The court is paved and lined.	None	No paved path exists to link the court with the pool.
Snack Bar	The snack bar has a paved seating area with 3 round tables with umbrellas. it is attached to the office area/ admission both.	None	
Bathhouses	The bathhouses are attached to the office area/ admission booth and snack bar by the covered admission area.	None	
Picnic Tables and Grills	Three picnic tables are located in the grass area beside the bathhouses and 1 picnic table is located by the baby pool. Two more picnic tables with grills are located in the large grassy area off the far pool deck.	None	No paved path links the picnic area with the pool.

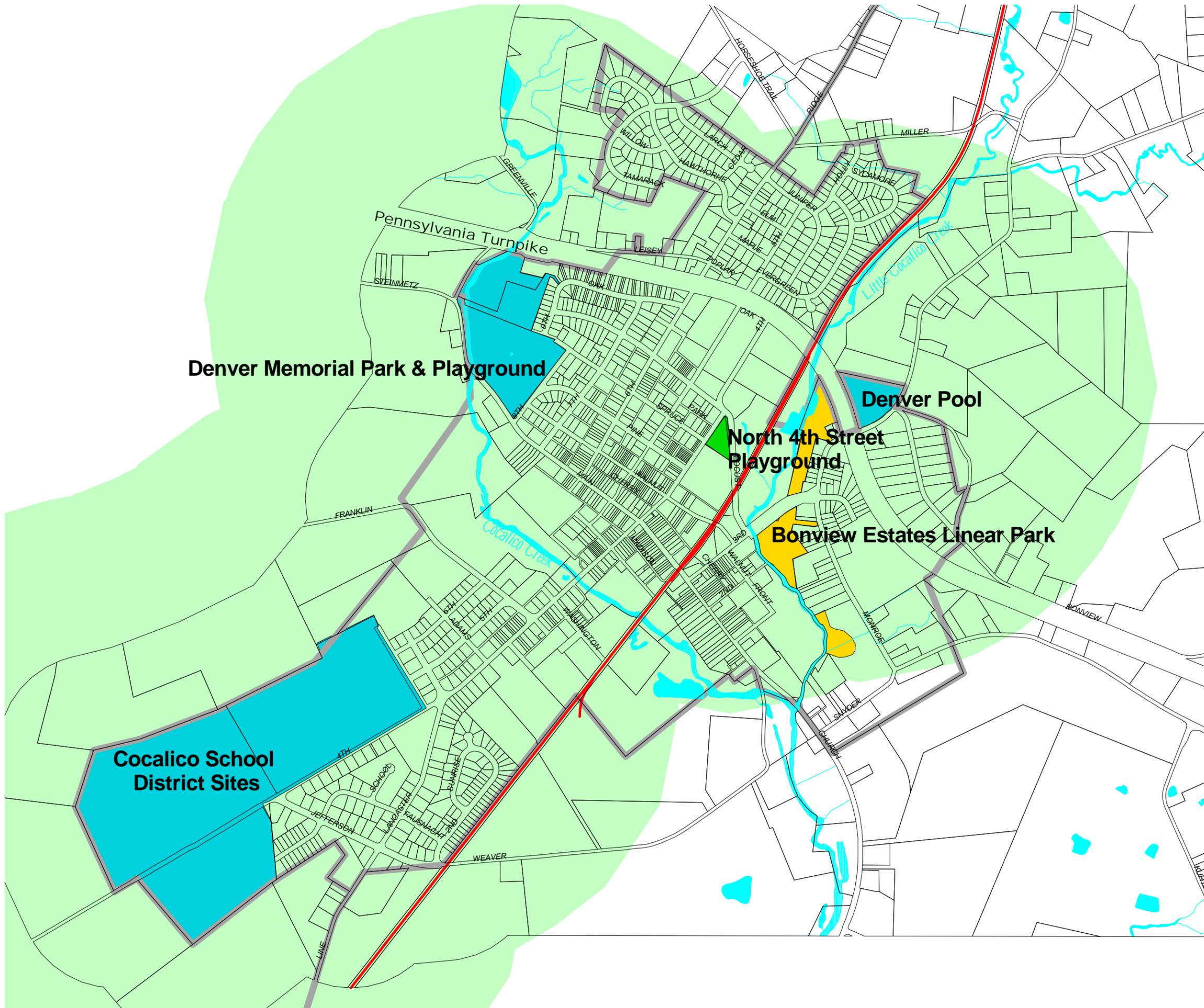
Additional Comments:

- New lighting has been installed along entrance drive and parking area.
- Pots of flowers are placed around the pool deck.
- The facility has a flag pole.
- The facility has a no smoking policy.
- There are no underwater lights in the swimming pool, and no diving boards.
- The bike rack located outside the admission area is rusty.
- A 4-foot fence surrounds the pool complex. It is not high enough to deter unauthorized access to the pool after hours. Parts of the fence are only wire, not chain link.

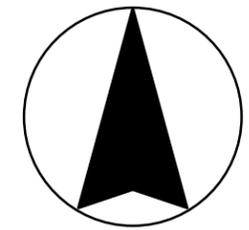
Facility Name:	Denver Memorial Park Annex
Ownership:	Denver Borough
Acreage:	11 acres
Surrounding Uses:	The property is located at the rear of Denver Memorial Park.
Parking Facilities:	Parking is available at Denver Memorial Park.
Existing Linkages:	The annex is limited to Denver Memorial Park by the linear walking trail.
Potential Linkages:	The Cocalico Creek borders one side of the park land.

Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Open Space Grassy Area	This tract of open space is located adjacent to Denver Memorial Park. About ¼ of the linear walking trail is in the Park Annex. The rest of the park land is an open, grassy field.	None	None

Denver Borough Parks Map



- Parcels
- Roads
- Railroad
- Water
- Tributaries
- Borough Boundary
- Parks**
 - Community
 - Neighborhood
 - Linear
 - 1/2 Mile Service Area



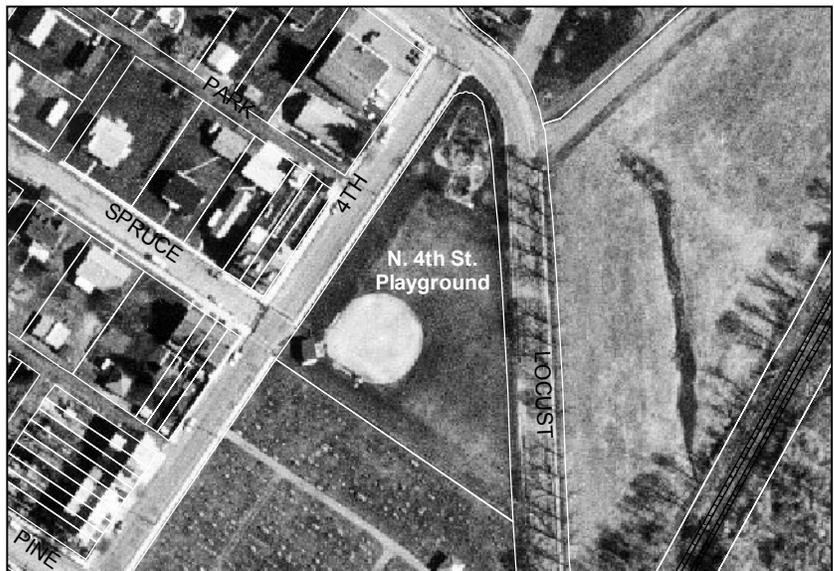
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Facility Name:	North 4 th Street Playground
Ownership:	Denver Borough
Maintenance:	Denver Borough
Park Type:	Neighborhood Park
Acreeage:	1.4 acres
Surrounding Uses:	This site is located on the south side of the intersection of North 4 th and Locust Streets. To the west are residential neighborhoods fronting on Spruce and Park Streets. To the north, along and across Locust Street, are commercial and industrial areas. To the east, across Locust Street, is an open field along the Little Cocalico Creek, and further east is the Penn Eastern railroad line. To the south is the Fairview Cemetery.
Existing & Potential Linkages:	This site is conveniently accessible to pedestrians from the central areas of the Borough via sidewalks. The proximity with the Little Cocalico Creek offers potential nearby greenway linkage.

Outdoor Facilities Inventory:

- Swing set w/4 swings
- Climbers (4)
- Youth baseball/softball field w/ backstop, team benches & portable bleachers
- Picnic tables (3)
- Benches (3)
- Portable rest room (seasonal)
- Snack bar
- Waste cans (2)
- On-street parking



Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Ball Field	Youth-size baseball/softball field with skinned infield, backstop, safety fencing, drop-in bases, aluminum player benches. Outfield has a 4-foot high fence. The ball field is not lighted and is in good condition. A storage building/snack bar is located behind portable aluminum spectator bleachers, which are directly behind the backstop. The ball field is almost entirely fenced in, with the exception being the far right outfield.	Minor repairs are needed to the outfield fence.	The spectator bleachers have no hand rails. No paved pathways exist linking the playground to the sidewalks to make it wheelchair accessible.
Play Area	The play area includes 3 picnic tables, an "S"-shaped horizontal ladder, an arch climber, firemen's poles, horizontal bars, and a 2-bay swing set.	The wood curb around the play area is a trip hazard. One of the swing set bays has mixed swings, which is a safety hazard. One of the picnic tables is located in the play area fall zone. A tree branch interferes with the swing set. There is less than one inch of safety surfacing underneath the swings.	

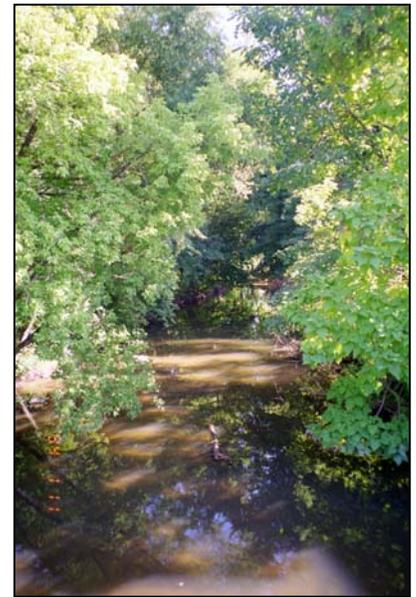
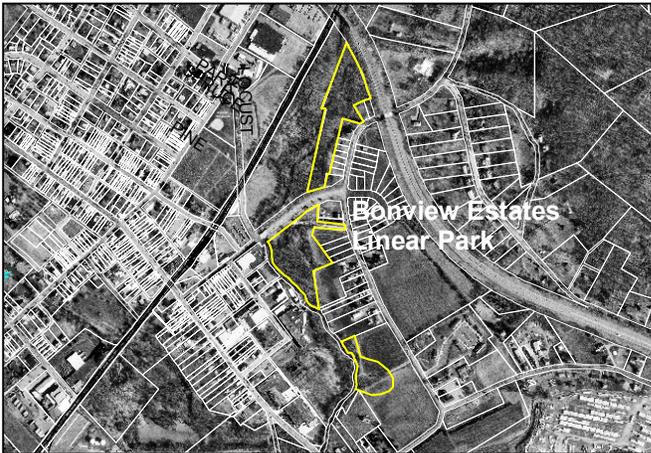
Additional Comments:

- A portable toilet is located near the play area.
- "Keep Off the Fence!" metal signs are hanging on the outfield and side fences.
- Blue, plastic trash cans are located at the snack bar.

Facility Name:	Bonview Estates Linear Park
Ownership:	Denver Borough
Maintenance:	Denver Borough
Park Type:	Linear Park
Acreeage:	12.72 acres among 3 parcels
Surrounding Uses:	This site is comprised of three separate parcels that generally follow along the east side of the Little Cocalico Creek on the east side of the Borough. To the north is the PA Turnpike and beyond the Denver Pool. To the east are new homes in the Bonview Estates development, and existing homes along the west side of Monroe Street. To the west of the northernmost parcel is undeveloped land comprised of floodplains and wetlands along the creek. To the west of the other two parcels is the Little Cocalico Creek and beyond developed areas of the Borough. To the south is undeveloped farmland.
Parking Facilities:	On-street parking only.
Existing & Potential Linkages:	This site is conveniently accessible to pedestrians from the central areas of the Borough via sidewalks along 3 rd Street. The frontage along the Little Cocalico Creek offers potential greenway linkage for much of the eastern half of the Borough. The Denver Pool, while nearby, is separated from the park by the PA Turnpike.

Outdoor Facilities Inventory:

- wooded lot
- undeveloped
- creekside along the Little Cocalico Creek



Type of Uses	Description of Facilities	Repairs Needed	ADA Compliance Issues
Open Space With Wetlands	The park land is located along the Little Cocalico Creek, on the east and west sides of North 3 rd Street.	The site is largely undeveloped although it would appear that the site is comprised of fill that includes pavement and concrete fragments that will need to be removed before the site can be made accessible for park development.	

VII. Recreation Programs

A. Recreation Program Inventory

Within Denver Borough, and throughout the Cocalico Region, a variety of groups exist whose purpose is solely or partially to provide recreation opportunities to their members or to the general public. Denver Borough government is just one of these providers. In any community, recreation services are not all provided by government, nor should they be.

Three youth sports associations serve Denver Borough families. The Denver Midget Football Organization sponsors football and cheerleading, the Denver Athletic Association provides youth baseball and softball, and soccer is offered by the Cocalico Youth Soccer Club. The Borough sponsors a summer swim team at its Denver Community Pool. Denver Borough offers no other community recreation programs.

In addition to being the location for youth sports contests, the Denver Memorial Park hosts many of the community's special events, including the annual Denver Fair, the Denver Day Celebration, and the Cocalico School District's Ice Cream Social.

The Cocalico Area Senior Association is housed at the former Reinholds Elementary School. It is open weekdays for those over 60 years of age. It is a place to socialize, enjoy meals, and participate in recreational and educational programs. The Cocalico Area Senior Association is partially funded by Lancaster County through its Office of Aging. Denver Borough residents receive free van transportation to the center if they need it. An active club, the Denver Golden Years Circle also provides social activities for older adults at St. John's Lutheran Church in the Borough.

The Adamstown Area Library holds many community recreation programs, in addition to its primary purpose of providing access to recreational and educational print and non-print materials. Its service area is the Cocalico School District. Denver Borough contributes approximately \$5,000 each year to help financially support the Library.

Penn State Cooperative Extension sponsors numerous 4-H Clubs that serve Denver Borough youth. The largest of the clubs, the Ephrata-Cocalico 4-H Community Club, meets at Cocalico Middle School in the Borough. Many Denver Borough children are also active as Boy Scouts and Girl Scouts.

The YMCA of Reading and Berks County offers a Summer Day Camp program at Denver Memorial Park. Denver Borough pays \$1,500 to the YMCA to support this program for Denver children.

The Cocalico School District holds winter and summer community recreation programs for children and adults. Volleyball, basketball, wrestling, field hockey, and tennis are

offered for boys and girls, and basketball, tennis and volleyball are offered for adults. Also, the High School weight room is open for adult use all summer, and for twelve weeks during the winter. All of these programs are free.

Following is a list of recreation programs that were offered for Denver Borough residents at the time the inventory was completed.

Recreation Program Inventory

Program Name	Sponsoring Group	Program Type/ Description	Gender	Age	Residence	Program Length	Fee	Number of Participants	Facilities Used
Cocalico Midget Football	Cocalico Midget Football Organization	Sports-Football	M	7-12 yrs.	Cocalico School District	July-October	\$35 - 1 st child \$25 - 2 nd child same family \$15 - 3 rd child 4 th child free	200	Denver Memorial Park, Cocalico High School football field
Cocalico Midget Cheerleading	Cocalico Midget Football Organization	Sports-Cheerleading	F	7-12 yrs.	Cocalico School District	July-October	Same as football	180	Denver Memorial Park, Cocalico High School football field
Denver Youth Baseball & Softball	Denver Athletic Association	Sports-Baseball & Softball	M/F	5-16 yrs.	Cocalico School District	March-August	\$10-\$25	300 total 75 girls 225 boys	Denver Memorial Park, Cocalico High School JV & Varsity baseball & softball fields, 4 th Street Field, Cocalico Middle School field
Twilight League	Denver Athletic Association	Sports-Baseball	M	18 yrs. & up	N/A	March-August	\$75	20	Denver Memorial Park, Cocalico High School JV & Varsity baseball fields
Adult Baseball League	Denver Athletic Association	Sports-Baseball	M	30 yrs. & up	N/A	March-August	\$75	15	Denver Memorial Park, Cocalico High School JV & Varsity baseball fields
Cocalico Youth Soccer Club	Cocalico Youth Soccer Club	Sports-Soccer	M/F	5-18 yrs.	Cocalico School District	March-May July-November	\$45 - Fall \$10 - Spring	525 total 315 boys 210 girls	Cocalico High School, Reamstown Elementary
Ice Cream Social	Cocalico School District Music Department	Special Event	M/F	All	Cocalico School District	May	Free	1,000	Denver Memorial Park
Denver Day Celebration	Trinity United Methodist Ch., St. John's Lutheran Ch., St. John's United Ch. of Christ	Special Event	M/F	All	N/A	4 th Sunday in August	Free	300	Denver Memorial Park
Denver Community Parade	Denver Fair Committee	Special Event	M/F	All	N/A	September	Free	10,000	Denver Streets
Denver Fair	Denver Fair Committee	Special Event	M/F	All	N/A	September	Free	85,000	Denver Memorial Park
Boy Scouts	Penn Dutch Council Boy Scouts of America	Self-Development/ Educational	M	6-20 yrs.	Cocalico School District	Year-round	\$25	88	Denver Memorial Park, Boy Scout Cabin, Area Churches & Schools
Girl Scouts	Penn Laurel Girl Scout Council	Self-Development/ Educational	F	5-18 yrs.	Cocalico School District	Year-round	\$7, plus dues	135	Denver Memorial Park, Recreation Center, Area Churches & Schools
Swimming Lessons	Cocalico School District	Sports-Swimming	M/F	5-18 yrs.	Cocalico School District	June-August	Free	175	Denver Community Pool
Denver Summer Day Camp	YMCA of Reading & Berks County	Day Camp/Playgrounds	M/F	7-12 yrs.	Denver Borough	June-August 7 weeks	\$30/week	40	Denver Memorial Park
Cocalico Area Senior Assn.	Lancaster County Office of Aging	Social Recreation	M/F	60 yrs. & up	Cocalico Region	Year-round Monday-Friday	Donation only	66 registered 35 daily	Former Reinholds Elementary School
Denver Golden Years Circle	Denver Golden Years Circle	Social Recreation	M/F	60 yrs. & up	N/A	2 nd & 4 th Wednesdays	\$2/year	60	St. John's Lutheran Church
Library Cardholders - Denver Borough	Adamstown Area Library	Self-Development/ Educational	M/F	2 yrs. & up	Cocalico Region	Year-round	Free	1,115	Adamstown Area Library
Cows R Us 4-H Dairy Club	Penn State Cooperative Extension	Self-Development/ Educational	M/F	8-18 yrs.	Cocalico Region	January-August	\$5	6	King & Queen Farm
T.R.O.T. 4-H Horse Club	Penn State Cooperative Extension	Outdoor Recreation	M/F	8-18 yrs.	Cocalico Region	Year-round	\$5	15	Denver Area Farm
Vitamin Supplements	Adamstown Area Library	Fitness & Wellness	M/F	18 yrs. & up	N/A	March	Free	20	Adamstown Area Library
Taking Charge of Cholesterol	Adamstown Area Library	Fitness & Wellness	M/F	18 yrs. & up	N/A	September	Free	16	Adamstown Area Library
E-mail Instruction	Adamstown Area Library	Self-Development/	M/F	18 yrs. & up	N/A	April	Free	18	Adamstown Area Library

