

TITUSVILLE

Comprehensive Recreation, Park, and Open Space Plan



Pashek Associates

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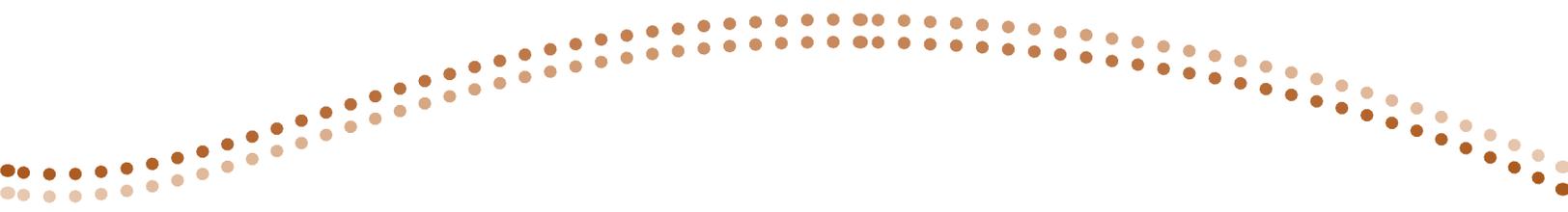
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Executive Summary

The Titusville area lies in the southeastern corner of Crawford County, Pennsylvania. Using the Titusville Area School District as its boundaries, the area encompasses nine municipalities in three counties. With the City of Titusville as its focal point, the area comprises a large part of the Oil Region known as “The Valley that Changed the World.”

Parks and recreation have long been an integral part of life in the Titusville area. With a long history in local parks such as Scheide, Robert’s Grove and Burgess, along with Oil Creek State Park located just south of the City, area residents have had the luxury of high quality recreation facilities in this rural community. The Titusville Leisure Services Board (TLSB) and its predecessors have been offering a gamut of recreational programming for decades. The intergovernmental TLSB, a cooperative effort between the City and the School District, has been recognized across the Commonwealth as one of the best of its kind. Ask anyone in Titusville what they like about their City, and the parks and recreation are bound to be mentioned.



This recreation, park, and open space plan will play a critical role in maintaining the quality of life for current and future residents while protecting the strong history of its parks and recreation. The process utilized to develop this Plan included extensive public participation, detailed inventory and assessment, and the development of recommendations for the future of parks and recreation for the area.

When planning for the future of recreation, parks, and open space in a community, it is important to develop an understanding of the community as a whole. Information on demographics and community resources provides a context within which this Plan was generated. A familiarity with this information ensures the development of a plan that is realistic, sensitive to current issues, and tailored to this unique community.

PUBLIC PARTICIPATION

The input received through the public participation process was an important asset in developing viable recommendations for the future of parks and recreation. The public input process included public meetings, close work with a study committee, key person interviews, an internet blog, and a recreation questionnaire. Key parks and recreation needs that were identified through the public input are:

- Maintain and upgrade existing parks
- Re-structure the Titusville Leisure Services Board to clarify the role of the T ASD and the City and to establish clearly defined funding of the organization
- Establish systems, policies, and procedures to make the TLSB more functional in the community
- Identify and secure sources to adequately fund the TLSB
- Seek ways to reach out to smaller municipalities within the T ASD to improve their community parks and build support for the TLSB
- Expand programming options

- Remember the history of parks and recreation in Titusville. Recreate the best recreational programs and opportunities of the past to enhance the future.
- Support the development of the Queen City Trail and its role as a component of the Erie-to-Pittsburgh Trail
- Capitalize on the economic potential of the existing and proposed trail systems
- Create appropriate trailheads for the Queen City Trail and the Oil Creek Water Trail

These common themes were used as the basis to develop the Plan’s vision, goals, and implementation strategies.



KEY RECOMMENDATIONS

Two needs stood out among all as the priorities for improvements and changes in the Titusville Region. One is the need to upgrade, enhance, and restore the area’s municipal parks to the level of quality they once had. Many residents remember the parks as being tops in quality and function over their many years of existence. More recently, financial constraints and organizational difficulties have resulted in a significant decline in the care of the parks. Residents feel very strongly that this needs to change.