Recreation Program Inventory

Program Name	Sponsoring Group	Program Type/ Description	Gender	Age	Residence	Program Length	Fee	Number of Participants	Facilities Used
Investment Basics	Adamstown Area Library	Educational Self-Development/ Educational	M/F	18 yrs. & up	N/A	February	Free	13	Adamstown Area Library
Electricity Choices	Adamstown Area Library	Self-Development/ Educational	M/F	18 yrs. & up	N/A	November	Free	8	Adamstown Area Library
Denver Swim Team	Denver Borough	Sports-Swimming	M/F	5-18 yrs.	N/A	June-July	\$30/child \$55/family	90	Denver Community Pool
Two's Are Terrific	Adamstown Area Library	Social Recreation	M/F	2 yrs.	N/A	2 times/month	Free	181	Adamstown Area Library
Preschool Crafts	Adamstown Area Library	Arts & Crafts	M/F	3-5 yrs.	N/A	Monthly	Free	73	Adamstown Area Library
Preschool Story Hour	Adamstown Area Library	Social Recreation	M/F	3-5 yrs.	N/A	4 times/month	Free	419	Adamstown Area Library
Puppet Show	Adamstown Area Library	Performing Arts	M/F	All	N/A	April	Free	40	Adamstown Area Library
Animal Ambassadors	Adamstown Area Library	Outdoor Recreation	M/F	All	N/A	June	Free	90	Adamstown Area Library
Insects & Spiders	Adamstown Area Library	Outdoor Recreation	M/F	All	N/A	July	Free	35	Adamstown Area Library
What's It Fur?	Adamstown Area Library	Outdoor Recreation	M/F	All	N/A	October	Free	15	Adamstown Area Library
Smokey the Bear	Adamstown Area Library	Outdoor Recreation	M/F	All	N/A	November	Free	40	Adamstown Area Library
Misunderstood Plants & Animals	Adamstown Area Library	Outdoor Recreation	M/F	All	N/A	July	Free	45	Adamstown Area Library
Safe Firearms & Hunting	Adamstown Area Library	Outdoor Recreation	M/F	18 yrs. & up	N/A	September	Free	20	Adamstown Area Library
Yo-Yo Fun	Adamstown Area Library	Special Event	M/F	All	N/A	June	Free	67	Adamstown Area Library
Mother/Daughter Craft	Adamstown Area Library	Arts & Crafts	M/F	All	N/A	December	Free	10	Adamstown Area Library
College Selection Process	Adamstown Area Library	Self-Development/ Educational	M/F	All	N/A	October	Free	22	Adamstown Area Library
Winter Open Weight Room	Cocalico School District	Fitness & Wellness	M/F	18 yrs. & up	Cocalico School District	November-February Saturdays	Free	10	Cocalico High School Weight Room
Adult Pick-up Volleyball	Cocalico School District	Sports-Volleyball	M/F	15 yrs. & up	Cocalico School District	January-February	Free	20	Denver Elementary School
Junior Field Hockey	Cocalico School District	Sports-Field Hockey	F	6-14 yrs.	Cocalico School District	May	Free	50	Reamstown Elementary School
Basketball Open Gym	Cocalico School District	Sports-Basketball	F	13 yrs. & up	Cocalico School District	June-August	Free	30	Cocalico High School
Cocalico Lacrosse Club	Cocalico Lacrosse Parents Assn.	Sports-Lacrosse	F	14-18 yrs.	Cocalico School District				
Cocalico Ice Hockey	Cocalico Ice Hockey Parents Assn.	Sports-Ice Hockey	M	14-18 yrs.	Cocalico School District	November-March			
Cocalico Youth Wrestling	Cocalico School District	Sports-Wrestling	M	8-12 yrs.	Cocalico School District	November-February	Free	125	Cocalico Middle & High School Wrestling Room
Coed Volleyball Open Gym	Cocalico School District	Sports-Volleyball	M/F	11-18 yrs.	Cocalico School District	March-May	Free	40	Cocalico High School
Summer Open Weight Room	Cocalico School District	Fitness & Wellness	M/F	18 yrs. & up	Cocalico School District	June-August	Free	80	Cocalico High School Weight Room
Cocalico Girls' Basketball	Cocalico School District	Sports-Basketball	F	8-12 yrs.	Cocalico School District	October-March	Free	170	Reamstown Elementary School
Cocalico Boys' Basketball	Cocalico School District	Sports-Basketball	M	8-12 yrs.	Cocalico School District	October-March	Free	80	Denver Middle School
Youth Tennis Lessons	Cocalico School District	Sports-Tennis	M/F	5-18 yrs.	Cocalico School District	June-July	Free	30	Cocalico High School
Adult Tennis Lessons	Cocalico School District	Sports-Tennis	M/F	18 yrs. & up	Cocalico School District	June-July	Free	10	Cocalico High School
Author Visits	Adamstown Area Library	Self-Development/ Educational	M/F	18 yrs. & up	N/A	April	Free	24	Adamstown Area Library
Drawing Contest	Adamstown Area Library	Arts & Crafts	M/F	8-13 yrs.	N/A	April	Free	17	Adamstown Area Library
Make a Beaded Necklace	Adamstown Area Library	Arts & Crafts	M/F	8-13 yrs.	N/A	August	Free	15	Adamstown Area Library

Recreation Program Inventory

Program Name	Sponsoring Group	Program Type/ Description	Gender	Age	Residence	Program Length	Fee	Number of Participants	Facilities Used
China Painting	Adamstown Area Library	Arts & Crafts	M/F	18 yrs. & up	N/A	June	Free	11	Adamstown Area Library
Scrapbooking	Adamstown Area Library	Arts & Crafts	M/F	18 yrs. & up	N/A	February	Free	10	Adamstown Area Library
Nature Collages	Adamstown Area Library	Arts & Crafts	M/F	8-13 yrs.	N/A	August	Free	26	Adamstown Area Library
Pet Care	Adamstown Area Library	Self-Development/ Educational	M/F	8-13 yrs.	N/A	April	Free	16	Adamstown Area Library
Dear America	Adamstown Area Library	Self-Development/ Educational	M/F	8-13 yrs.	N/A	June-August	Free	36	Adamstown Area Library
Preschool Events - Cat in the Hat, Dr. Seuss, Puppet Show, Nursery Rhymes, Careers, Author Visits	Adamstown Area Library	Special Events	M/F	3-5 yrs.	N/A	Every other month	Free	182	Adamstown Area Library
Reading the Financial Pages	Adamstown Area Library	Self-Development/ Educational	M/F	18 yrs. & up	N/A	May	Free	8	Adamstown Area Library
Aerobics Classes	Adamstown YMCA	Fitness & Wellness	M/F	16 yrs. & up	N/A				Adamstown YMCA
Ephrata Recreation Center Membership	Ephrata Recreation Center	Fitness & Wellness	M/F	All	N/A	Year-round			Ephrata Recreation Center
North End Dart Ball League	North End Dart Ball League	Sports, Games & Athletics	M	8 yrs. & up	N/A	October-February	\$10/team	8 teams 96 players	Denver Recreation Center
Denver Eaglettes Baton Group	Denver Eaglettes	Performing Arts	F	3-12 yrs.	N/A	March-December	\$3	12	Denver Recreation Center
Adult Continuing Education	Cocalico School District & Cocalico Education Foundation	Self-Development/ Educational	M/F	Adults	School District	January-May	Varies	100	Cocalico High School
Summer Volleyball	Volunteer	Sports	M/F	15 yrs. & up	N/A	June-August	\$3	25	Denver Community Pool
Bible Study & Recreation	LYNC	Self-Development/ Educational & Fitness	M/F	12-14 yrs.	N/A	September-May	Free	100	Middle School

B. Recreation Program Formats

The citizens of Denver Borough have a number of community-based recreation programs to choose from. These are offered by many different organizations.

The Region does have areas where expanded recreation programming is needed. To evaluate the scope and adequacy of the overall recreation program, Denver Borough's existing programs have been grouped into the following nine categories and eight formats:

Recreation Program Categories

Aquatics: Activities done in or upon the water.

Arts and Crafts: Arts - creative work; making items that display form, beauty and/or unusual perception. Crafts - utilitarian; items made have decorative value, as well as being useful.

Fitness and Wellness: Focuses in a holistic way on the well-being of individuals; directed toward achieving optimal health.

Outdoor Recreation: Activities in the outdoors; land, water or air-based.

Performing Arts: Combines elements of several media; performance before an audience.

Self-Development/Educational: Aimed at improvement of the individual; primary purpose focused on cognitive, communicative or affective skills; focused on changing behaviors.

Social Recreation: Promotes sociability and opportunities for social interaction; key factor is to bring people together for socializing.

Special Events: A specifically-planned and focused one-time or infrequently occurring event; an opportunity for an unusual recreation experience.

Sports, Games and Athletics: Games require low level of organization or skill, few rules, short duration. Sports have rules and procedures, require vigorous exertion, higher level of organization. Sports become athletics when they are organized for competition.

Recreation Program Formats

Camp: Structured, week-long activities; can focus on one activity or a variety of activities; primarily for children; held indoors or outdoors.

Class: An instructional activity with learning objectives.

Club/Interest Group: A group of people that have formed for some common purpose or mutual advantage. Interest groups are similar to a club, only organized around a special activity, issue or program.

Competitive: Involves the act of people competing with one another in some form of contest or match, or against a standard.

Drop-In/Open: Spontaneous activities in open areas and facilities, general supervision provided, little direct leadership.

Outreach: Involves expanding or extending services to broader segments of the community, reaching outside the traditional methods of service delivery to alienated or excluded participants.

Special Event: Can be a program category or a program format; short-term, requires unusual or extraordinary activity planning.

Workshop: Learning or sharing environments organized in short, intense periods.

The following table places each recreation program in its category and format. It should be noted that it is not necessary to have programs in every category and format.

Existing Recreation Programs by Category and Format

	CAMP	CLASS	CLUB/ INTEREST GROUP	COMPETITIVE	DROP-IN/OPEN	OUTREACH	SPECIAL EVENT	WORKSHOP
Aquatics		* Youth Swimming Lessons		* Denver Swim Team				
Arts & Crafts				* Drawing Contest				* Preschool Crafts * Mother/Daughter Crafts * Make a Beaded Necklace * China Painting * Scrapbooking * Nature Collages
Fitness & Wellness		* Aerobics Classes			* Winter Open Weight Room * Summer Open Weight Room			* Vitamin Supplements * Taking Charge of Cholesterol
Outdoor Recreation								* Animal Ambassadors * Insects & Spiders * What's It Fur? * Smokey the Bear * Misunderstood Plants & Animals * Safe Firearms & Hunting
Performing Arts			* Eaglettes Baton Group				* Puppet Show	
Self-Development/ Educational	* Denver Summer Day Camp	* Adult Continuing Education	* Boy Scouts * Girl Scouts * 4-H Community Club * 4-H Horse Club * 4-H Dairy Club * Bible Study & Recreation		* Library Cardholders			* Electricity Choices * Investment Basics * E-mail Instruction * College Selection Process * Author Visits * Dear America * Pet Care * Reading the Financial Pages
Social Recreation			* Denver Golden Years Circle		* Cocalico Area Senior Association * Preschool Story Hour * Two's Are Terrific		* Ice Cream Social	
Special Events							* Denver Fair * Denver Day * Denver Community Parade	* Preschool Library Events
Sports, Games & Athletics		* Junior Field Hockey * Youth Tennis Lessons * Adult Tennis Lessons		* Denver Midget Football * Denver Midget Cheerleading * Denver Youth Baseball & Softball * Cocalico Boys & Girls Basketball * Cocalico Youth Soccer * Adult Baseball League * Dart Ball League * Twilight Baseball League * Cocalico Ice Hockey * Cocalico Lacrosse * Cocalico Youth Wrestling * Summer Volleyball	* Coed Volleyball Open Gym * Basketball Open Gym * Adult Pick-up Volleyball			* Yo-Yo Fun

C. Integration of Existing Recreation Programs

In Denver Borough, a variety of different organizations are sponsoring recreation programs. These include youth sports groups, churches, YMCAs, and the School District, among others. The Denver Recreation Board does not sponsor community recreation programs.

An important role for the Board to play would be to integrate the existing recreation programs into a comprehensive system. The Recreation Board should maintain a thorough knowledge of agencies that provide recreation opportunities for Denver citizens. A coordinated calendar of recreation activities could be produced by the Recreation Board.

Often, joint sponsorship of recreation programs or shared use of facilities is the best method for offering specific recreation activities. If the Denver Recreation Board looks to offer recreation programs for residents, it should actively pursue collaborative efforts with other recreation providers.

D. Recreation Program Compliance With the Americans With Disabilities Act

The Americans With Disabilities Act of 1990 (ADA) specifies that reasonable accommodations must be provided to people with disabilities who are interested in participating in community recreation programs. In addition, the ADA requires all public facilities to be accessible to all people. This includes the following:

- Barrier-free entries and exits
- Ease of access to seating areas, including wheelchairs
- Barrier-free access to service areas, including restrooms, concessions, telephones, first-aid services
- Exits near vehicle parking areas
- Designated parking spots for users with physical disabilities
- Accessible drinking fountains, fire alarms, fire extinguishers, and thermostats

Basically, the ADA was written to guarantee equal opportunities for persons with disabilities. Under the ADA, if any new park areas or recreational facilities are constructed, or any alterations are made to existing areas and facilities, they must be made accessible. Additionally, public entities must ensure that persons with disabilities are not excluded from services, programs and activities because existing park areas and recreational facilities are inaccessible.

It is the responsibility of the Denver Recreation Board to ensure that any recreation programs it offers are accessible by everyone in the community. Currently, the Recreation Board does not offer recreation programs.

As a first step, the Recreation Board should adopt a policy statement. It should say something like below:

“The Borough of Denver recognizes and supports the right of persons with disabilities to recreate alongside people without disabilities. All programs and services are open to such inclusion, so long as the registrant pays the fee paid by other registrants, and registers before the program is full. The Borough of Denver will provide reasonable accommodations for persons with disabilities, including, but not limited to, changes in rules and policies, extra staff, sign language interpreters, adaptive equipment, and the removal of architectural barriers.”

This statement of inclusion promotes and values the involvement of all persons in recreation program offerings. Every single program offered by the Denver Recreation Board should be open to inclusion.

E. Key Findings

Summary of Recreation Programs Assets and Issues

Recreation Programs	
<u>Assets</u>	<u>Issues</u>
<ul style="list-style-type: none"> • Cocalico School District offers a winter and summer schedule of recreation programs for children and adults at no cost • School District allows use of school facilities by outside groups for community recreation programs • Many youth sports opportunities are available • Denver Borough residents don't have to travel far to participate in available recreation programs • Denver Borough offers a summer day camp program through the Reading YMCA • Many citizens volunteer their time to plan and conduct recreation programs and raise funds • Little program duplication exists • Denver Borough runs a public outdoor swimming pool for residents 	<ul style="list-style-type: none"> • Denver Borough sponsors no recreation programs • Few cultural arts programs are offered • Activities for youth are primarily sports-oriented • Few recreation programs are offered for adults and older adults • Few recreation programs are offered for teenagers, outside of sports • No recreation guide published that lists organizations offering recreation programs with contact names and information • Little coordination among recreation providers; recreation providers are not informed about what each other are doing • Lack of centralized information source about programs • Many different organizations plan and conduct youth sports programs, duplicating some efforts

Recreation Programs

Assets

- School District works with the Borough on summer swimming lessons
- Annual Denver Fair brings the community together

Issues

- Few collaborative/cooperatively planned programs exist
- Few fitness and wellness, self-development or social recreation programs are offered
- Few commercial recreation operations are located close to Denver Borough – bowling alley, roller rink, ice rink, dance studio, fitness club

VIII. Maintenance of Park Facilities & Equipment

Denver Borough provides all maintenance for the Denver Community Pool and the Fourth Street Playground. The Borough also provides the majority of maintenance for the Denver Memorial Park and Playground. Other organizations responsible for the maintenance of Memorial Park include the Park Association, Denver Athletic Association, Denver Fair Committee, and the Boy Scouts of America Troop #32.

A. Division of Maintenance Duties for Memorial Park

The responsibility for maintaining Memorial Park is established in a January 1997 agreement. Listed below is a summary of the duties assigned to each party in the agreement:

Denver Borough

- Mowing, trimming and necessary turf care (aeration, fertilization, herbicide application, liming, over seeding, etc.).
- Purchase and delivery of infield mix.
- Mulching play equipment areas.
- Paintings of buildings (exterior), pavilions, play equipment, park equipment, and grandstands.
- Repairs to picnic tables, benches, play equipment, and grandstands.
- Tree trimming and removal.
- Winterizing buildings, storing and setting out tables.
- Stream and bank repair along Cocalico Creek.
- Electrical, plumbing, and phone systems.

Boy Scouts

- Maintain the Boy Scout cabin.

Denver Athletic Association

- Care of the baseball facilities that is not completed by the Borough. (The Borough provides mowing and turf care, grandstand maintenance, and supplies infield mix).

Denver Fair Committee

- Care and cleaning of the stage and restrooms.
- Clean up of the park and any restoration needed following the fair, which is held in September. Work must be completed by November 15th each year.

Park Association

- Cleaning of the kitchen, pavilions and other park buildings, except the stage and restrooms. The Parks Association leaves the pavilion cleaning to groups reserving these facilities.
- Care of the fish pond.
- Cleaning of the recreation center once each month.
- Emptying of trash barrels.
- Providing trash dumpsters.

While the list of assignments is extensive, it is not comprehensive. The Borough has accepted the responsibility for duties not specifically assigned to another party. The agreement requires that the Borough receive the approval of the other four parties, before removing any facility or equipment in the park that is determined to be in condition that repair is not practical.

B. Facility Scheduling

The responsibility to schedule the use of Denver Memorial Park and Playground facilities, like maintenance duties, is held by several organizations. This responsibility is also spelled out in the 1997 agreement, as follows:

- The Park Association schedules the use of all park facilities, except the baseball diamonds and the Boy Scout cabin.
- The Denver Athletic Association schedules use of the ball fields and runs its own concession stand.
- Denver Borough has no scheduling responsibility.

Currently no method exists to share information about scheduled events among the groups responsible for the park's scheduling and maintenance.

C. Staff, Volunteers and Contracted Services

Denver Borough's Public Works Department consists of a Director and four employees, who perform all of the park maintenance duties required of the Borough, except mowing. Park maintenance is not the primary function of this department, which performs street repairs, leaf collection, snow removal, and water and sewer system operation.

Grass cutting for the parks is annually contracted out by the Borough.

Volunteers are assigned a significant role in the maintenance of Denver Memorial Park.

D. Safety and Security

All park and recreation areas should incorporate a variety of safety and security measures to protect park visitors, staff and the facility itself. The following is a summary of methods utilized in Denver Borough:

- Signs – Pool rules and regulations are posted at the Denver Community Pool. The Denver Park Association has posted regulations for the Denver Memorial Park.
- Gates and Barriers – Memorial Park is open year-round, but facilities are winterized from November 1st until April 1st annually. Park signs are currently incorrectly stating that the Park is closed to the public from November 1st to April 1st.

Bollards are placed in entry points on the Denver Memorial Park pathway to discourage use by vehicles.

- Fencing – A four (4) foot high fence surrounds the Denver Community Pool complex. Most of this fencing is chain link; however, part of this barrier is thin wire fencing. This fencing is not high enough, or all of the correct type, to adequately restrict access to this facility.

Fencing is also used to restrict access to the new skate park, to those times when volunteer supervision is available.

Fencing is routinely used around athletic facilities to provide player and spectator safety.

- Lighting – General area, drive and parking lighting is provided at the Denver Community Pool. Some area lighting is provided at Denver Memorial Park.
- Patrols and Investigations – The East Cocalico Township Police patrol the park areas, respond to calls and follow up on reported incidents of vandalism.
- Alarms – No alarms are installed at any of the facilities.
- Facility Inspections – The pool manager inspects the pool daily during the operating season. Daily chlorine and ph water testing is conducted, with all information recorded for State reporting. The Pennsylvania Department of Health inspects the swimming pool, and the Pennsylvania Department of Agriculture inspects the snack bar each year. The Fourth Street Playground and the Denver Memorial Park and Playground are inspected annually by the Borough. A record of these inspections is maintained by the Borough and utilized to produce work orders and/or agenda items to discuss with Denver Memorial Park partners.
- Insurance – The Borough maintains insurance for all of its park facilities, including the Denver Memorial Park. The agreement requires that coverage for Denver Memorial Park also names the Park Association as an additional insured. The

Denver Fair obtains insurance coverage for their event and names the Borough as an additional insured.

- Restrooms – The Denver Fair Committee pays someone to open and close the restrooms daily, from April 1st to October 31st.

E. Equipment

Major equipment owned by Denver Borough for park maintenance includes:

- 1993 Cub Cadet tractor with a 38-inch mower
- 1996 John Deere tractor with a 60-inch mower
- 1996 John Deere tractor with a 54-inch mower
- 1998 25-gallon sprayer
- Earthway seed spreader
- 2000 aquavac Hammerhead pool vacuum

The equipment is reported to be in good condition. The Borough staff completes routine repairs and preventative maintenance, while larger repairs are sent out.

There is no formal replacement schedule for major equipment. The Borough annually reviews equipment needs as part of the budget process.

F. Maintenance Planning

There is little maintenance planning to guide staff and volunteers to perform the needed parks and pool maintenance. Work is now scheduled for completion by the Borough maintenance staff or other volunteers, when they are available. Staff and volunteers decide what to do based on their past experience, current requests received, and personal observations.

Other than the areas of responsibility outlined in the Denver Memorial Park agreement, there is no listing of specific routine tasks that need to be accomplished. There are also no standards of care established or schedules for task completion.

This lack of adequate planning for the maintenance of Denver Memorial Park is a source of concern and controversy, due to the number of different organizations involved.

Summary of Maintenance of Park Facilities & Equipment Assets and Issues

Maintenance	
<u>Assets</u>	<u>Issues</u>
<ul style="list-style-type: none"> • Many difference groups and organizations are involved in maintaining and scheduling Denver Memorial Park • There is an agreement identifying responsibilities for maintenance at Denver Memorial Park • Denver Borough has accepted a lead role for maintenance of Denver Memorial Park 	<ul style="list-style-type: none"> • There is little coordination between groups involved in maintenance and scheduling of Denver Memorial Park • The separation of duties for Denver Memorial Park is not clear • There is little maintenance planning to guide staff and volunteers <ul style="list-style-type: none"> - No comprehensive list of tasks - No standards and frequency of care - No maintenance schedule - No equipment replacement schedule exists • Fencing at the Denver Community Pool is not adequate

IX. Finances

A. Financing of Parks and Recreation Programs

Denver Borough finances its parks and recreation programs, facilities, and services using the General Fund and the Capital Reserve Fund. The General Fund includes most of the revenues and expenses used for the fundamental operation of the Borough. The Capital Reserve Fund is utilized to account for major capital projects.

Borough Council adopts the budget annually not later than the end of December each year. The Borough Manager prepares a tentative budget in September, which is reviewed by various committees, including the newly-formed Parks and Recreation Board, Borough Council and the public. Ordinance 497, adopted in November 1999, requires that the Recreation Board submit a proposed budget, together with an annual report, to Borough Council.

The chart below contains a five-year summary of General Fund activity. Figures for 1997 through 2000 are actual, year-end totals, while the 2001 numbers are the current budget.

General Fund	Actual 1997	Actual 1998	Actual 1999	Actual 2000	Budget 2001	%
<u>REVENUES</u>						
Taxes	\$514,009	\$543,104	\$535,775	\$569,946	\$560,000	70.2
Licenses & Permits	9,450	23,302	26,670	27,931	28,270	3.5
Fines, Interest, Rents	38,998	34,423	31,951	32,661	34,055	4.3
State & Federal Grants	24,039	24,919	22,748	26,364	23,550	3.0
Department Earnings	49,072	49,027	43,099	54,355	49,080	6.1
Recreation Fees	33,476	36,895	44,283	45,464	45,500	5.7
Miscellaneous	148,590	6,911	4,193	75,495	57,730	7.2
Total	\$817,634	\$718,581	\$708,719	\$832,216	\$798,185	100%
<u>EXPENDITURES</u>						
Administration	82,520	113,652	133,647	133,294	111,200	13.9
Public Safety	235,987	252,913	289,439	303,388	319,055	40.0
Public Works	109,781	100,634	117,874	146,003	131,610	16.5
Recreation	62,137	67,862	59,128	74,124	94,070	11.8
- Cocalico Senior Association	(0)	(0)	(0)	(0)	(15,000)	
- Community Pool	(43,056)	55,488)	(49,321)	(51,808)	(51,720)	
- Parks	(15,306)	(9,783)	(3,240)	(6,509)	(18,450)	
- Shade Trees	(2,401)	(1,124)	(2,570)	(10,215)	(3,000)	
- Library	(0)	(0)	(3,300)	(5,000)	(5,000)	
- Playground	(1,374)	(1,467)	(697)	(592)	(900)	
Miscellaneous	116,839	122,740	110,620	175,407	142,250	17.8
Total	\$591,958	\$657,801	\$710,708	\$832,216	\$798,185	100%

Budget Notes:

1. No capital expenses are included in the General Fund budget.
2. Per capita spending in 2000 for parks and recreation (\$74,124 in expenses less \$45,464 in fees divided by a population of 3,332 persons) is \$8.60.
3. The only fees received by the Borough for parks and recreation activities are those collected for the swimming pool. No fees generated from activities in Denver Memorial Park are turned over to the Borough.
4. The fees collected for the swimming pool during the period 1997 through 2000 recovered an average of 80% of the operating expenses.
5. The 2001 budget includes contributions to provide general support of the library and the Cocalico Senior Association.

The chart below contains a four-year summary of actual expenses for capital projects, together with the budget for 2001. Monies to pay for these expenditures are made available from a variety of sources, including the General Fund, grants and receipts from the mandatory dedication ordinance.

Capital Fund	1997	1998	1999	2000	2001
Community Pool	\$73,384	\$104,566	\$40,929	\$6,383	\$18,000
Repairs/Maintenance			1,979		
Capital Construction			66,249	24,848	
Recreation Fund			95,306		20,000
Civil Celebrations			6,163		
Skate Park					10,000
Total	\$73,384	\$104,566	\$210,626	\$31,231	\$48,000

**Summary of Finances
Assets and Issues**

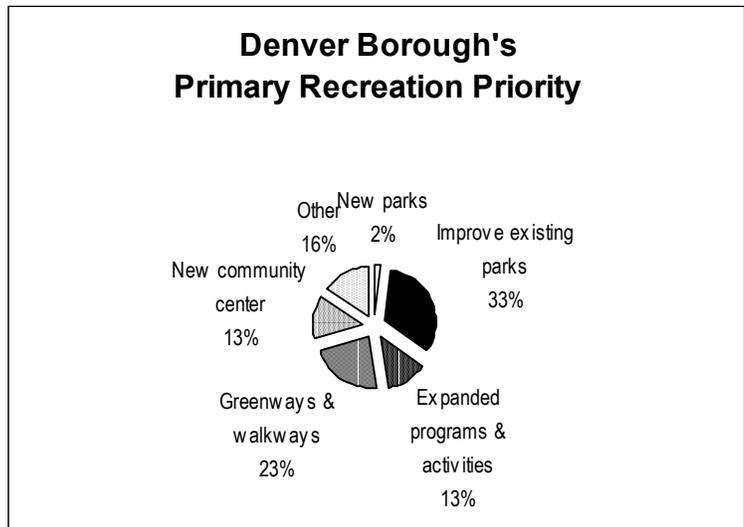
Finances	
<u>Assets</u>	<u>Issues</u>
<ul style="list-style-type: none"> • The Borough has a mandatory dedication ordinance • The Recreation Board is involved in the budget preparation process • Monies are budgeted each year for capital improvement projects • There are many partners involved in the maintenance and operations of Denver Memorial Park 	<ul style="list-style-type: none"> • Swimming pool operations recover only 80% of expenses • A limited amount of funds are expended on the provision of recreation programs • None of the fees generated in Denver Memorial Park are turned over to the Borough to help offset maintenance expenses • The revenue and expense reports for the groups collecting fees and performing maintenance in Denver Memorial Park are not shared

X. Attitudinal Survey Results

One of the most important elements of this Comprehensive Recreation and Open Space Plan is the gathering and analysis of public opinion regarding existing and future recreation needs. In order to gauge and evaluate public opinion, an attitudinal survey was used. In June, 2001, a general population recreation needs survey was developed by the Recreation Plan Steering Committee and sent to every household within the Borough (1,346 surveys sent out). After two weeks, 333 surveys were returned, resulting in a 25% response rate. Typically, sociologic and marketing surveys attempt to achieve a 20% to 30% response rate; therefore, the response rate for this survey meets those general standards.

This chapter will present the results of these surveys and any specific findings for each question. The survey instruments with responses noted are provided as Appendix A of this Plan.

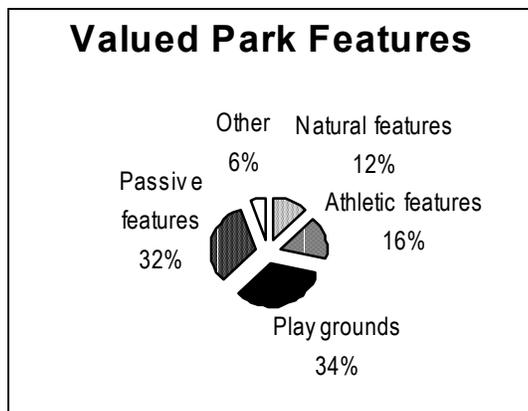
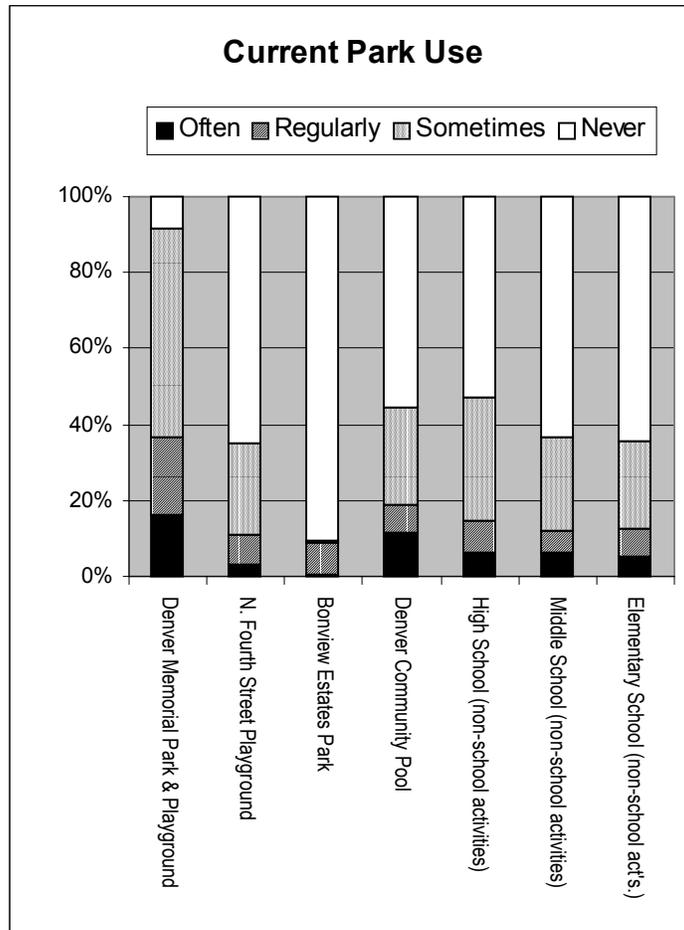
Question 1 of this survey asked respondents to identify from several options what the Borough's primary recreation priority should be. The adjoining pie chart reveals that the Borough's residents have varied opinions on this subject, and that no one response is held by a majority of the residents. The largest group (1/3 of respondents) suggests that the Borough focus upon improving existing parks. The second largest group (about 1/4 of respondents) wants the Borough to focus upon developing greenways and walkways. Two smaller groups are evenly split among developing a new community center and expanding programs and activities. Only 2% of respondents feel the need for more parks. The following lists the hand-tallied "other" responses to this question.



Two smaller groups are evenly split among developing a new community center and expanding programs and activities. Only 2% of respondents feel the need for more parks. The following lists the hand-tallied "other" responses to this question.

new recreation center with fitness room, gym, pool	15
bike trails	2
better playground for children	2
<ul style="list-style-type: none"> • more walkways • library • public golf course • indoor roller skating • acquire land for recreation vehicle use which should pay for privilege to use • better maintenance of existing facilities • let Park Association handle the Park • turn rec center into actual rec center, not just building to use at the Fair 	

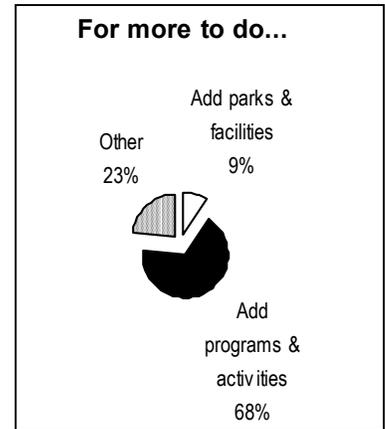
Question 2 asked respondents how often they use one of the Borough’s existing parks. Clearly, the Denver Memorial Park provides the highest level of service to the Borough’s residents. This park serves over 90% of the Borough at least sometimes; however, less than 40% use this park regularly. Conversely, the Bonview Estates Park offers little service to Borough residents (undoubtedly due to its undeveloped state); however, those who use it, do so regularly. Each of the other parks within the Borough all receive infrequent usage, with at least half of the residents never using such facilities. Typically, in other areas, public school facilities are used harder. The Borough and School District could enhance use of these facilities to the enjoyment of the Borough’s residents. In addition, the Borough may wish to enhance use of its pool by inviting “non-regular” customers to an open house at the facility. Finally, the North Fourth Street Playground should be more prominently featured in Borough-sponsored programs and activities, to increase its usage.



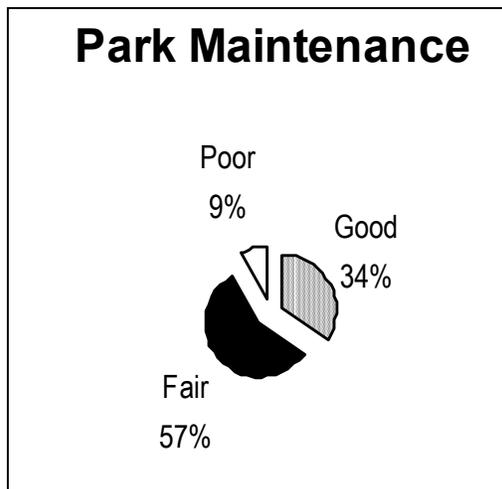
Question 3 asked respondents to select the features that they value most about their local parks. Again, a majority of the Borough’s residents cannot agree on what they value most about their parks. Playgrounds and passive features each received about 1/3 of the respondents’ votes, and these represent the favorite features. These results suggest that local parks are enjoyed more by young children and older adults who tend to favor these specific amenities, respectively. About half as much support was expressed for athletic features and natural features. The following lists the “other” responses received for this question:

for events – carnival, ice cream social	2
combination of all	2
<ul style="list-style-type: none"> • wheelchair accessible • skating, rollerblading, skateboarding • kids riding bikes 	<ul style="list-style-type: none"> • rollerblade area • community events • a place to let dogs run

Question 4 asked respondents to select from three alternatives how to provide for “more to do.” Like in Question 1, very few residents favor additional parks within the Borough as a means of offering more service. A clear majority feel that new programs and activities will overcome the dreaded “there is nothing to do” complaints. This provides a strong indication that Borough residents welcome more structured offerings at existing parks. The following lists the “other” responses, which totaled nearly 1/4 of all responses to this question, and conveyed a wide range of ideas. Borough officials should carefully consider these other suggestions to fight-back boredom among its residents:



new rec center (like Ephrata)	14
parents should be more involved; not Borough's place to babysit	4
add skateboard park to Denver Park	3
help kids be creative in making their own activities	3
bike trails	2
build better area for kids to escape (better layout)	2
<ul style="list-style-type: none"> space and equipment for indoor activities repave basketball court and add new nets nice playground (e.g., Akron) walking trails activity instructors more modern play ensembles (e.g., wood or plastic play areas) more activities, other than sports-related roller skating rink more basketball bowling alley volleyball tennis courts weight training, gym install skate track computer club – could involve seniors and youth groups; adult-supervised projects (e.g., building, servicing, software projects) 	<ul style="list-style-type: none"> improve existing park sports and/or activities must never remove family time; volunteer work is available at the park/pool; gives teens time to learn how to work with others there is nothing to do because everything they do must be organized; facilities aren't being used unless the activity is an organized team activity summer program for all school-age children with organization (e.g., games, crafts, reading to children, insect learning) improve playground equipment at Denver Park turn rec center into actual rec center and not just a building to use at the Fair matter of opinion – always been child's answer; kids today lack work ethics; could pick up cigarette butts thrown in yards on way from school teach respect for property



Question 5 asked residents about the level of maintenance at local parks. While 9 out of 10 people feel that maintenance is at least satisfactory, only 1/3 feel that it is provided at a “good” level. Since we know from Question 2 that more than 50% of the Borough’s residents admittedly never use its parks, it is likely that some guesswork is at play in these responses. Nonetheless, the Borough has some room for improvement, when almost 10% of its residents feel that maintenance is poor.

The following lists the specific reasons respondents recorded maintenance as “poor.” These can help local officials target adjustments that will improve park maintenance.

Denver Memorial Park – new equipment is in sun; old is in shade; it’s rusty, dirty and muddy; lots of broken branches and rocks lying around; rink is a mess and not sure what it is for	4
pond is neglected and kitchen is dirty	3
playground equipment in poor condition	2
<ul style="list-style-type: none"> • trash everywhere and equipment broken; paint is chipping and kids get it on themselves • BB stadium – with a little work, could be envy of entire area • Denver Pool has only old, rusted, out-of-date swings, etc. • grass is patchy • pavilions are run down 	<ul style="list-style-type: none"> • follow Lititz’s lead • no maintenance • basketball court is cracked, rim bent, everything old • merry-go-round at Denver Park • trees in front of elementary school (4th St.) have bag worms

Questions 6 through 10 asked respondents to identify their household members’ three favorite recreation activities within the following age groups:

Question No.	Age Group	Page No.
6	0 thru 5	65
7	6 thru 11	66
8	12 thru 18	67
9	19 thru 59	68
10	60+	69

Each of the following five pages presents a ranked diagram depicting the recreation preferences for each age group. This information will be used to design suitable parkland improvements and programs as part of this Plan. Local officials should keep this information for future use when other adjustments are contemplated after the Plan’s completion.

Generally, the **preschool children** (0-5 yrs.) favor playground play, puppet and magic shows, swimming lessons, programs with their parents, beginning sports skills, summer day camps, arts and crafts classes, social play, and swimming.

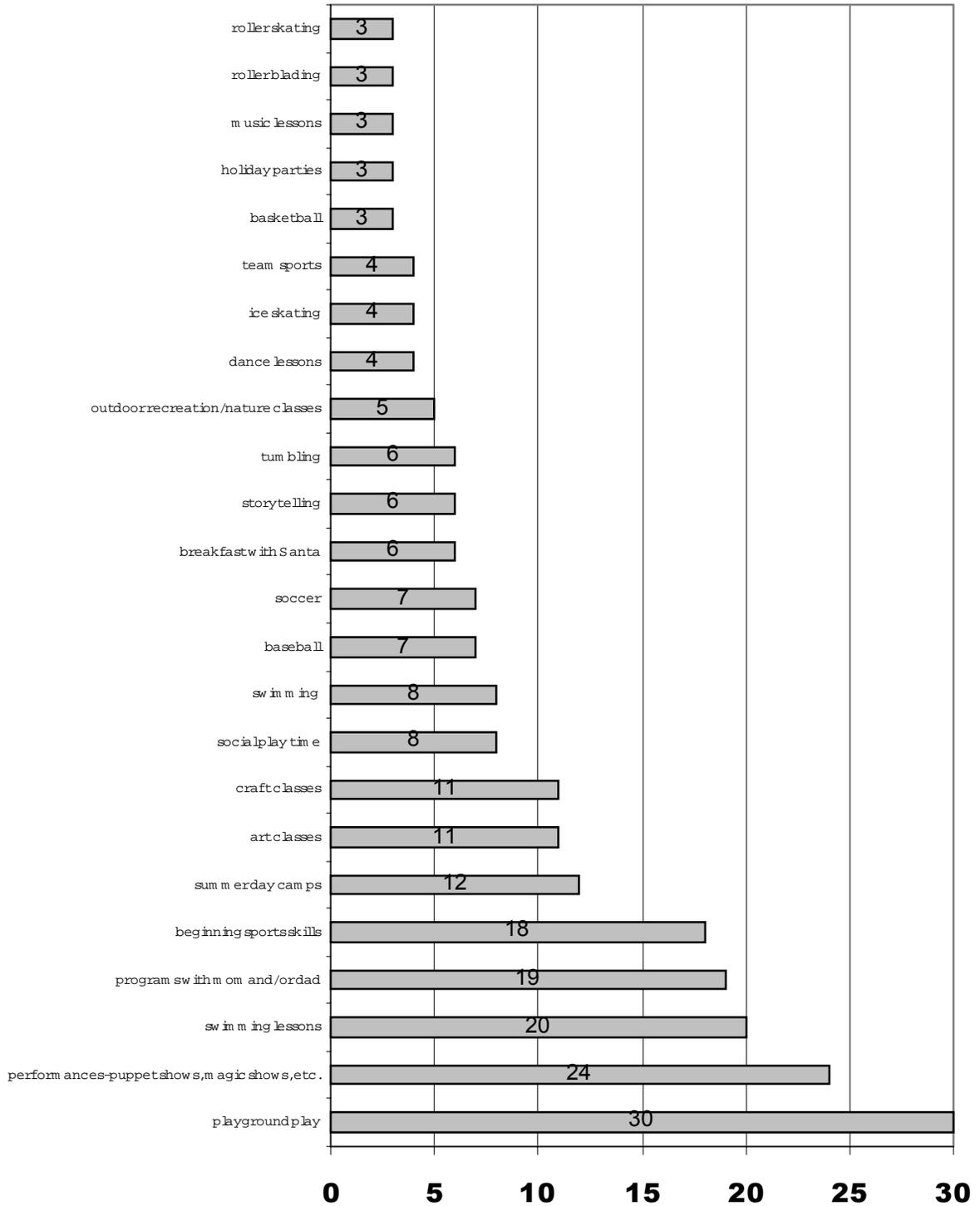
Elementary-aged children (6-11 yrs.) prefer art classes, summer day camps, baseball, soccer, swimming, basketball, BMX biking, cheerleading, fishing, outdoor/nature classes, and roller-blading.

Middle and high school-aged youth (12-18 yrs.) like hanging-out with friends, skate boarding, BMX biking, roller-blading, fishing, soccer, baseball basketball, rock climbing, self-defense, and karate.

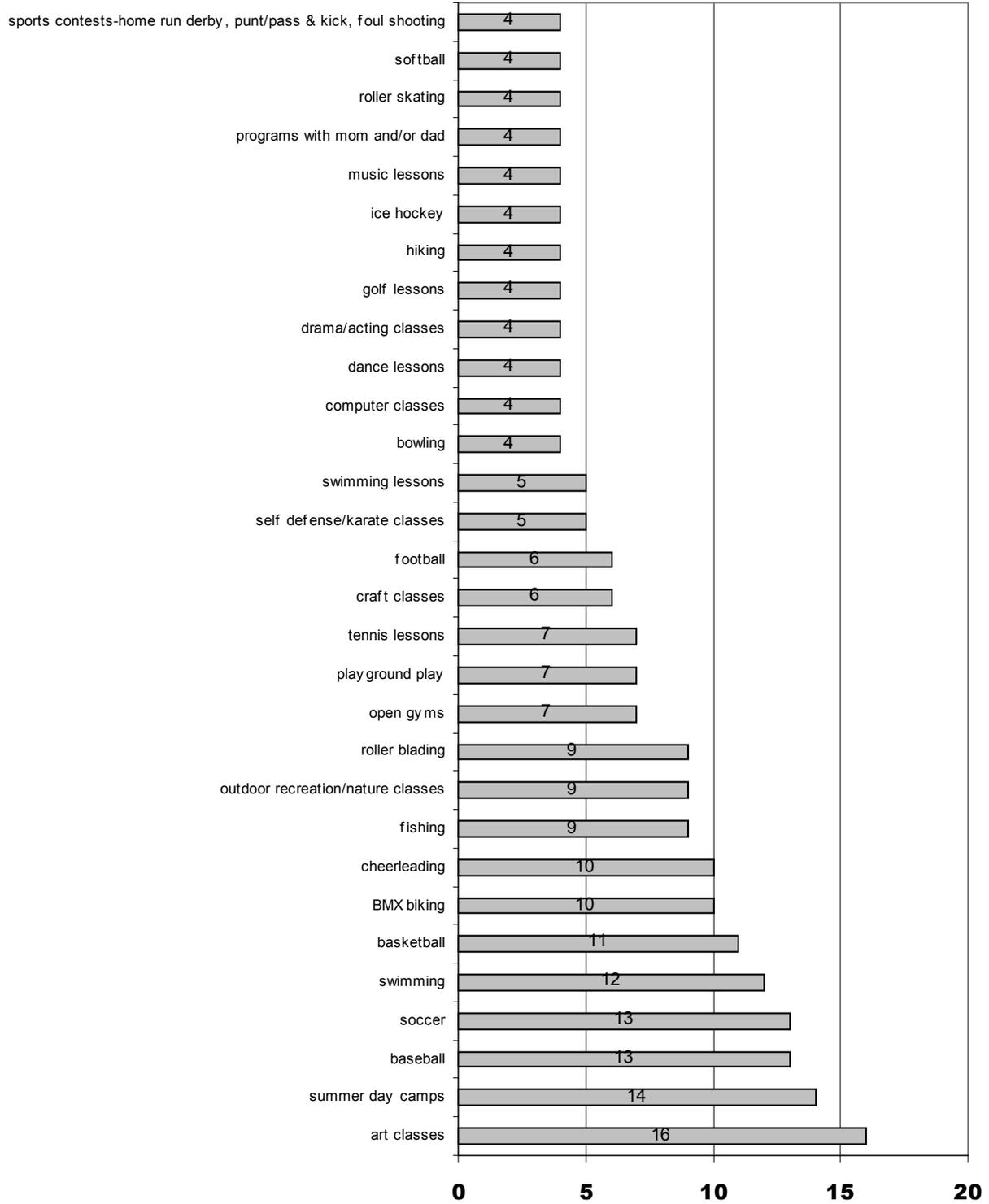
Adults (19-59 yrs.) prefer walking, bus trips, programs with children and grandchildren, fitness and aerobics, arts & crafts, open gyms, fishing, computer classes, concerts, and biking.

Seniors (60+ yrs.) enjoy bus trips, walking, extended day trips, concerts, programs with children and grandchildren, fishing, bingo, picnicking, art and crafts classes, and computer classes.

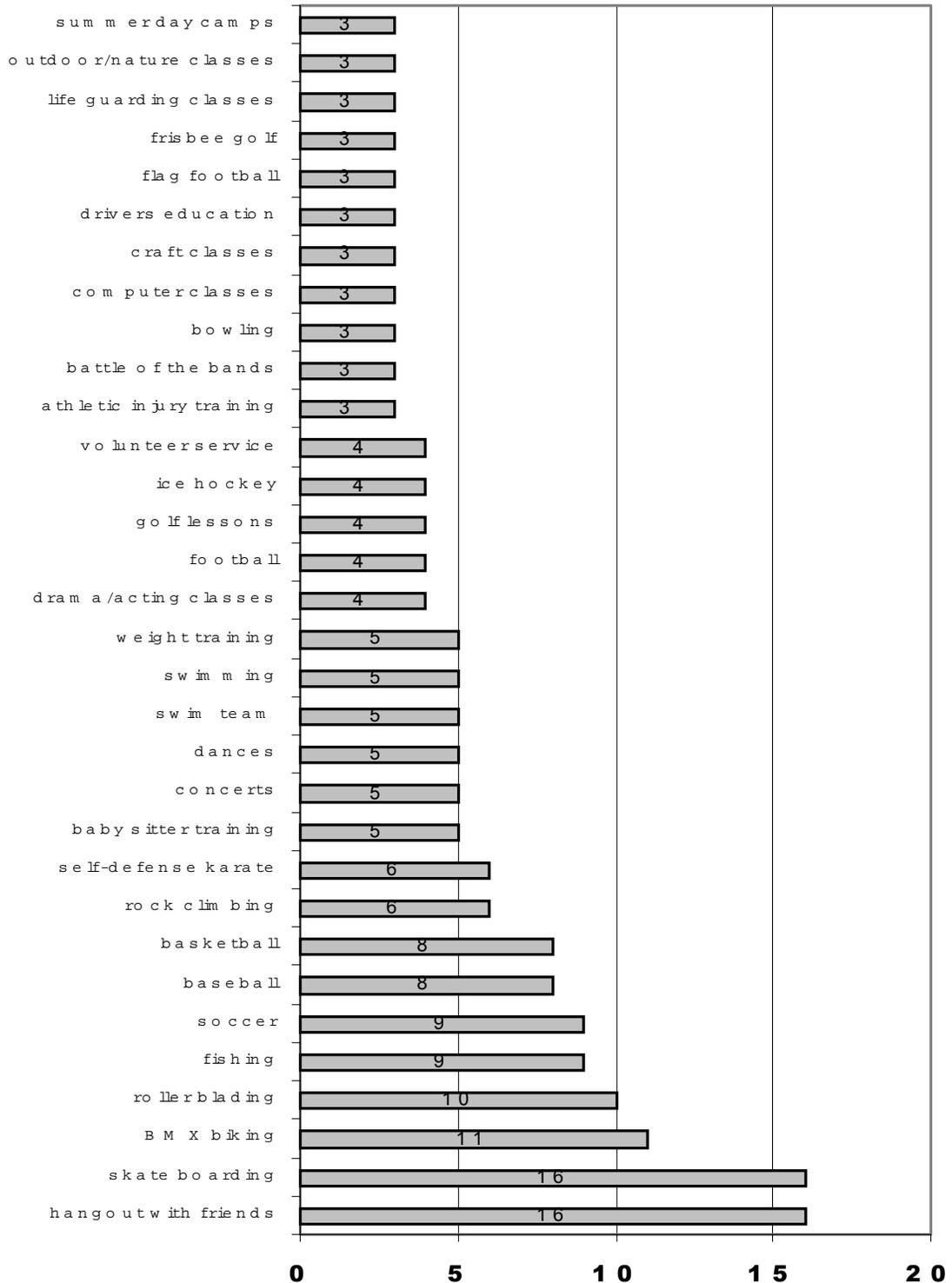
Ages 0-5 "Top 25" Recreation Activity Preferences



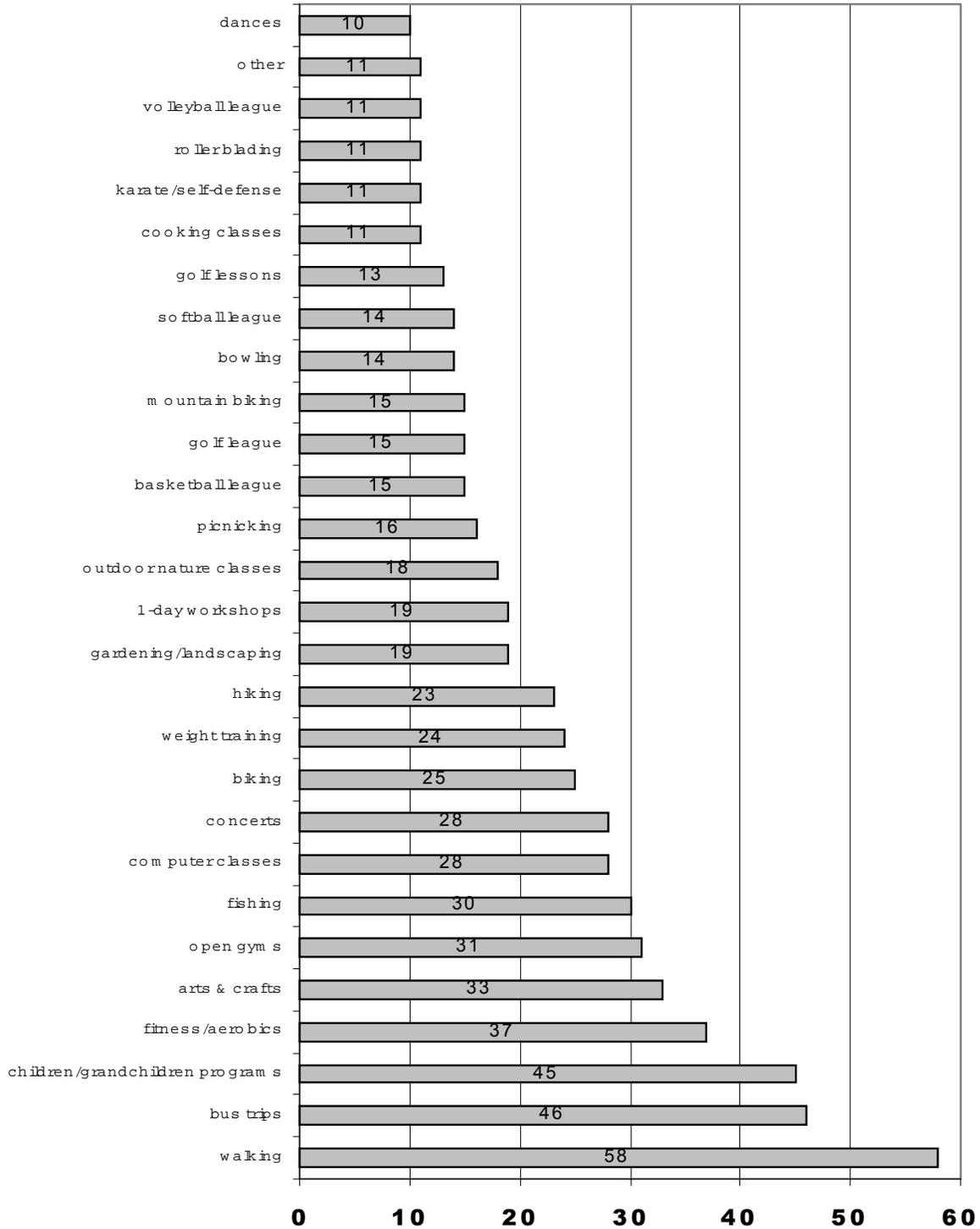
Ages 6-11 "Top 30" Recreation Activity Preferences



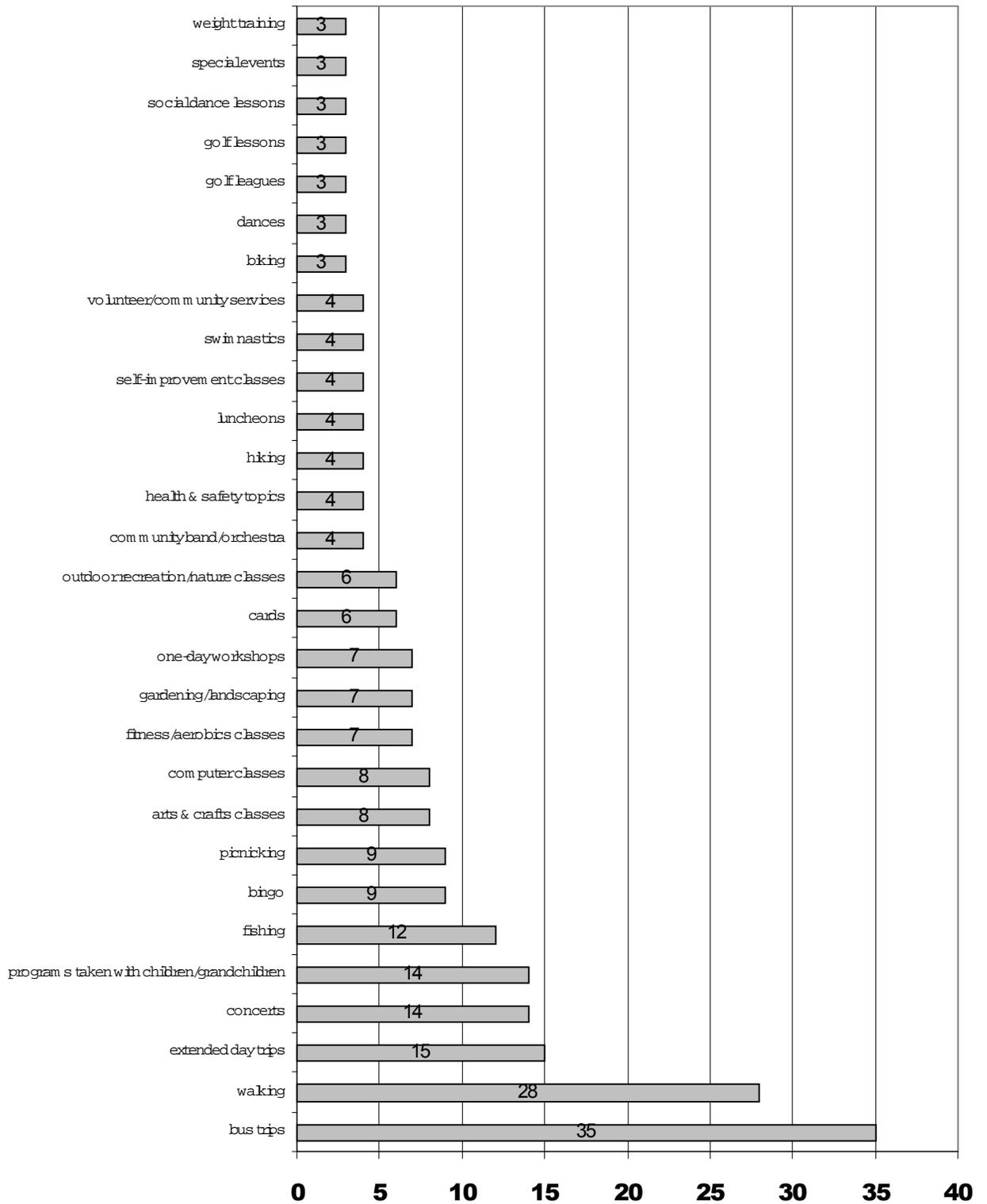
Ages 12-18 "Top 30" Recreation Activity Preferences



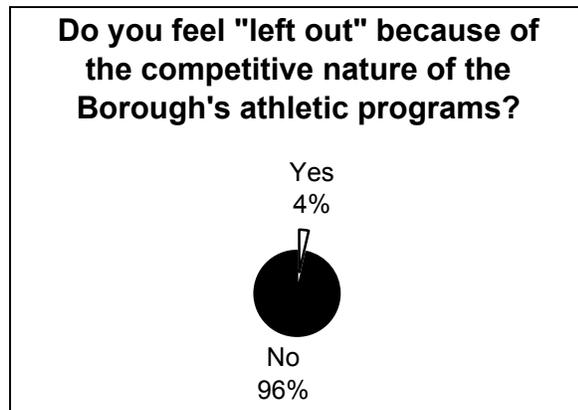
Ages 19-59 "Top 25" Recreation Activity Preferences



Ages 60+ "Top 30" Recreation Activity Preferences



Question 11 asked if any of the respondents' family members feel "left-out" due to the competitive nature of the Borough's athletic programs and leagues. Then, if so, they were to list in what activities. The adjoining pie chart suggests that most people don't feel left behind. Those that do (feel left out), list the following activities and comments. These should be evaluated to improve access to specific programs and activities, where possible.



baseball	2
set up for youth only	2
<ul style="list-style-type: none"> • when people are cut from teams because a better team is desired for next year • swim lessons were impossible for 6 yr. old to sign up for, for past 2 yrs. • too many children, not enough options • baseball is too competitive and not fun anymore • the organized activities for adults • there is nothing for 40+ person • soccer program is poorly run; adults running it are more concerned about money than the kids having a good time and competing • no basketball league or tournaments • swim team • often not aware of where/when to sign up or join in Borough activities • 4 yr. old would like to play soccer or T-ball, but they are not offered • camps, swim team, swim lessons not an option with working parents • nothing available to meet needs for child in IU-13 classes • only top players get to play regularly - should be more recreational, fun 	

Question 12 asked respondents to offer any other comments. The following lists such comments in several related categories. Those comments that have multiple responses are so noted.

Recreation Center

- Would like to see Denver build up rec center so residents don't keep using Ephrata's and increase that facility's revenues. (4)
- Would like to have local rec center with indoor pool, more and better fall fields, fitness classes, wide walking/bike trails with benches.
- Gym/fitness center would greatly benefit the Cocalico School District area. Believe quite a few Cocalico area residents are members of Ephrata Rec Center. Questions 1 and 3 were too limited by one answer!
- Community needs a rec center that includes a pool for exercise (similar to Ephrata or Lititz).
- Recreation center is a must for this growing school district!
- A recreation center with indoor activities is suggested.

Parks/Facilities

- It would be nice to be able to walk leashed dog in some of the parks (or have a dog park). (4)
- Would love a wooden park similar to Reamstown. (3)
- Denver Park needs updated and improved play area for children. (2)
- Build a skate park to get kids out of the street, for their own safety. (2)
- Construct an additional basketball court at Denver Park.
- Keep vandals away or make example of those who do vandalize local parks.
- Make sure park receives proper surveillance from police, Borough staff, etc.

- Could the rest rooms please be opened during football practices and games? (Maybe keys could be given to a few football/cheerleading coaches.)
- Fix up the Denver Park instead of spending grossly excessive amount at the swimming pool. Park is open to everyone 9 months. Pool is 3 months to paying customers only.
- A lot of kids in Denver – most go to Reamstown Park. Maybe they will go to Denver Park if it gets improved.
- Develop an indoor ice rink or flood the Park rink in the winter.
- Remove some of the “monkey bars” and install sliding boards and merry-go-rounds, etc. One set of “monkey bars” is all that is necessary.
- Have been pleasantly surprised at cleanliness and upkeep of parks. Keep it up!
- Yard work at local parks is good.
- Person doing mowing and trimming is getting paid too much – it is pitiful at the Park.
- Borough is doing a nice job at the Park (rollerblade/ice skate/skateboard). Kids are destructive and ruin things. Some baseball coaches pick their favorites and forget what the kids are there for-object is to get kids involved no matter size, age, color.
- When the skateboarders are doing their thing at the Denver Park, the music is way too loud! Thanks for the new path. Are you bringing the horses back to the playground?
- Add the skateboard park to Denver Park-kids do not have a place to go and always being yelled at or told by police they can’t skate where they are.
- When is the skate park being built? A playground gym placed at Denver Memorial Park in recent years is unsafe for toddlers when compared to other park equipment in Lancaster County.
- Enjoy walking in Denver Memorial Park and would like to see walking/biking trails. Have a park area for fishing and also possibly an area for handicapped to fish, like they have at Ephrata and North Wildwood in New Jersey.
- Family uses all local parks and would vote for all values being equally important. Thanks for all Borough does-parks are enjoyed very much. Love to see frisbee golf or a “fort”-like play area (e.g., Reamstown)
- Park and Fair Association maintain local parks just fine.
- Don’t go to Denver Pool – swimming lesson problem (impossible to sign 6 yr. old up for the last 2 years) – they close too early and not being able to smoke outside is a problem.
- Develop new community center with meeting/class rooms because knowledge fuels a community. Add more programs and activities and a way to publicize them. Don’t make lessons/programs too expensive.
- Develop nice park for children (e.g., Akron, where community assisted with building and donating food for workers).
- Would like to see skating, roller blading, skateboarding included in playgrounds.
- No indoor swimming available anywhere in the area for kids. Children not allowed to swim competitively at Ephrata Rec Center. Need a rec facility with an indoor pool (across from High School?). Would love to see a teen center (e.g., Lititz). Age discrimination occurs in Denver and cannot continue. Questions and information, including costs of operation of the Denver pool, should have been included (why is this area so private?). Animal observation is needed - that includes pets! Park rules should be obeyed. Don’t want to walk in dog dirt. The Borough Council and park organizations must be careful on spending large amounts of money and borrowing same. The taxpayers, local citizens, need to know more of plans and proposal for increased usage of parks. There is no information given.

Programs

- Have a program for different age groups for kids at the playground (e.g., crafts, games, nature education) one day a week for approximately 2 hours/day.
- Borough really needs more programs and activities for kids 12-18 yrs. Have a great rec center that could hold dances for kids and concerts at the bandshell. Get the skateboard park built. Provide organized activities for adults.
- I think with the amount of teens having babies, there should be more baby/parent events like exercise programs and swimming (learning) programs for infants and mothers to participate in. I personally would love to go one time a week w/my four-month old for swimming lessons for her to become more comfortable around others and in the water.
- The baseball program stinks this year!
- Was at a baseball game at 4th St. Park. Denver team down by a bunch of runs. Denver coach asked kids in ninth inning if they wanted to quit. Very disappointing. Have played a lot of baseball and lost a lot of games, but was never asked to quit. Child will never play for coach like this. Kids need to learn how to be good losers, as well as winners. Kids are learning how to give up! Don’t feel left out of Borough athletic programs and leagues because don’t know when and where they are. Difficult to limit activity

selection to 3-some activities will help those ages while in school and to help them decide what they want to do after school.

- Add more programs and activities for seniors.
- If there are sports leagues and other events, hardly ever hear about them.
- Didn't know of existence of Borough athletic programs and leagues. Would love to see a disc golf course, summer camps for children 12-16, more of anything for children of that age bracket. Son is 16 and applied for job with pool, but had to look elsewhere; wanted to work for Borough's parks but was told a company has contract.
- Add more programs and activities for all age groups, plus ensure information reaches all residents.
- Advertise; if child did not get information from school, would not have any knowledge.
- Carefully planned programs are necessary to ensure the continuation of successful programs.
- Don't feel left out of Borough's athletic programs and leagues because family participates in neighboring municipalities. Does Borough own Denver Park? Compared to other similarly-sized local boroughs (e.g., Akron), park facilities are inadequate. Regional rec center with pool would be beneficial.
- New to area but already feel Borough offers many worthwhile programs.
- Many people outside Borough run athletic programs – no tax support.
- Borough does not have programs.

Kids

- Denver needs something to keep children of all ages out of trouble; this includes the kids that hang out at Turkey Hill. M.S. and H.S. offer competitive teams. Borough teams should offer sports for the average kids.
- Need something for older kids to do to get them off the streets.
- Live in a development where there are always kids playing hockey on the street. Furthermore, they spend all that money building a skating rink at the Denver Park and never see any kids on it. Waste of taxpayers money. Live near the Park and kids put hockey nets right in the middle of the road or they do not move them. Police drive by and nothing is said to them. Fear kids will get hit, parents will sue or blame police for not doing anything about it. Have seen police drive by and not saying anything to kids. Kid has been hit already in development because of cars flying by. Do something to keep kids safe and off the street. (A Concerned Parent)
- Fear for safety of too many youths roller skating and skateboarding at Fulton Bank ATM. Since installation of storm drains on 3rd St., have little water coming in cellar. About time you did something right. (Leon D. Hertzog, 21 N. 3rd St. 336-2597) Will contact Borough Manager in future if have any problems. A suggestion: How about a "Seniors Day"? When I worked at the shoe factory, had annual picnic at Park. Enjoyed activities (e.g., pitching quoits, horseshoes, bingo, etc.). Couldn't you hold anything like that for your senior citizens? Thank you very much.

Utilities

- Borough should construct sidewalks to the new post office from Main Street and Monroe Street. there are no safe sidewalks all the way there.
- Would like to see parking restored on S. 4th St. near the High School soccer fields.
- Saw in the paper there is no parking at 4th St. @ High School. Could make a tunnel under the street or bridge over it, as done elsewhere.
- Would like a place to take bush and tree cuttings and grass clippings – facility should be used for mulch to sell back to community.

Miscellaneous

- All Borough citizens should have equal use of all Borough-owned facilities without additional cost to taxpayer. Borough should not take over babysitting of parents who push their children on others of all ages. Current damage does not warrant additional expenditures without proper responsibilities by youth and their parents. Maximize utilization of what is available (e.g., skating rink, ball fields, open space). Did we ever see a list of "wants" by youth? How badly do they want an item in helping to construct, maintain and protect it?
- CMFA is excellent!
- With the growth of community and projections for future, need to identify what is necessary to make residents happy. Currently, residents go to other communities for exercise and recreation.

- Appreciate being asked for ideas. There doesn't seem to be enough activities in the Denver area. Survey is an excellent idea. We are excited that the Borough is attempting to expand the recreation program. Get people who know what they're doing, not just anybody!
- Organizations in this town need to learn to work together! Remove Donald Weaver from Council!
- Communicate clearly and often to the public in simple language.
- Do not need year-round sports-it's pulling families apart.
- The age span is too far for selecting 3 activities in the 19 to 59 range. Interests vary too much
- Need supervised area with activities provided, other than street corners. Glad to see the survey. Shows trying to improve community. Congratulations on the grant!
- Use money wisely.
- Don't waste Borough's time with those who say "there is nothing to do." They won't ever be satisfied. They grew up watching too much TV and Nintendo.

Question 13 asked for the names, telephone numbers and areas of interest of potential volunteers who would be willing to help with the Borough's park and recreation services. The following lists those 55+ persons who indicate a willingness to help.

Name(s)	Telephone #	Area of Interest
Allen & Donna Shirk	336-1215	outside work – give a helping hand
Mike & Carol Wallace	336-8246	swimming, running, youth activities
Ralph Bearinger	336-7444	mowing
Robert H. Getz, Jr.	336-6236	general
Susanne M. White	335-0715	activities for children
Fred Lombardo	336-1245	computers, sports
Michael Allen	336-0769	golf
Brian & Patty McCafferty	335-0582	youth sports, adult sports, recreational activities
Tammy Charles	336-4294	help create informational flyers, family could help with park clean-ups, whatever else might be needed
Don & Margi Burkholder	336-5444	program development and planning of bike trips or workout programs involving biking
Stoner Family	336-4885	--
Anna Groff	733-9208	--
Jon & Tammy Knepp	336-3681	--
John Bitler	--	--
Shawn Poper	335-2218	art, drawing, self-motivation, tennis, crafts
Matt Coldren	336-2761	--
Durrell & Heidi Moyer	336-8235	assist in building & donating food for a children's playground
Linda Foster	335-3093	--
Lisa Lyate	335-3104	craft or art lessons for school-age children
Shawn & Lori Hersh	336-4139	help to build/maintain park(s)
David & Siobhan Ulrich	336-0152	indoor pool and rec center committee, coaching, fund-raising
Jennifer Boley	336-0283	child/teen programs/classes
Melanie & Todd Heck	336-0010	coed sports leagues
Marilyn M. Monath	336-4305	Background in Recreation Management; has been Special Events Coordinator for the Reading Public Museum and Development Specialist. Also provided all recreational and social activities as the Executive Director of large corporation. Will help wherever possible. Need activities for teens, especially during summer and after school. This age group is booming in community.
Kirsten Brown	336-1327	anything to help (preferably Denver Memorial Park)
Maeda Krizmencic	336-4025	youth activities
Dean S. Fry	336-5274	handyman - maintenance, tech skills, building, electrical, etc.
Paul Trefny	336-0275	greenways/walkways – landscaping – volunteer lessons given for tennis, soccer, mountain biking, etc.
MaryAnn/Fred Fichthorn	336-2187	helping to plan programs

Name(s)	Telephone #	Area of Interest
Dawn Trimble & Family	335-0601	whatever needs done, will try to help (cleanup – helping with programs)
Randall & Angela Funk	336-8233	maintenance/cleanup
Ron Worline	336-2084	gardening
Joseph Conway	336-2602	teaching cooking classes
David M. Wyble	336-3183	varies
David O. Ludwig	335-0336	--
Bill & Jennifer Simmet	335-0318	any programs that Borough might need help with
Bill & Hollie Glassey	335-3310	landscaping & light carpentry
Lawrence F. Armstrong	336-7000	rollerblading, hiking, biking
Corey Burkhart	335-3229	DJ service
Teresa Janelli	336-6030	playground equipment

Question 12 offers many complaints, compliments and suggestions about numerous aspects of the Borough’s park and recreation services. Fortunately, the respondents to Question 13 offer many “helping-hands” to improve such services. These potential volunteers should be called into action once this Plan is completed and specific action tasks have been identified. The number of these potential volunteers testifies to the core “home-town” values of the Borough’s residents. They deserve the best possible parks and recreation programs available to reward their involvement and hard work.

XI. Recommendations

Now that the Borough's resources have been inventoried, it becomes possible to apply its goals to formulate a planning/implementation strategy. This chapter will examine each of the Borough's park and recreation system components, to suggest actions toward attaining its expressed goals.

However, before these recommendations are presented, it would be helpful to understand an overall approach assigned to the principal parties responsible to carry out these recommendations. As stated earlier, the residents of Denver Borough have benefited greatly from the services and facilities provided by the Denver Memorial Park and Playground Association. Their former efforts have saved the Borough many thousands of dollars, and provided appreciated facilities and levels of service for many years. Nonetheless, one of the fundamental questions of this Plan, as expressed by the study committee, was to define what role the Association versus the Borough would play in future park and recreation endeavors. Typically, local governments assume these duties, but Denver's situation is not typical!

We believe that the efforts, enthusiasm and expertise of the Association are considerable, as evidenced by their past accomplishments. In effect, they represent "super volunteers" who have far exceeded what local government can reasonably expect from normal volunteerism. However, it seems that their interest and enthusiasm lies in the development of a model park with a wide range of improvements and facilities. In the past, local citizens were content to use these facilities on a "free play" basis. However, today, the delivery of parks and recreation service is much more complicated, and compels more than a "build it and they will come" approach. Less personal free time with tight scheduling causes demand for maximum use of parks with structured programs. The ongoing business of parks and recreation requires more attention than even the Association can commit. On the other hand, the Borough is accustomed to dealing with questions of maintenance, programming, budgeting and finance, personnel, and equipment. ***For these reasons, we believe that the Association should be focused upon what it does best – develop its park, and the Borough should assume more of the "housekeeping" responsibilities associated with its expanding recreation system. Specifically, it is proposed that the principal duties of each body would be divided as follows:***

Denver Borough

- Routine park and equipment maintenance.
- Scheduling of special events, ongoing programs and private use of all facilities, including fee collection.
- Oversight of recreation staff and duties.
- Accounting of finances **not** related to privately-funded improvements to Memorial Park.
- Acquisition of grant monies offered to "public" agencies.
- Review of community development plans with acquisition of new parklands.
- Coordination of greenway and loop-trail development.
- Offer advice to Association on its duties, as needed.
- Development of facilities outside of Memorial Park.
- Community outreach and public relations.

Veterans Memorial Park & Playground Association

- Development of new facilities within Memorial Park.
- Fund-raising and grant acquisition targeted to private sources and agencies.
- Accounting of funds derived from "private" sources for development of Memorial Park.
- Offer advice to the Borough on its duties as needed.
- Provide volunteers to assist Borough with parks maintenance.
- Conduct a capital campaign fund-raising drive.

RECREATION ADMINISTRATION

Goal: Utilize all of the area's parks and recreation resources in the most efficient manner, while providing enhanced communication and opportunities for volunteers and partners.

1. The Recreation Board should assume the role of coordinator for all of the recreation programs and services in the Borough. The Recreation Board will:
 - Maintain a listing of recreation opportunities available from all area providers.
 - Exchange information among providers.
 - Promote recreation activities to the community.
 - Utilize the Borough's web site to list all available opportunities, including all special events, and the summer and winter schedule of School District activities.
2. Denver Borough office staff should become the central information source for (scheduling) reserving all park areas and facilities, and for all recreation programs. It is important to have a single point of contact for the community that is readily available and remains constant in order to foster usage. This will also permit the volunteers currently engaged in this activity to provide other needed services for the Park Association.
3. The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. The Board should identify all opportunities that exist for promotion, together with their contact person(s), submission deadline, article format requirements, and publication schedules. The Board should then prepare and submit articles to promote all programs and facilities, including swimming pool membership. This promotional effort should regularly utilize the Borough and School District newsletters, and *The Grapevine* regional newsletter publication in Adamstown. It should be noted that use of this regional newsletter was also recommended in the Cocalico Region Strategic Comprehensive Plan.
4. The Borough web site should be enhanced by including information concerning the recreational facilities, reservations and registrations available in Memorial Park, the Community Pool and other parks.
5. Denver Borough should purchase a membership to the Pennsylvania Recreation and Park Society (PRPS) for the Borough Manager and the Recreation Board. Membership in PRPS will provide access to a variety of training opportunities, publications, grant sources, and technical assistance programs.
6. The Recreation Board's roles and responsibilities should be re-defined in writing to reflect these Recommendations, and a training program to orient all members should be implemented. This orientation process should include a review of the written roles and responsibilities material and a site tour of all Borough, Memorial Park and School District facilities.
7. The Borough should cooperate with East Cocalico Township to prepare an application to the Pennsylvania Department of Conservation and Natural Resources (DCNR) for a Peer-to-Peer Project to determine whether to form a Cocalico Regional Commission for parks and recreation.

RECREATION ADMINISTRATION – Continued

8. The Borough should develop a standard application form that all individuals or groups must complete to request use of Memorial Park and other park areas and recreational facilities. The original should be maintained in the Borough Office, with receipted copies distributed to the applicant and to the Park Association for requests for Memorial Park.
9. The Recreation Board should adopt a mission statement for its operation and general goals to guide its work. A draft mission statement and goals follows:

Draft Mission Statement of the Denver Recreation Board: to provide, coordinate, maintain, promote, and evaluate recreation and park programs, areas, and facilities for all ages and interests, so that they are accessible to everyone.

General Goals:

1. Improve the coordination, cooperation, and communication between the recreation stakeholders for scheduled use of the Borough recreation facilities.
2. Update and maintain existing recreation facilities and infrastructure within the Borough's park areas to ensure a safe environment for visitors.
3. Follow the approved Borough comprehensive park, recreation and open space plan to make future funding, park development, and recreation program decisions.
4. Promote full utilization of existing recreation areas by all ages.
5. Partner with the Cocalico School District, area churches and other groups for indoor recreation activities.
6. Protect, preserve, use, and develop the Borough's natural, historic and manmade resources according to their capacity.
7. Create a "recreation-friendly" community within Denver Borough, making all residents aware of recreational opportunities.
8. Empower and educate recreation stakeholders about their role versus the Borough's role in maintaining and developing recreation programs, areas and facilities, to strengthen the working relationship between the Borough and each group.

RECREATION PROGRAMS

Goal: Provide recreational programming to meet community needs in the most effective manner possible, while recovering all program expenses or realizing net revenue.

1. The Recreation Board should actively pursue programs that:
 - can be cooperatively planned and conducted with other groups
 - are revenue-producing, and are very likely to at least recover all program expenses
 - have grants available to help with expenses
2. The Recreation Board should encourage all recreation program providers to implement the processing of background clearances for staff and volunteers as a condition of employment or volunteering.

RECREATION PROGRAMS – Continued

3. The Recreation Board should encourage all youth sports associations to adopt a code of ethics and conduct that must be signed by officers, coaches, parents, and children.
4. The Recreation Board should inventory and promote which recreation providers allow access to programs, regardless of ability to pay, and standardize as much as possible the process participants need to follow if they are unable to pay the full fees.
5. The Recreation Board should adopt a written policy statement regarding inclusion of persons with disabilities for recreation programs that is agreed upon by all providers, and develop an inclusion process for them to follow.
6. The Recreation Board should plan and offer a summer day camp for ages 5 to 13 at Denver Memorial Park to take the place of the contracted YMCA summer program. This should be a full-day program (7 a.m. to 6 p.m.), utilizing the Recreation Center as the “home base.” Fees should be comparable to area child-care providers. Staff-to-child ratios should be 1 to 10. The Community Pool should be used as part of the program. Weekly field trips should be taken. A brochure should be created on the program and distributed to all area elementary schools, public and private. (Potential net revenue if 50 children enroll is \$10,000-\$15,000 per year.)
7. The Recreation Board and Park Association should hold outdoor music concerts and performances at Denver Memorial Park. A series should be planned and promoted together for the entire summer season. Saturday evening or Sunday afternoon/evening concerts would be good times. Funds to pay the performers should come from the Pennsylvania Council on the Arts, business sponsorship, and donations taken at the concerts.
8. The Recreation Board should work with the area youth sports associations to offer instructional sports programs for children. These would be one-day or one-week in-depth workshops teaching the fundamental skills of each sport. Knowledgeable volunteers and coaches should instruct. One-day workshops should be priced at \$10-\$15; one-week camps at \$60-\$100. These are best done in the summer months, with separate programs for primary (K-2nd grade) and intermediate (3rd-5th grades) students. (Potential net revenue for a one-day workshop if 20 children enroll is \$200; a one-week camp with 20 children is \$1,000.)
9. The Recreation Board should offer performing arts classes for children and adults at the Recreation Center. These would include acting lessons, dance classes and music lessons. Instructor costs would be covered by participant fees.
10. The Recreation Board should locate a qualified instructor and begin offering early evening adult exercise classes at the Recreation Center. These can be step, jazzercise, flexibility, yoga, kickboxing, aerobics, etc. They should be priced competitively and run in 8-10 week sessions on week nights.
11. The Recreation Board should offer a variety of aquatic programs at the Community Pool, including aquacize, scuba, snorkeling, beginner to advanced swim lessons, competitive

RECREATION PROGRAMS – Continued

stroke classes, themed parties, and teen dances. These would all have fees attached to participate.

12. The Recreation Board should form a teen community service club. Area businesses and donations should support its operation, plus nominal membership dues paid by the teens. An adult should be paid a stipend to serve as the club advisor. The Recreation Center should serve as the club's "home base."
13. The Recreation Board should work closely with the Cocalico Senior Association and the Denver Golden Years Circle to offer additional activities for senior citizens. A meeting should be set up with this group to discuss their needs and recreation interests. Fitness activities (aerobics, line dancing, chair exercise, yoga, etc.) could be offered at the Recreation Center during the day.
14. The Recreation Board should actively promote to Denver residents the Cocalico School District's winter and summer community recreation programs. These should be included in the Borough newsletter. In particular, the basketball, tennis and volleyball programs offered for adults should be promoted, since few recreation programs currently exist for adults. The free summer use of the high school weight room, and 12-week winter use, is also something adults, especially those without children, may be unaware of.
15. The Recreation Board should plan and offer preschool (ages 3-5) special events for children with their parents, such as Breakfast with Santa, Halloween Costume Party, Valentine's Day Dance, St. Patrick's Day Party, etc. These should include food, entertainment, and an arts and crafts activity for them to take home. \$10 should be charged for each parent/child couple. These should be held at the Recreation Center and organized by someone experienced with preschoolers who is paid to conduct the events.

FINANCES

Goal: Provide sufficient financial resources to adequately maintain existing park areas and facilities and recreation programs and also provide opportunities to develop new programs and facilities.

Special Note: All of the organizations that are involved with the facilities and programming of Denver Memorial Park will continue to maintain and administer their own accounts.

1. All fees and charges currently charged for the use of the Community Pool and Memorial Park facilities should be inventoried. The fees should be compared with other area providers, then, the local fees should be adjusted, with the goal to maximize revenue. In particular, Community Pool fees should be adjusted to bring in more revenue. All fees should be collected and retained by Denver Borough to offset the expense of maintaining these facilities.

FINANCES – Continued

2. Denver Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park.
3. The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park.
4. The Borough should begin budgeting both income and expenses for recreation programs. Both sides of the budget should be established at the same amount, reflecting the Borough's goal to break even for new programming.
5. The Denver Park and Playground Association should hold a community-wide fund-raising campaign for capital improvements at Denver Memorial Park. Set a goal for dollars to raise, and an amount of time for the campaign, get an experienced, community, fund-raising volunteer to head a committee, and find volunteers to serve (particularly local business people). Construct a large wooden sign for the park entrance to show the amount of money raised each month. Do a brief, written case statement giving history, numbers of people served by the park, information on the Park Association, events held at the park, needed improvements, etc. Put a color photo on the front of the park, with other photos inside of the problem area. Get lead gifts from large area businesses. Involve as many people and groups as possible, including schools, churches, youth groups, service clubs, VFWs, etc. Goal for this capital campaign should be \$250-\$500,000, which is to be used to first take care of the deferred maintenance, then make improvements to the Park.
6. The Borough should examine the list below of potential funding sources and always be on the lookout for additional sources:

In addition to annual appropriations from the Borough's General Fund, a combination of traditional and more creative financing methods are needed to put this Plan into action. The Borough and Park Association should begin to aggressively seek Federal, State, County, and private funds to increase staffing levels, expand recreation programs, and make park improvements. Collaboration and partnerships with other organizations will be essential, particularly to obtain grant funds.

Many grant and foundation sources exist that could fund park and recreation projects and programs. The following list should serve as a starting point. It is by no means all-inclusive.

Federal Grants

- National Park Service, Rivers, Trails, and Conservation Assistance program offers in-depth assistance and consultations for locally-led conservation projects, such as developing trails and greenway networks, or protecting rivers and open space.
(www.nrc.nps.gov/programs/RTCA/index.html)
- U.S. Environmental Protection Agency Environmental Education Grants program supports environmental education projects that enhance the public's awareness, knowledge and skills to make informed, responsible decisions that affect environmental quality. \$3 million available each year.
(www.epa.gov/enviroed/grants.html)

FINANCES – Continued

- U.S. Department of Transportation Congestion Mitigation and Air Quality Improvement (CMAQ) program, authorized by TEA-21, provides funds to reduce transportation-related emissions and improve air quality. Trails designed for transportation, as well as recreation, are eligible. States select projects.
(www.fhwa.dot.gov/environment/cmaq.htm)
- U.S. Department of Justice provides information on crime and violence prevention grants that can be used to support recreation programs.
(www.ojp.usdoj.gov/fundopps.htm)
- U.S. Department of Education provides information on grants to apply for, in cooperation with school districts.
(www.ed.gov/funding.html)
- U.S. Department of Health and Human Services provides information on available grants, such as drug prevention, preschool programs, exercise programs, and so on, that can be used to fund recreation programs that improve health.
(www.hhs.gov/agencies/grants.html)
- Federal Grants Clearinghouse provides information on hundreds of Federal grants that can be used to support youth recreation programs.
(www.afterschool.gov/fed.html)
- Other web sites for Federal grant resources:
 - Catalog of Federal Domestic Assistance, www.cfda.gov
 - Conservation of Technology Support Program, www.ctsp.org
 - Computers for Learning, www.computers.fed.gov/School/user.asp
 - Department of Energy, www.energy.gov/community/sub/involved.htm
 - Department of Labor, www.dol.gov/dol/oasam/public/grants/main.htm
 - Federal Commons Grants Portal, www.cfda.gov/federalcommons
 - Federal Nonprofit Gateway, www.nonprofit.gov
 - Federal Register, www.access.gpo/su_docs/aces140.html
 - Health and Human Services GrantsNet, www.hhs.gov/grantsnet
 - Substance Abuse and Mental Health Services Administration, www.samsha.gov/grants/grants.html
 - Federal Funds Express, www.house.gov/ffr/Grants_Other.htm
 - The Watershed Academy, www.epa.gov/OWOW/watershed/wacademy/fund.html

State Grants

- Pennsylvania Department of Conservation and Natural Resources provides a single point of contact and application format for communities seeking State grant funding for recreation and conservation planning, acquisition, development, and technical assistance projects from the Community Conservation Partnership Program. \$27.8 million was available during the most recent round of grant funding.
(www.dcnr.state.pa.us)

Planning Grant Projects:

- Comprehensive Recreation, Park and Open Space Plans – to develop a comprehensive long-range planning document that provides strategies to address a municipality’s recreation, park, and open space needs.
- Conservation Plans – to encourage conservation planning and sound land use.
- Feasibility Studies – to determine the feasibility of acquiring, developing or rehabilitating swimming pools, ice rinks, sports complexes, recreation centers, etc.

FINANCES – Continued

- Greenways and Trails Plans – to explore establishing, developing, and managing linear corridors of open space along streams, shorelines, wetlands, canals, ridge tops, etc.
- Rails-to-Trails Plans – to develop a design detailing the proposed development of the trail.
- Master Site Plans – to design the proposed development of a neighborhood, community or regional park.
- Rivers Conservation Plans – to study watersheds or rivers, including streams and creeks, to identify significant river resources, potential threats to these resources, and recommend restoration, maintenance or enhance actions.

Technical Assistance Grant Projects:

- Education and Training – to provide assistance by recreation and park advisors to communities, sponsor workshops, and provide publications.
- Peer-to-Peer – to study problem-specific issues dealing with the administration of park and recreation facilities and/or services, with the help of an experienced park and recreation professional.
- Circuit Rider – to hire a full-time recreation and/or park director to share services through an intergovernmental cooperative effort created by two or more municipalities.

Acquisition Grant Projects:

- Park and Recreation Areas – to purchase land for park, recreation and conservation purposes.
- River Conservation – to purchase land for rivers conservation purposes.
- Rails-to-Trails – to purchase abandoned railroad rights-of-way for public recreational trail use, and purchase adjacent land for access or related support facilities.

Development Grant Projects:

- Park Rehabilitation and Development – to rehabilitate existing parks and indoor and outdoor recreation facilities, and to develop new park and recreation areas.
- Greenways and Trails – to rehabilitate existing, and develop new, greenways and trails
- Rails-to-Trails – to rehabilitate and develop abandoned rights-of-way, and support facilities for public recreational trail use
- Rivers Conservation – to resolve specific issues for a river that is on the Pennsylvania Rivers Conservation Registry
- Pennsylvania Department of Conservation and Natural Resources, Pennsylvania Recreational Trails Program Grants, provide funds to develop and maintain recreational trails and trail-related facilities for motorized and non-motorized recreational trail use. Match requirements are 80% grant money, up to a maximum of \$100,000, and 20% project applicant money. Acquisition projects require a 50/50 match. Funding is provided through the Federal Highway Administration and the Transportation Equity Act for the 21st Century (TEA-21). \$1 million available.

(www.dcnr.state.pa.us)

FINANCES – Continued

- Other web sites for State grant resources:
 - Piper Resources State and Local Government on the Net,
www.piperinfo.com/state/index.cfm
 - The Grantsmanship Center's Funding through State Government,
www.tgci.com/STATES/states2.htm
 - U.S. State and Local Gateway, www.statelocal.gov
 - Pennsylvania Council on the Arts, www.artsnet.org/pca/pca.html
 - Pennsylvania Humanities Council, www.pahumanities.org
 - Pennsylvania Department of Community and Economic Development, Community Revitalization Grants,
www.esa.dced.state.pa.us/health/site
 - Pennsylvania Department of Environmental Protection, Growing Greener Grants,
www.dep.state.pa.us

Federally-Funded/State-Administered Grants

- U.S. Department of Agriculture Summer Food Service Program (SFSP) provides funding for breakfast, lunch and snacks for children ages 18 and under at summer playgrounds, camps and other recreation programs. Child and Adult-Care Food Program (CACFP) provides meals and snacks for after-school and evening youth recreation programs. Administered by the Pennsylvania Department of Education.
(www.frac.org)
- Pennsylvania Department of Transportation, Transportation Enhancements Program is a cost reimbursement program, not a grant program, funded through the Transportation Equity Act for the 21st Century (TEA-21) of the Federal Highway Administration. Funding is available for provision of facilities for pedestrians and bicycles, provision of safety and educational activities for pedestrians and bicycles, acquisition of scenic easements and scenic or historic sites, landscaping, or other scenic beautification, historic preservation, and preservation of abandoned railway corridors.
(www.dot.state.pa.us)

County Grants

- Community Parks Initiative of Lancaster County provides funding for two types of projects, Acquisition and Development, through the Lancaster County Planning Commission. (717/299-8333)

Foundation Grants

- Lancaster County Foundation provides grant funding primarily related to park improvement/development.
(www.lancastercountyfoundation.org)
- Target Stores and Tiger Woods Foundation provide Start Something Scholarships for youth to use for summer camps, music lessons, sports equipment, travel expenses, and so on. Program enrollment forms are available at Target stores.
(www.startsomething.target.com)
- American Legacy Foundation Initiative for Tobacco Control in Priority Populations provides grants of up to \$200,000 for anti-smoking projects. (202/293-5960)
- National Fish and Wildlife Foundation provides grants for conservation and environmental education projects.
(www.nfwf.org/programs/program.htm)
- Pew Charitable Trust provides grants in a number of program areas, including environment, culture and health and human services.
(www.pewtrusts.com/grants)

FINANCES – Continued

- Three Guineas Fund supports projects to benefit women and girls.
(www.3gf.org)
- UPS Foundation Community Investment Grant program allocates dollars to UPS region offices to invest in their communities.
(www.community.ups.com/community/causesus_relations/index.htm)
- Women's Sports Foundation offers a variety of grant programs to benefit women and girls sports programs and travel and training grants for athletes.
(www.womenssportsfoundation.org)
- Funders Supportive of Communications Technology is a collection of funding information on how to get technology resources.
(www.benton.org/Practice/Toolkit/techmoney.html)
- The Foundation Center's Finding Funders provides access to web sites for private foundations, corporate grantmakers, grantmaking public charities, and community foundations.
(www.fdncenter.org/funders)
- Other resources for Foundation grants:
 - The Foundation Center's RFP Bulletin, www.fdncenter.org/pnd/rfp/index.html
 - The Foundation Center's Finding Funders, www.fdncenter.org/funders
 - The Foundation Center's Grantmaker Website,
www.fdncenter.org/funders/grantmaker/index.html
 - The Internet Nonprofit Center, www.nonprofits.org
 - The Grantsmanship Center's Community Foundations by State,
www.tgci.com/resources/foundationscommunity/com_pa.html

Non-Government Grants

- Pennsylvania Recreation and Park Society (PRPS) RecTAP program provides technical assistance grants of up to \$1,500 to help recreation and park departments with specific issues. No matching funds are required.
(www.prps.org)
- Bikes Belong Coalition provides grants of up to \$10,000 to assist agencies in developing bicycle facilities projects that will be funded by TEA-21.
(www.bikesbelong.org)
- National Gardening Association Youth Garden Grants of over \$750 are available for seeds, tools and gardening supplies for children to learn and work in outdoor gardens.
(www.kidsgardening.com/grants.asp)
- NFL Community Football Fields Program provides grants of up to \$100,000 for capital improvement projects to improve or create quality, safe local football fields in low and moderate-income neighborhoods. (212/455-9881)
- NFL Youth Football Fund provides grants of \$500 to \$2,500 to purchase equipment, repair fields, establish new football programs, and improve existing programs.
(www.nrpa.org)
- American Forests provides tree-planting assistance with Global Releaf, an ecosystem restoration grant program, which includes urban and community forest.
(www.americanforests.org/global_relief/grants/grants_eval_criteria.html)

FINANCES – Continued

National Programs

- Smokey Bear Program encourages children to take an active role in protecting forestland, and the animals that live in the forest, from wildfires.
(www.symbols.gov or www.smokeybear.com/hom_main.html)
- Woodsy Owl Program encourages children to develop a sense of responsibility and compassion for the natural world through hands-on land stewardship activities.
(www.symbols.gov or www.fs.fed.us/spf/woody)
- National Center for Recreation and Conservation, Bureau of Land Management offers activity books and lesson plans to introduce environmental education to children.
(www.blm.gov/education/00_resources/index.html)
- National Center for Recreation and Conservation, Bureau of Land Management offers activity books, lesson plans, posters, articles, and general information on heritage education.
(www.blm.gov/heritage/he.htm)
- Endangered and Threatened Species Program, U.S. Fish and Wildlife Service offers educational materials about the preservation and protection of wildlife, biodiversity and habitat conservation.
(www.endangered.fws.gov/education/index.html)
- American Forests sponsors A Tree for Every Child, an environmental education program for children that stresses the benefits and rewards of planting trees.
(www.americanforests.org/global_releaf/earth_day_promo.html)
- Boat U.S. Foundation for Boating Safety and Clean Water offers brochures and posters on pollution prevention tips and littering on land and in the water. (1/800/BOAT-USA)
- America the Beautiful Fund provides free flower, vegetable and herb seeds to plant Freedom Gardens across America.
(www.freeseeds.org)
- NBA, WNBA, Gatorade and Nike offer Jr. NBA and Jr. WNBA programs at no cost to recreational youth basketball leagues. (1/800/JRHOOPS)
- First Serve, a United States Tennis Association National Inner City Initiative, provides inner-city youth with a safe and nurturing after-school program that combines academics with tennis.
(www.usta.com)
- JumpStart AfterSchool, sponsored by the National Recreation and Park Association, provides a hands-on manual full of fun activities to get kids active and eating healthy foods.
(www.nrpa.org)
- S & S Crafts Worldwide sponsors the Chalk It Up! Program, which offers communities a kit containing sidewalk chalk, certificates of achievement, instruction booklets, and full-color posters to plan, run and publicize events. (1/800/642-7354)
- Let's Play Sports Coordinator's Manual is a comprehensive resource to implement introductory sport programs for elementary age youth in 16 sports.
(www.nrpa.org)
- Hershey Foods Corporation offers the Hershey Track and Field Program, a series of local, regional, State, and national track and field competitions for children ages 9-14.
(www.nrpa.org)

FINANCES – Continued

- Active Options is a free program resource guide to develop fitness programs for older adults from the National Recreation and Park Association.
(www.nrpa.org)
- Flaghouse, Inc. offers Catch Recreation, a resource compendium that provides hundreds of youth activities promoting physical activity, including a recreation leader's guide.
(1/800/793-7900)
- Pool Cool Program is a sun-safety, skin cancer prevention program focusing on informing children about sun-safety practices during swim lesson, utilizing lesson plans and poolside activities. Pool Cool is sponsored by the American Cancer Society and National Recreation and Park Association.
(www.nrpa.org)
- U.S. Lacrosse offers a loan kit program which provides field sticks and goalie sticks, plus a dozen balls to keep, at no cost for communities interested in starting lacrosse programs.
(www.lacrosse.org)
- Hooked on Fishing International sponsors the Kids All-American Fishing Derby, which provides a complete kit and guidebook to conduct a fishing derby, with prizes, posters, tote bags, decals, and more.
(www.fishingworld.com/Kids-Fishing)

Program Fees

The development of income-producing, recreation programs should be explored. However, the revenue that exceeds expenses should be utilized to offer additional programs and hire additional staff.

Business Support

The region's businesses should be approached to contribute financially toward specific recreation programs and park improvements in return for public recognition.

Environmental Groups

To preserve key lands, the region's stakeholders should seek assistance from major environmental groups, such as the Lancaster County Conservancy. These groups can often provide technical assistance, financial advice to landowners on major tax advantages, and possible fund-raising assistance.

Bond Issues

The level of park and recreation improvements proposed in this Plan is substantial. Because of this, the region's municipalities should consider floating a bond issue to help pay for capital improvements. A bond issue makes sense to fund projects that have a long life expectancy, since it spreads the payment over many years, during which the facility can be enjoyed by the public.

Recreation Fees by Developers

Requiring recreation fees to be paid by developers is another method of providing limited funding for capital improvements to park areas and recreation facilities. These fees are to compensate municipalities for the increased demand caused by each new household/resident. The funds cannot be used for maintenance or recreation programs.

7. The Borough and Park Association should annually budget funds to complete the list of needed repairs in Memorial Park from the inventory included in *Chapter VI. Facilities Inventory*.

MAINTENANCE

Goal: Provide park areas and recreational facilities that are safe, useful, and aesthetically pleasing, in that order of priority.

1. The Borough should contract with a tree service to remove all of the dead branches and hazardous trees in Memorial Park.
2. The Borough should contract with a Certified Playground Safety Inspector to obtain a complete play equipment safety audit at Memorial Park and all Borough sites. (The School District may also want their play areas inspected.) The Borough should require that the audit report include a prioritized list of hazards. Site improvements should be scheduled to make all needed improvements as quickly as possible, beginning with the high priority hazards.
3. The Borough should replace the existing four (4) foot high fencing (some chain link and some wire) at Community Pool with an eight (8) foot high fence to better deter trespassing.
4. The Borough should bring all outdoor wiring and electrical equipment in Memorial Park up to code for a public recreational area, with a priority of removing all overhead wiring.
5. The Borough should hire a full-time maintenance employee for Memorial Park. This employee will provide general routine maintenance to the park and begin resolving the backlog of work. The addition of this employee is not recommended to perform duties currently completed by volunteers, but, rather, to complement this work. Funds to pay the salary and benefits for this employee shall be paid from user fees paid for facilities at Memorial Park, with all partners at the park contributing funds (Denver Fair Committee, youth sports, etc.). The remaining balance shall be paid by the Park Association and the Borough equally.
6. Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. The records should also include documentation of all follow-up care to correct problems. Copies of all inspections conducted at Memorial Park shall be provided to the Park Association.
7. The Borough should establish standards of care for all park areas and recreation facilities. The standards should clearly and simply describe what each item in the park looks like when maintenance is properly completed. It is important to include all of the major groups involved in Memorial Park, such as the Park Association, youth sports, Scouts and Fair Association in this discussion. Defining these standards of care will also help to convey the work that needs to be accomplished by the new maintenance employees, volunteers and contractors, and it should provide clear objectives to evaluate the maintenance program.
8. The Borough should develop an annual maintenance calendar of normal recurring duties for each separate facility, that includes a list of duties to be performed, who is responsible for each duty and the frequency of performance.

MAINTENANCE – Continued

9. The Borough should annually prioritize the list of needed repairs to be completed in the various parks from the inventory on the following page, and as a result of subsequent inspections. Responsibility for repairs should be assigned and scheduled for corrective action.

10. The Park Association should organize an annual spring community clean-up weekend, inviting volunteers to help get the Park ready for another season. The Park Association should identify the work it wants to accomplish, and the equipment and operators needed, which can be promoted as part of this clean-up program.

11. The Borough and Park Association should meet to adopt a uniform set of park rules and regulations. Once these regulations are adopted, new signs should be prepared and installed at all Borough sites and Memorial Park.

PARK: Denver Memorial Park and Playground			
Repairs Needed	Responsibility	Estimated Costs	Time Frame
<ul style="list-style-type: none"> • Pavilion 4 – Paint picnic tables and fix missing supports. Remove rusted chains beneath them. Move all tables into the pavilion. Clean all tables. Replace rusty grills. Replace all interior light bulbs. Replace broken security light. Replace tattered and torn rules and regulations signs. New trash barrels are needed. Paint the pavilion supports and repair the metal roof which has holes in it. Remove old fuse box and an old un-grounded outlet hanging next to it. 	All park repairs are to be done by the full-time maintenance employee in addition to routine tasks to maintain the park.	Labor Costs: Supply Costs: <ul style="list-style-type: none"> • Safety surfacing • Paint • Paving • Signs • Trash barrels • Picnic tables • Light bulbs • Railings • Wood 	
<ul style="list-style-type: none"> • Pavilion 3 – Repair the picnic tables. The table frame supports are rusted and the wooden seats are broken and splintered. Replace pavilion lights. Paint the pavilion. Remove the rusted grill. Replace the rules and regulations signs. 			
<ul style="list-style-type: none"> • Pavilion 2 – Paint the picnic tables. Repair the metal roof and the eaves. 			
<ul style="list-style-type: none"> • Quoits Pits – Replace deteriorating wood. Replace stakes, and fill the boxes with dirt. Fill around wood frame. Pull grass and weeds in the boxes. 			
<ul style="list-style-type: none"> • Roller/Ice Skating Rink – Clear mud and debris off rink surface. Clean out grills. 			
<ul style="list-style-type: none"> • Paved Linear Trail – Pave pads under the wooden benches to eliminate grass cutting headaches. 			
<ul style="list-style-type: none"> • Boy Scout Cabin – Paint the outside of the cabin. Paint the rusty flagpole near the cabin. Paint the rusty chain link fence. 			
<ul style="list-style-type: none"> • Fish Pond – Paint the rusty chain link fence. 			
<ul style="list-style-type: none"> • Recreation Center – Paint lines for parking spaces. Move the trash dumpster away from the front door. 			
<ul style="list-style-type: none"> • Band Stand – Turn around the mounting of the roll-up door on the back wall of the stage so the hardware is facing away from the audience. 			
<ul style="list-style-type: none"> • Basketball Court – Line the court for basketball and resurface it. Replace the cover on the electric box for the court lights. Fix the exposed wiring. 			
<ul style="list-style-type: none"> • Small Baseball/Softball Field – Install side railings on the spectator bleachers. Remove the broken electrical conduit behind the backstop. Grade the outfield. 			
<ul style="list-style-type: none"> • Large Baseball Field – Install spouting for the grandstand roof. Paint the underside of the grandstand and the railings. Repair the dugout with the wall caving in. Replace the shingled dugout roof. Move back the light poles that are in the way of play. Repair the infield drainage problem. Install a press box and scoreboard. Provide storage space for maintenance equipment. 			
<ul style="list-style-type: none"> • Play Area Near Pavilion 4 – Provide a minimum of 10 inches of safety surfacing under the duck rocker. Remove the seesaws. Remove the wood curb around the play area. Remove swings to leave 2 swings per bay of the same type (do not mix tot and youth swings). Provide safety surfacing of a minimum of 10 inches under all equipment. 			

PARK: Denver Memorial Park and Playground			
Repairs Needed	Responsibility	Estimated Costs	Time Frame
<ul style="list-style-type: none"> Play Area Between Pavilions 2 and 3 – Remove all equipment. Play Area Adjacent to the Recreation Center – Provide a minimum of 10 inches of safety surfacing under equipment. Repair loose boards on whirl. Limit the number of swings to 2 in the bay. 			

PARK: Denver Community Pool			
Repairs Needed	Responsibility	Estimated Costs	Time Frame
<ul style="list-style-type: none"> Main Pool – Install new fencing (minimum 6 feet height) with barbed wire around the complex. 		\$15,000	

PARK: North 4th Street Playground			
Repairs Needed	Responsibility	Estimated Costs	Time Frame
<ul style="list-style-type: none"> Ball Field – Repair holes in the outfield fence. Play Area – Remove the tot swing and replace it with a youth swing. Remove the picnic table from the play area. Prune all tree branches to a minimum of 8 feet above all play equipment. Provide at least 10 inches of safety surfacing under equipment. 		N/A	

FACILITIES

Goal: Acquire and develop new parks, and update existing park areas and recreational facilities that will meet the needs of Borough residents, preserve significant cultural, historic and environmental resources, and provide a system of trails and alternative transportation links in the community.

New Parks

As inventoried within *Chapter VI* of this Plan, Denver Borough contains the following publicly-owned and/or available parks:

Park Name	Park Type	Acreage
Cocalico School District Campus	Community & Neighborhood	59.0
Denver Memorial Park & Playground and Annex	Community & Neighborhood	27.0
Denver Community Pool	Community	4.4
North Fourth Street Playground	Neighborhood	1.4
Bonview Estates Linear Park	Linear	12.7*
Total Park Acreage		104.5

*among 3 parcels

With a total of over 104 acres of parkland, the existing (year 2000) population of 3332 has over 5 times the NRPA-recommended minimum ratio of community and neighborhood parkland. Even with projected growth through the year 2020, which will expand the population to 4055, the existing parks would still provide nearly 5 times the NRPA standard. Furthermore, the Parks Map within *Chapter VI* depicts the entire Borough blanketed within these parks' respective service areas. It is no wonder that only 2% of the residents within the Borough favor the acquisition of new parklands as a priority of this Plan, as evidenced through the survey results.

New Parks – Continued

Consequently, local officials intend to focus upon improving and maintaining existing parks, and acquiring greenways and linear parks, for the foreseeable future. These subjects will be discussed in greater detail in following sections of this chapter.

A moratorium should be placed on the construction of new facilities in Memorial Park, and all available resources should be focused on resolving the safety issues and backlog of maintenance work. Also, prior to resuming any construction of new facilities, the Park Association, in cooperation with the Borough, should complete a master park development plan. The Borough should become an active partner with the Park and Playground Association when park improvements are being planned.

The parking areas and road system at Memorial Park should be better defined, with identifiable access drives, parking lots and travel lanes.

Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually. Examples of improvements needed:

- The addition of designated handicapped parking places at the Recreation Center.
- Provision of handicapped parking places at various locations in the Park.
- Provision of accessible routes from the designated parking to the served facility (e.g., ballfield spectator areas, play areas, pavilions, etc.).
- Provision of facilities that are usable by the handicapped. Example: At least two pavilions should be accessible and be equipped with tables that are both accessible and arranged in a manner to permit movement inside the pavilion.

The Recreation Board should meet with the School District to clarify the procedures to follow to obtain use of school facilities for community recreation programs.

PLANNING FOR GREENWAYS

At the beginning of this project, local officials expressed a desire to “conceptually plan” for greenways, to improve local water quality and offer “hands-on” environmental recreation opportunities. When the results from the attitudinal survey confirmed that walking was the most-desired recreation activity among the Borough’s adults, and only 2% of the Borough residents desired new parks, local officials’ interest in greenways and trails became a priority.

Denver Borough sits just above the confluence of the Cocalico and Little Cocalico Creeks. This location is a mixed blessing, as the Borough must deal with frequent flooding.

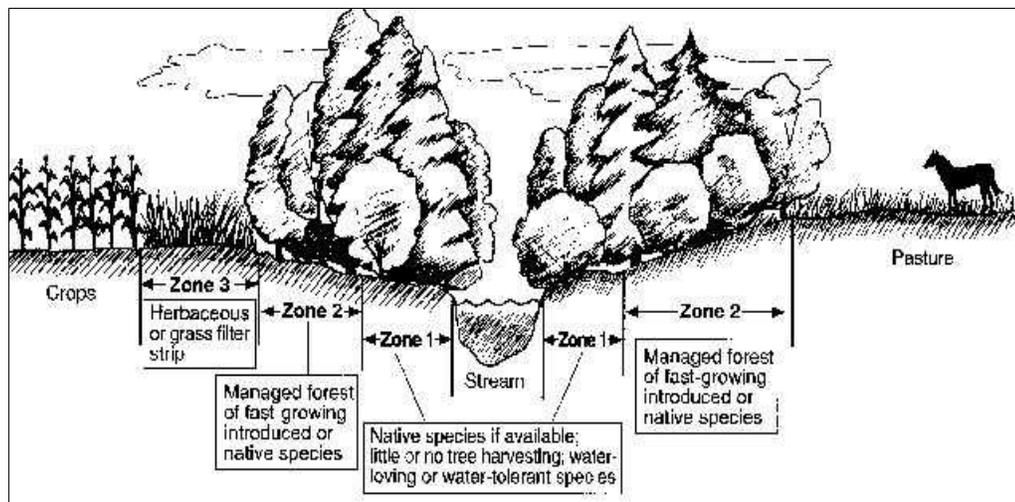


PLANNING FOR GREENWAYS – Continued

However, with proper attention, these creeks can offer tremendous environmental, recreational and educational value. These natural corridors represent the Borough's best opportunities for greenways. Presently, the Borough has a very effective Floodplain Zone that severely protects its areas prone to flooding. This ordinance should be maintained and vigorously enforced. However, additional protection and management is warranted if the Borough wants to improve water quality and offer better streamside opportunities.

While protection of floodplains and wetlands are widely accepted land use management techniques, recent awareness of diminishing surface water quality suggests the need for more protection. Studies conducted by the U.S. Forest Service demonstrate that riparian buffers offer real advantages in the removal of harmful nutrients and sediment from storm water before it enters the stream. These same riparian buffers can increase the food supply and create interconnected natural systems of movement for local wildlife. Riparian buffers are areas adjoining streams where naturally successive vegetation is provided and protected.

The Greenway Map following page 92 composites the Borough's floodplains with a recommended riparian buffer. The riparian buffer includes a 90-foot wide radius from the streambank of the two creeks. This width is recommended by the USDA Department of Forestry, based upon the climatic conditions of this area to sustain natural streamside buffers. Presently, Section 503 of the Borough Zoning Ordinance requires a 50-foot-wide open space buffer; this should be increased to 90 feet. But, for a riparian buffer to be effective, it must do more than be left in an open condition.



Essentially, riparian buffers comprise three distinct zones, as depicted above. The following will describe where to establish, and how to plant and maintain each of these 3 zones:

Zone 1 is the landward area located between the streambank edge under typical flow conditions, and the largest width of any of the following:

- fifteen (15) feet, as measured directly perpendicular from the streambank edge;
- the 100-year floodplain;

PLANNING FOR GREENWAYS – Continued

- any adjoining identified wetlands; and/or,
- any adjoining area characterized by slopes exceeding twenty-five percent (25%).

This Zone must include mature canopy trees and a ground cover of warm season grasses. New tree plantings should be selected, arranged and managed to accelerate canopy growth, and offer native species habitat and food supply. New grass plantings should be selected and managed to filter-out pollutants and offer habitat. All vegetation within this Zone must thrive in wet conditions. Zone 1 requires little maintenance. As trees mature, die and decay, it is important that such natural debris be allowed to decompose within the stream. This will provide important food and habitat for beneficial microorganisms, fish and amphibians. Streamside grasses should similarly be allowed to seasonally flourish and recede. Manmade activities should be very limited and confined to perpendicular passages from Zone 2. Intensively-used locations should be fitted with raised walkways and reinforced embankments. Streamside cleanup of junk and manmade debris is permitted. No animal watering and crossing locations are permitted, unless they are reinforced.

Zone 2 begins at the inland edge of the above-described Zone 1 and extends at least sixty (60) feet inland therefrom. This Zone must also include mature canopy trees generally three rows deep and a natural undercover. New tree plantings should be selected that grow rapidly, so as to intercept passing nutrients. Such trees should also be arranged and managed to accelerate canopy growth, and offer native species habitat and food supply. Successive undercover plants should also be allowed to “evolve” with the canopy of this Zone. This Zone requires the most attention, but not for some time after initial planting. Here, the objective is to develop a stable and broad canopy of tree cover. The trees within Zone 2 are fast-growing and, therefore, consume many nutrients. The regular pruning and trimming of these trees will increase their nutrient consumption, but should not jeopardize the important overhead canopy of shade. The natural undercover should be undisturbed, except for periodic litter cleanup. Pedestrian paths can weave through Zone 2, but should be provided to prevent compacted soils and root damage.

Zone 3 begins at the inland edge of the above-described Zone 2, and extends at least fifteen (15) feet inland therefrom. Where a pasture is proposed just beyond the above-described Zone 2, no Zone 3 is required. This Zone should be planted with warm season grasses that are allowed to mature naturally without mowing. The tall grasses ensure that overland storm water flows do not “channel” into Zone 2. New grass plantings should be selected and managed to enable controlled grazing or haying, so long as the grasses are not reduced to a point where they are no longer able to effectively disperse the surface water flows. This Zone also requires little maintenance. Long summer grasses should be allowed to flourish and recede with the seasons. Grazing and haying is permitted, so long as the residual grass length is sufficient to disperse overland storm water flows into Zone 2 and avoid channelization.

Denver Borough Greenway Map

-  Parcels
-  Borough Boundary
-  Railroad
-  Water
-  Tributaries
-  Riparian buffer
-  Floodplain



1000 0 1000 Feet



Buffer Use and Maintenance

Streamside buffers must be generally undisturbed. Mature trees and long grasses absorb more nutrients than do manicured plants. Similarly, the more extensive root systems retain passing sediments. These characteristics reduce pollution and yield abundant food and habitat for wildlife. The temptation to “over-maintain” the streamside must be overcome.

Local officials should educate landowners and developers of the importance of riparian buffers, and the Borough’s intent to provide for them. Newsletter articles should be used occasionally to introduce these concepts, and then to feature successful implementation examples as they occur. The sample riparian buffer ordinance contained on the next page should be incorporated into the Borough Zoning Ordinance.



But zoning regulations alone will not get this job done, as most land uses don’t require zoning approval to continue to operate. In these areas, other options exist. First, the PA Game Commission offers its Conservation Reserve Enhancement Program (CREP). This year-old program seeks to enroll some 5000 acres within Lancaster County into this program. ***Landowners adjoining streams are offered annual rental payments of \$137-\$235 per acre for managed streamside buffers. The program is proposed to continue for 10-15 years. In addition to the rental payments, landowners are eligible for 100 cost share reimbursement for installation of suitable vegetation within these buffers.*** Enrollment in this program remains open through September 30, 2002, or until the State’s 100,000-acre goal is achieved. According to local staff, enrollment within the Cocalico Region is limited to about 36 acres within East and West Cocalico Townships. ***Borough officials should mount a campaign to inform local landowners who abut these creeks. Program experts should be invited to explain the benefits of these programs. Information about this program is available from Josh Hom-yack at 396-9423.***

Most of the success stories surrounding riparian buffers within Lancaster County have been the results of dedicated volunteers from conservation and sporting groups. Local anglers have made it their mission to rehabilitate and save stream habitats for fishing purposes. The Cocalico Region, too, shares in these dedicated groups. The abundant habitats have undoubtedly led to the many hunting and fishing groups that are located and operate within the Region. ***These captive groups should be educated about the benefits of riparian buffers and energized into action. These “neighbors” can probably best effect the peer pressure to convince local landowners to get involved.*** A “hip-boot-brigade” should be formed from local sportsmen who should regularly travel up the waterways and meet with adjoining landowners, and describe the benefits and programs of riparian buffers. ***Another powerful ally are the Region’s youth. Environmental studies classes can develop pilot riparian buffers at visible school and park locations; these focused successes enable the benefits of these buffers to be experienced first-hand by the general public. Local and School District officials should cooperate on a number of these pilot projects within the Borough and throughout the Region, and periodically attract attention to their use and benefits. Such projects represent excellent candidates for Growing Greener grants from the State. Once momentum is achieved, other civic groups are likely to get involved.***

Sample Regulations for Riparian Buffers

As required within this Ordinance, and as guidance to any other landowner that voluntarily proposes, streamside buffers shall be provided in accordance with the following standards:

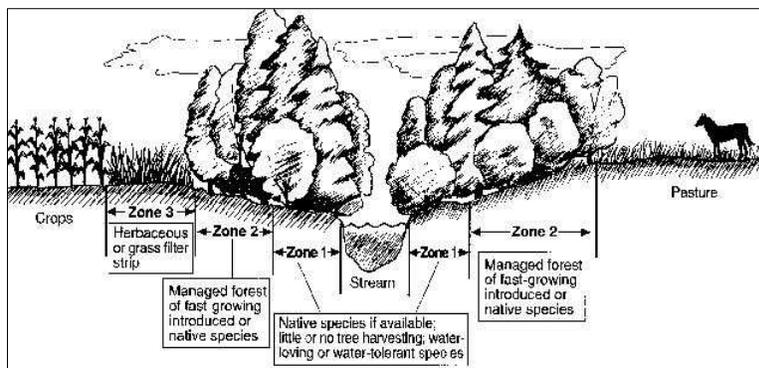
Buffer Delineation – The applicant must submit a scaled site plan that clearly depicts the streamside buffer comprised of the following three separate Zones:

Zone 1 – The landward area located between the streambank edge under typical flow conditions and the largest combined width of all of the following:

- fifteen (15) feet as measured directly perpendicular from the streambank edge;
- the 100-year floodplain;
- any adjoining identified wetlands; and/or,
- any adjoining area characterized by slopes exceeding twenty-five percent (25%).

Zone 2 – The area beginning at the inland edge of the above-described Zone 1 and extending at least sixty (60) feet inland therefrom; and,

Zone 3 – The area beginning at the inland edge of the above-described Zone 2 and extending at least fifteen (15) feet inland therefrom. Where a pasture is proposed just beyond the above-described Zone 2, no Zone 3 is required;



Buffer Plantings – Each of the respective Zones of the streamside buffer shall include vegetation that already exists or will be planted and maintained by the applicant that satisfies the following design objectives. The applicant shall submit expert evidence that the existing and/or proposed vegetation satisfies such objectives:

Zone 1 – This Zone must include mature canopy trees and a ground cover of warm season grasses. New tree plantings should be selected, arranged and managed to accelerate canopy growth, and offer native species habitat and food supply. New grass plantings should be selected and managed to filter-out pollutants and offer habitat. All vegetation within this Zone must thrive in wet conditions;

Zone 2 - This Zone must include mature canopy trees generally three rows deep and a natural undercover. New tree plantings should be selected that are rapid growing so as to intercept passing nutrients. Such trees should also be arranged and managed to accelerate canopy growth, and offer native species habitat and food supply. Successive undercover plants should also be allowed to “evolve” with the canopy of this Zone;

Zone 3 – This Zone should be planted with warm season grasses that are allowed to mature naturally without mowing. The tall grasses ensure that overland storm water flows do not “channel” into Zone 2. New grass plantings should be selected and managed to enable controlled grazing or haying so long as the grasses are not reduced to a point where they are no longer able to effectively disperse the surface water flows.

Buffer Use and Maintenance – Streamside buffers must be generally undisturbed. Mature trees and long grasses absorb more nutrients than do manicured plants. Similarly the more extensive root systems retain passing sediments. These characteristics reduce pollution and yield abundant food and habitat for wildlife. The temptation to “over-maintain” the streamside must be overcome. The following lists required maintenance activities for each Zone and the applicant must present a working plan that demonstrates compliance with such activities and practices:

Zone 1 – This Zone compels requires little maintenance. As trees mature, die and decay it is important that such natural debris be allowed to decompose within the stream. This will provide important food and habitat for beneficial microorganisms, fish and amphibious animals. Streamside grasses should similarly be allowed to seasonally flourish and recede. Manmade activities should be very limited and confined to perpendicular passages from Zone 2. Intensive-used locations should be fitted with raised walkways and reinforced embankments. Streamside cleanup of junk and manmade debris is permitted. No animal watering and crossing locations are permitted.

Zone 2 – This Zone requires the most attention but not for some time after initial planting. Here the objective is to develop a stable and broad canopy of tree cover. The trees within Zone 2 are fast-growing and therefore consume many nutrients. The regular pruning and trimming of these trees will increase their nutrient consumption, but should not jeopardize the important overhead canopy of shade. The natural undercover should be undisturbed except for periodic litter cleanup. Pedestrian paths can weave through Zone 2 but should be provided with raised walkways to prevent compacted soils and root damage.

Zone 3 – This Zone also requires little maintenance. Long summer grasses should be allowed to flourish and recede with the seasons. Grazing and haying is permitted so long as the residual grass length is sufficient to disperse overland storm water flows into Zone 2 and avoid channelization.

Protection of Natural & Cultural Features

In the recent past, the Borough has begun to effectively work with developers who are proposing new subdivisions. This work should continue and be validated through effective regulations that mandate effective site planning. The local zoning and subdivision ordinances need to be fitted with requirements and incentives that protect these features. The first step in this process is called a “proper site planning process.” Would-be developers should be required to perform a detailed inventory of natural and cultural features that are contained upon the proposed site, and then devise a plan that integrates and protects them. Early in the subdivision/land development process, developers should present their natural and cultural features inventory to local officials, and then explain what measures they are using to protect the important conditions. Regulations for this process typically include the preparation of environmental impact reports by qualified experts. ***Denver Borough should apply suitable environmental impact report requirements for floodplains, wetlands, riparian buffers, historic sites, areas of suspected archaeological significance, and steep slopes within its newly-enacted Subdivision/Land Development Ordinance as a high priority within the first year.***

But, identifying important site characteristics is just the beginning. Without design flexibility, developers will be reluctant to protect these features if it means a reduction in the permitted development density/intensity. It is imperative that the Borough carefully craft zoning regulations that provide design flexibility, and even density bonuses, for projects that protect sensitive environmental conditions. Clustering of buildings and use of higher-density forms of housing (e.g., townhouses, quadraplexes, zero-lot line, duplexes, and multi-family dwellings) can usually offer sufficient design flexibility, so that sites with significant development constraints can yield a reasonable development return. Sites with higher amounts of limitations should be entitled to greater design flexibility; in this manner, developers can “partner” with the community in natural conservation.

Today, the Borough has some elements of clustering within its Zoning Ordinance; however, the effect of these regulations combine to provide far too great an incentive for over-development of the site with all townhouses or garden apartments. Since developers cannot already achieve the maximum permitted density, there is no density incentive for them to help to protect natural features. To the contrary, the less area consumed for open space, the greater number of potential units and profits. Conversely, cluster-like regulations for developments with a mix of unit types are penalized with a density below that permitted by right within the Zone. It is noted that these regulatory weaknesses have been overcome by the Borough’s power of suggestion and negotiation with would-be developers who are willing to meet local officials demands; however, this legal position is less than advisable. It would be far better for the Borough to have a specific set of established design standards that balance the need for environmental protection and usable parkland with reasonable development density. Then, local officials could enter the development review process with confidence that the developers have been suitably informed of the Borough’s development objectives, without having to resort to public “arm-twisting,” however effective it has been to date.

The Borough should comprehensively revise its residential zoning policies to promote the right style, density and design of future development. Regulations for older, established neighborhoods (R-2 Zone) should reflect existing conditions, so that less bureaucracy is imposed on normal projects and activities. Within the R-1 Zone, base densities should be kept quite low (3-4 units/acre), and density bonuses offered up to 6 units per

Protection of Natural & Cultural Features – Continued

acre for projects that incorporate environmental protection or offer usable open space. These densities should be applied on the entire site, and not just its “developable area.” This type of development can be permitted by right with a sound sketch and/or preliminary plan review process, but is more often accomplished via a conditional use zoning hearing process. It would seem that the conditional use review process is well suited within Denver Borough, because of the lack of expansive growth areas that could overwhelm local meeting agendas.

Then, to support its use, one member from the Planning Commission should be assigned to become an expert on one of the particular local natural/cultural conditions (e.g., floodplains, wetlands, riparian buffers, steep slopes, historic sites, proposed loop trail, etc.), so that when developments are proposed within such areas, that person can help evaluate the applicant’s means to protect or enhance the resource. Over time, experience and knowledge will be gained to make the Borough a better steward of the environment, and developers will come to realize that they will be held to a higher environmental standard.

To promote preservation of the Borough’s historic resources, the Borough had a detailed inventory conducted in 1995. “The conduct of this detailed inventory represents a good start toward the preservation of the Borough’s history, but now ***the Borough should move past a mere compilation of data. Rather, it should recognize the importance of its historic features and devise an acceptable program for their protection by:***

- 1. Establishing realistic goals to implement suitable preservation guidelines and standards. Realistic goals should be established that are adopted with considerable public scrutiny and support (make sure that goals are achievable);***
- 2. Applying for listing on the National Register for those eligible sites as identified in the detailed survey;***
- 3. Adding regulations into the Zoning Ordinance which will help achieve historic preservation goals, like the review of demolitions; design guidelines for infill construction; Historic Overlay Zones; incentives for adaptive reuse, rather than demolition, etc.;***
- 4. Updating existing zoning regulations to resolve conflicts with historic preservation goals, like incompatible uses, excessive setbacks, required off-street parking, reduced lot coverage, etc.; and,***
- 5. Developing partnerships with community groups and organizations, to facilitate a public education initiative about local history and the historic resources in the municipality.”¹***

¹Letter from Carol E. Wilson, Historic Preservation Specialist to Harry Roth.

IMPLEMENTATION STRATEGY

The implementation strategy for this Plan is phased over a five-year time frame and organized by each functional area. It lists the responsibility and estimated cost for each recommendation, then consolidates the recommendations into an Action Plan format for each year that includes potential funding sources.

Implementation Schedule			
Recommended Actions Related to Recreation Administration	Responsible Party	Time Frame	Estimated Cost
1. The Recreation Board should assume the role of coordinator for all of the recreation programs and services in the Borough.	Recreation Board	2003	N/A
2. Denver Borough office staff should become the central information source for (scheduling) reserving all park areas and facilities	Borough Staff	2003	N/A
3. The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities.	Recreation Board	2003-2007	N/A
4. The Borough web site should be enhanced by including information concerning the recreational facilities, reservations and registrations available in Memorial Park, Community Pool and other parks.	Borough Staff	2003	N/A
5. Denver Borough should purchase a membership to the Pennsylvania Recreation and Park Society (PRPS) for the Borough Manager and the Recreation Board.	Municipal Officials	2004	\$300
6. The Recreation Board's roles and responsibilities should be re-defined in writing and a training program to orient all members should be implemented.	Recreation Board	2003	N/A
7. The Borough should cooperate with East Cocalico Township to prepare an application to the Pennsylvania Department of Conservation and Natural Resources (DCNR) for a Peer-to-Peer Project to determine whether to form a Regional commission for parks and recreation.	Municipal Officials	2003	\$250
8. The Borough should develop a standard application form that all individuals or groups must complete to request use of Memorial Park and other park areas and recreational facilities.	Borough Staff	2003	N/A
9. The Recreation Board should adopt a mission statement for its operation and general goals to guide its work.	Recreation Board	2003	N/A
Recommended Actions Related to Recreation Programs	Responsible Party	Time Frame	Estimated Cost
1. The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses.	Recreation Board	2003-2007	N/A
2. Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include: summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center.	Recreation Board	2003-2007	N/A
3. The Recreation Board should encourage all recreation program providers to implement the processing of background clearances for staff and volunteers as a condition of employment or volunteering.	Recreation Board	2003, 2004	N/A
4. The Recreation Board should encourage all youth sports associations to adopt a code of ethics and conduct that must be signed by officers, coaches, parents, and children.	Recreation Board	2004	N/A
5. The Recreation Board should inventory and promote which recreation providers allow access to programs regardless of ability to pay, and standardize as much as possible the process participants need to follow if they are unable to pay the full fees.	Recreation Board	2005	N/A
6. The Recreation Board should adopt a written policy statement regarding inclusion of persons with disabilities for recreation programs that is agreed upon by all providers, and develop an inclusion process for them to follow.	Recreation Board	2004	N/A
Recommended Actions Related to Finances	Responsible Party	Time Frame	Estimated Cost
1. All fees and charges currently charged for the Community Pool and Memorial Park facilities should be inventoried and adjusted to maximize revenue equal to surrounding providers. All fees should be collected and retained by the Borough to offset the expense of maintaining these facilities.	Borough Staff Park Association	2003	N/A

Implementation Schedule

2. The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park.	Borough Staff	2003-2007	N/A
3. The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park.	Park Association	2004-2007	N/A
4. The Borough should begin budgeting both income and expenses for recreation programs.	Municipal Officials	2003-2007	N/A
5. The Denver Park and Playground Association should hold a community-wide fund-raising campaign for capital improvements at Denver Memorial Park.	Municipal Officials	2003, 2004	N/A
6. The Borough should examine the list of potential funding sources and always be on the lookout for additional sources.	Borough Staff Recreation Board Municipal Officials	2003-2007	N/A
7. The Borough and Park Association should annually budget funds to complete the list of needed repairs in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i> .	Park Association	2003-2007	N/A
Recommended Actions Related to Maintenance	Responsible Party	Time Frame	Estimated Cost
1. The Borough should contract with a tree service to remove all of the dead branches and hazardous trees in Memorial Park.	Municipal Officials	2003	\$5,000
2. The Borough should contract with a Certified Playground Safety Inspector to obtain a complete play equipment safety audit at Memorial Park and all Borough sites.	Municipal Officials	2003-2007	\$2,000
3. The Borough should replace the existing four (4) foot high fencing (some chain link and some wire) at Community Pool with an six (6) foot high fence with barbed wire to better deter trespassing.	Borough Staff	2003	\$15,000
4. The Borough should bring all outdoor wiring and electrical equipment in Memorial Park up to code for a public recreational area, with a priority of removing all overhead wiring.	Borough Staff	2004, 2005	\$
5. The Borough should hire a full-time maintenance employee for Memorial Park, utilizing fees paid for facility use and funds contributed by park partners.	Park Association	2003	\$25,000
6. Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records.	Borough Staff	2003-2007	N/A
7. The Borough should establish standards of care for all park areas and recreational facilities.	Municipal Officials	2005	N/A
8. The Borough should develop an annual maintenance calendar of normal recurring duties for each separate facility that includes a list of duties to be performed, who is responsible for each duty and the frequency of performance.	Municipal Officials	2004	N/A
9. The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i> , and subsequent inspections.	Municipal Officials Park Association	2003-2007	N/A
10. The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season.	Park Association	2003-2007	N/A
11. The Borough and Park Association should meet to adopt a uniform set of park rules and regulations.	Municipal Officials Park Association	2004	N/A
Recommended Actions Related to Facilities	Responsible Party	Time Frame	Estimated Cost
1. A moratorium should be placed on the construction of new facilities in Memorial Park and all available resources should be focused on resolving the safety issues and backlog of maintenance work.	Municipal Officials Park Association	2003-2007	N/A
2. The parking areas and road system at Memorial Park should be better defined.	Borough Staff Park Association	2004, 2005	N/A
3. Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually.	Borough Staff Park Association	2003-2007	N/A

Implementation Schedule			
4. The Recreation Board should meet with the School District to clarify the procedures to follow to obtain use of school facilities for community recreation programs.	Recreation Board	2003	N/A
5. A master site development/rehabilitation plan should be completed for Memorial Park.	Park Association Borough Staff	2003	\$0 to \$20,000
6. Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples.	Recreation Board	Ongoing	8 man hours
7. Adopt a riparian buffer ordinance within Zoning Ordinance.	Municipal Officials	2003	\$500
8. Initiate and continue streamside riparian buffer workshop for interested students as part of regular curriculum.	School District	2003-2007	-0-
9. Enact environmental impact standards within SLDO.	Municipal Officials	2003	\$1,500
10. Comprehensively revise residential zoning policies to promote environmental protection and open space provision.	Municipal Officials	2004	\$2,500
11. Adapt zoning policies to promote historic preservation.	Municipal Officials	2004	\$2,500
12. Establish practical goals and standards for historic preservation.	Municipal Officials, Planning Commission Staff	2004	200 man hours
13. Apply for listing on National Register for eligible sites.			
14. Promote greater awareness for historic preservation.		Ongoing	

YEAR 1 ACTION PLAN (2003)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
RECREATION ADMINISTRATION	<ul style="list-style-type: none"> The Recreation Board should assume the role of coordinator for all of the recreation programs and services in the Borough 	Recreation Board	N/A	
	<ul style="list-style-type: none"> Denver Borough office staff should become the central information source for (scheduling) reserving all park areas and facilities. 	Borough Staff		
	<ul style="list-style-type: none"> The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> The Borough web site should be enhanced by including information concerning the recreational facilities, reservations and registrations available in Memorial Park, Community Pool and other parks. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Recreation Board's roles and responsibilities should be re-defined in writing and a training program to orient all members should be implemented. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> The Borough should cooperate with East Cocalico Township to prepare an application to the Pennsylvania Department of Conservation and Natural Resources (DCNR) for a Peer-to-Peer Project to determine whether to form a Regional commission for parks and recreation. 	Municipal Officials	\$250	Borough General Fund
	<ul style="list-style-type: none"> The Borough should develop a standard application form that all individuals or groups must complete to request use of Memorial Park and other park areas and recreational facilities. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Recreation Board should adopt a mission statement for its operation and general goals to guide its work. 	Recreation Board	N/A	
RECREATION PROGRAMS	<ul style="list-style-type: none"> The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> The Recreation Board should encourage all recreation program providers to implement the processing of background clearances for staff and volunteers as a condition of employment or volunteering. 	Recreation Board		
	<ul style="list-style-type: none"> The Recreation Board and Park Association should hold outdoor music concerts and performances at Denver Memorial Park. 	Recreation Board Park Association		
	<ul style="list-style-type: none"> The Recreation Board should work with the area youth sports associations to offer instructional sports programs for children. 	Recreation Board		
	<ul style="list-style-type: none"> The Recreation Board should locate a qualified instructor and begin offering early evening adult exercise classes at the Recreation Center. 	Recreation Board		
	<ul style="list-style-type: none"> The Recreation Board should offer a variety of aquatic programs at the Community Pool, including aquacize, scuba, snorkeling, beginner to advanced swim lessons, competitive stroke classes, themed parties, and teen dances. 	Recreation Board		
	<ul style="list-style-type: none"> The Recreation Board should actively promote to Denver residents the Cocalico School District's winter and summer community recreation programs. 	Recreation Board		
FINANCES	<ul style="list-style-type: none"> All fees and charges currently charged for the Community Pool and Memorial Park facilities should be inventoried and adjusted to maximize revenue equal to surrounding providers. All fees should be collected and retained by the Borough to offset the expense of maintaining these facilities. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Borough should begin budgeting both income and expenses for recreation programs. 	Municipal Officials	N/A	

YEAR 1 ACTION PLAN (2003)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
	<ul style="list-style-type: none"> The Denver Park and Playground Association should hold a community-wide fund-raising campaign for capital improvements at Denver Memorial Park. 	Municipal Officials		
	<ul style="list-style-type: none"> The Borough should examine the list of potential funding sources and always be on the lookout for additional sources. 	Borough Staff Municipal Officials Recreation Board	N/A	
MAINTENANCE	<ul style="list-style-type: none"> The Borough should contract with a tree service to remove all of the dead branches and hazardous trees in Memorial Park. 	Municipal Officials	\$5,000	
	<ul style="list-style-type: none"> The Borough should contract with a Certified Playground Safety Inspector to obtain a complete play equipment safety audit at Memorial Park and all Borough sites. 	Municipal Officials	\$2,000	Borough General Fund
	<ul style="list-style-type: none"> The Borough should replace the existing four (4) foot high fencing (some chain link and some wire) at Community Pool with an six (6) foot high fence with barbed wire to better deter trespassing. 	Borough Staff	\$15,000	Borough General Fund Pool User Fees
	<ul style="list-style-type: none"> The Borough should hire a full-time maintenance employee for Memorial Park. 	Municipal Officials	\$25,000	Pavilion User Fees Borough General Fund
	<ul style="list-style-type: none"> Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i>, and subsequent inspections. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season. 	Park Association	N/A	
FACILITIES	<ul style="list-style-type: none"> A moratorium should be placed on the construction of new facilities in Memorial Park and all available resources should be focused on resolving the safety issues and backlog of maintenance work. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The Recreation Board should meet with the School District to clarify the procedures to follow to obtain use of school facilities for community recreation programs. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> A master site development/rehabilitation plan should be completed for Memorial Park. 	Park Association Borough Staff	\$0 to \$20,000	PA DCNR (50% funding) In-kind contribution from area landscape architect.
	<ul style="list-style-type: none"> Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples. 	Recreation Board	8 man hours	
	<ul style="list-style-type: none"> Adopt a riparian buffer ordinance within Zoning Ordinance. 	Municipal Officials	\$500	
	<ul style="list-style-type: none"> Initiate and continue a streamside riparian buffer workshop for interested students as part of regular curriculum. 	School District	-0-	
	<ul style="list-style-type: none"> Enact environmental impact standards within SLDO. 	Municipal Officials	\$1,500	
	<ul style="list-style-type: none"> Promote greater awareness for historic preservation. 	Borough Staff	8 man hours	

YEAR 2 ACTION PLAN (2004)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources	
RECREATION ADMINISTRATION	<ul style="list-style-type: none"> The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. 	Recreation Board	\$300	Borough General Fund	
	<ul style="list-style-type: none"> Denver Borough should purchase a membership to the Pennsylvania Recreation and Park Society (PRPS) for the Borough Manager and the Recreation Board. 	Municipal Officials			
RECREATION PROGRAMS	<ul style="list-style-type: none"> The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses. 	Recreation Board	N/A		
	<ul style="list-style-type: none"> Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center. 	Recreation Board	N/A		
	<ul style="list-style-type: none"> The Recreation Board should encourage all recreation program providers to implement the processing of background clearances for staff and volunteers as a condition of employment or volunteering. 	Recreation Board	N/A		
	<ul style="list-style-type: none"> The Recreation Board should encourage all youth sports associations to adopt a code of ethics and conduct that must be signed by officers, coaches, parents, and children. 	Recreation Board	N/A		
	<ul style="list-style-type: none"> The Recreation Board should adopt a written policy statement regarding inclusion of persons with disabilities for recreation programs that is agreed upon by all providers, and develop an inclusion process for them to follow. 	Recreation Board	N/A		
	<ul style="list-style-type: none"> The Recreation Board should plan and offer a summer day camp for ages 5 to 13 at Denver Memorial Park to take the place of the contracted YMCA summer program. 	Recreation Board			
	<ul style="list-style-type: none"> The Recreation Board should offer performing arts classes for children and adults at the Recreation Center. 	Recreation Board			
	<ul style="list-style-type: none"> The Recreation Board should form a teen community service club. 	Recreation Board			
	<ul style="list-style-type: none"> The Recreation Board should work closely with the Denver Golden Years Circle to offer additional activities for senior citizens. 	Recreation Board			
	<ul style="list-style-type: none"> The Recreation Board should plan and offer preschool (ages 3-5) special events for children with their parents, such as Breakfast with Santa, Halloween Costume Party, Valentine's Day Dance, St. Patrick's Day Party, etc. 	Recreation Board			
	FINANCES	<ul style="list-style-type: none"> The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park. 	Borough Staff	N/A	
		<ul style="list-style-type: none"> The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park. 	Park Association	N/A	
<ul style="list-style-type: none"> The Borough should begin budgeting both income and expenses for recreation programs. 		Municipal Officials	N/A		
<ul style="list-style-type: none"> The Denver Park and Playground Association should hold a community-wide fund-raising campaign for capital improvements at Denver Memorial Park. 		Municipal Officials			
<ul style="list-style-type: none"> The Borough should examine the list of potential funding sources and always be on the lookout for additional sources. 		Borough Staff Municipal Officials	N/A		
MAINTENANCE	<ul style="list-style-type: none"> The Borough should begin remediation recommended by the 2003 audit. 	Municipal Officials	\$2,500		
	<ul style="list-style-type: none"> The Borough should bring all outdoor wiring and electrical equipment in Memorial Park up to code for a public recreational area, with a priority of removing all overhead wiring. 	Borough Staff	\$20,000	In-kind contribution from area electrical contractors.	
	<ul style="list-style-type: none"> The Borough should develop an annual maintenance calendar of normal recurring duties for each separate facility that includes a list of duties to be performed, who is responsible for each duty and the frequency of performance. 	Municipal Officials	N/A		

YEAR 2 ACTION PLAN (2004)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
	<ul style="list-style-type: none"> The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i>, and subsequent inspections. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. 	Borough Staff		
	<ul style="list-style-type: none"> The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season. 	Park Association		
	<ul style="list-style-type: none"> The Borough and Park Association should meet to adopt a uniform set of park rules and regulations. 	Municipal Officials Park Association	N/A	
FACILITIES	<ul style="list-style-type: none"> A moratorium should be placed on the construction of new facilities in Memorial Park and all available resources should be focused on resolving the safety issues and backlog of maintenance work. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The parking areas and road system at Memorial Park should be better defined. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples. 	Recreation Board	8 man hours	
	<ul style="list-style-type: none"> Continue to offer a streamside riparian buffer workshop for interested students as part of regular curriculum. 	School District	-0-	
	<ul style="list-style-type: none"> Comprehensively revise residential zoning policies to promote environmental protection and open space provision. 	Municipal Officials	\$2,500	
	<ul style="list-style-type: none"> Adapt zoning policies to promote historic preservation. 	Municipal Officials	\$2,500	
	<ul style="list-style-type: none"> Establish practical goals and standards for historic preservation. 	Municipal Officials Planning Comm. Borough Staff	200 man hours	
	<ul style="list-style-type: none"> Promote greater awareness for historic preservation. 	Borough Staff	8 man hours	

YEAR 3 ACTION PLAN (2005)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
RECREATION ADMINISTRATION	<ul style="list-style-type: none"> The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. 	Recreation Board	N/A	
RECREATION PROGRAMS	<ul style="list-style-type: none"> The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> The Recreation Board should inventory and promote which recreation providers allow access to programs regardless of ability to pay, and standardize as much as possible the process participants need to follow if they are unable to pay the full fees. 	Recreation Board	N/A	
FINANCES	<ul style="list-style-type: none"> The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park. 	Park Association	N/A	
	<ul style="list-style-type: none"> The Borough should begin budgeting both income and expenses for recreation programs. 	Municipal Officials	N/A	
	<ul style="list-style-type: none"> The Borough should examine the list of potential funding sources and always be on the lookout for additional sources. 	Borough Staff Municipal Officials	N/A	
MAINTENANCE	<ul style="list-style-type: none"> The Borough should continue remediation of play equipment at Memorial Park and all Borough sites. 	Municipal Officials	\$2,500	
	<ul style="list-style-type: none"> The Borough should bring all outdoor wiring and electrical equipment in Memorial Park up to code for a public recreational area, with a priority of removing all overhead wiring. 	Borough Staff		
	<ul style="list-style-type: none"> The Borough should establish standards of care for all park areas and recreational facilities. 	Municipal Officials	N/A	
	<ul style="list-style-type: none"> Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. 	Borough Staff		
	<ul style="list-style-type: none"> The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i>, and subsequent inspections. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season. 	Park Association		
FACILITIES	<ul style="list-style-type: none"> A moratorium should be placed on the construction of new facilities in Memorial Park and all available resources should be focused on resolving the safety issues and backlog of maintenance work. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The parking areas and road system at Memorial Park should be better defined. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples. 	Recreation Board	8 man hours	
	<ul style="list-style-type: none"> Continue to offer a streamside riparian buffer workshop for interested students as part of regular curriculum. 	School District	-0-	
	<ul style="list-style-type: none"> Promote greater awareness for historic preservation. 	Borough Staff	8 man hours	

YEAR 4 ACTION PLAN (2006)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
RECREATION ADMINISTRATION	<ul style="list-style-type: none"> The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. 	Recreation Board	N/A	
RECREATION PROGRAMS	<ul style="list-style-type: none"> The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center. 	Recreation Board	N/A	
FINANCES	<ul style="list-style-type: none"> The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park. 	Park Association	N/A	
	<ul style="list-style-type: none"> The Borough should begin budgeting both income and expenses for recreation programs. 	Municipal Officials	N/A	
	<ul style="list-style-type: none"> The Borough should examine the list of potential funding sources and always be on the lookout for additional sources. 	Borough Staff Municipal Officials	N/A	
MAINTENANCE	<ul style="list-style-type: none"> The Borough should continue to remediate play equipment at Memorial Park and all Borough sites. 	Municipal Officials Park Association		
	<ul style="list-style-type: none"> Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. 	Borough Staff		
	<ul style="list-style-type: none"> The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i>, and subsequent inspections. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season. 	Park Association		
FACILITIES	<ul style="list-style-type: none"> A moratorium should be laced on the construction of new facilities in Memorial Park and all available resources should be focused on resolving the safety issues and backlog of maintenance work. 	Borough Staff Park Association	N/A	
	<ul style="list-style-type: none"> Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples. 	Recreation Board	8 man hours	
	<ul style="list-style-type: none"> Continue to offer a streamside riparian buffer workshop for interested students as part of regular curriculum. 	School District	-0-	
	<ul style="list-style-type: none"> Promote greater awareness for historic preservation. 	Borough Staff	8 man hours	

YEAR 5 ACTION PLAN (2007)

Goal Addressed	Action	Responsibility	Estimated Cost	Potential Funding Sources
RECREATION ADMINISTRATION	<ul style="list-style-type: none"> The Recreation Board should utilize all available "free" opportunities to publicize area recreation programs and facilities. 	Recreation Board		
RECREATION PROGRAMS	<ul style="list-style-type: none"> The Recreation Board should actively pursue programs that can be cooperatively planned and conducted with other groups, are revenue producing, and are very likely to at least recover all program expenses, have grants available to help with expenses. 	Recreation Board	N/A	
	<ul style="list-style-type: none"> Recreation programs should be planned that also have the likelihood of being financially self-sufficient. These include summer day camp, outdoor concerts, instructional sports, performing arts classes, fitness/wellness classes, aquatic programs, sports camps, teen community service club, senior citizen club/center. 	Recreation Board	N/A	
FINANCES	<ul style="list-style-type: none"> The Borough should assume the responsibility to pay for all routine and recurring expenses, such as utilities necessary to operate Denver Memorial Park. 	Borough Staff	N/A	
	<ul style="list-style-type: none"> The Park Association should conduct an annual special event with the goal to raise funds needed to rehabilitate and improve Denver Memorial Park. 	Park Association	N/A	
	<ul style="list-style-type: none"> The Borough should begin budgeting both income and expenses for recreation programs. 	Municipal Officials	N/A	
	<ul style="list-style-type: none"> The Borough should examine the list of potential funding sources and always be on the lookout for additional sources. 	Borough Staff Municipal Officials	N/A	
MAINTENANCE	<ul style="list-style-type: none"> The Borough should continue to remediate play equipment at Memorial Park and all Borough sites. 	Municipal Officials		
	<ul style="list-style-type: none"> Borough staff should complete routine inspections of all park areas and recreational facilities, including play equipment and the swimming pool utilizing written checklist forms and maintaining records. 	Borough Staff		
	<ul style="list-style-type: none"> The Borough and Park Association should annually prioritize the list of needed repairs to be completed in Memorial Park from the inventory included in <i>Chapter VI. Facilities Inventory</i>, and subsequent inspections. 	Municipal Officials Park Association	N/A	
	<ul style="list-style-type: none"> The Park Association should organize an annual community clean-up weekend, inviting volunteers to help get the park ready for another season. 	Borough Staff Park Association		
FACILITIES	<ul style="list-style-type: none"> Park rehabilitation projects needed to make facilities in Memorial Park accessible to the handicapped should be pursued annually. 	Borough Staff Park Association		
	<ul style="list-style-type: none"> Develop and distribute information about riparian buffers, including benefits, standards, CREP funding, and successful examples. 	Recreation Board	8 man hours	
	<ul style="list-style-type: none"> Continue to offer a streamside riparian buffer workshop for interested students as part of regular curriculum. 	School District	-0-	
	<ul style="list-style-type: none"> Promote greater awareness for historic preservation. 	Borough Staff	8 man hours	