The second key issue is the need to improve the operations of the Titusville Leisure Services Board. Public input suggests that the Board needs to be able to better respond to the resident’s recreational needs and provide programming that is well balanced and focused on meeting the high expectations that have long been a part of the community.

The top two recommendation of this plan address these needs.

Improving Local parks

The first goal of the plan is to “maintain and upgrade the existing parks system that provides recreational opportunities throughout the area while being sensitive to the financial constraints of each community.” To do this, the plan recommends that the City adopt a policy to maintain and manage the City parks under a three-tiered system. The system establishes these tiers:

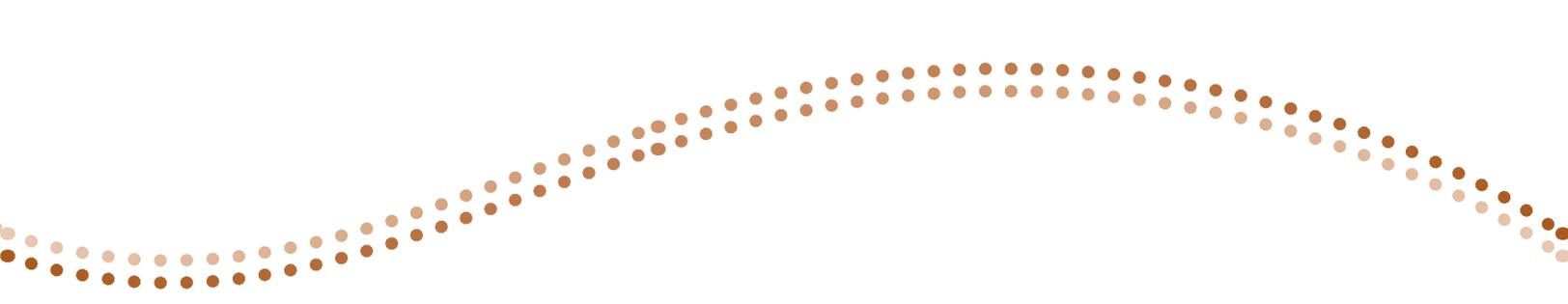
Primary Parks - Burgess, Myer Sports Complex, Robert’s Grove, and Scheide

These parks tend to serve as the primary recreation facilities for the entire community including the City and surrounding municipalities. These are parks that receive the highest use and have the most facilities. They should be the top priority for maintenance, rehabilitation, and long-term sustainability.

Secondary Parks – CyTemp Field and Waterworks Ballfield

The secondary parks fall at the second level of priority. These parks are designed to meet the needs of specific sports organizations and are primarily used by them. The fields should be maintained for safety, usability, and sustainability.





The City should involve the sports organizations in both maintenance and capital improvements for these parks.

Tertiary Parks – Robert Fleming, Longway, and Sunset Heights

As the City needs to make choices on where to focus its resources, these parks become the third priority. Each of these parks serves a small segment of the City’s population and all are in need of significant upgrades to make them useable. As the City focuses its attention and resources on higher priority parks, they need to simplify the maintenance of these three parks. All existing park equipment in Longway and Sunset Heights should be removed and the parks should be maintained as open space. Residents in the Sunset Heights area should be directed to Robert’s Grove for their playground needs and those near Longway should be directed to Ed Myer Sports Complex. The City will still need to maintain these parks for safety and to meet City ordinances and deed restrictions. These parks may be developed in the future if demand dictates and finances are available.

In addition to this prioritization of the City’s Parks, a list of fifteen recommendations are made that apply to all parks that will help to ensure a systematic, high quality, on-going maintenance program for the parks. Most of these recommendations are appropriate for the parks in surrounding municipalities as well.

Improving Recreational Operations and Management

Goal two is to re-create the existing organizational structure of the TLSB to better serve the needs of the school district and the participating municipalities and the recreational needs of their residents.

This issue came up at the very first meeting of the Study Committee and carried through into almost all of the public input venues. The objectives in addressing this issue were to:

- Clarify the purpose, role, and function of the organization
- Clearly define the roles of the Commission, City, School District and other participating municipalities
- Create a new Recreation Commission that would be supported by but be somewhat autonomous from the City of Titusville and the Titusville Area School District

At the heart of the issues as it was described in the various public input sessions is the need for the Board to be more responsive to the needs of local residents.

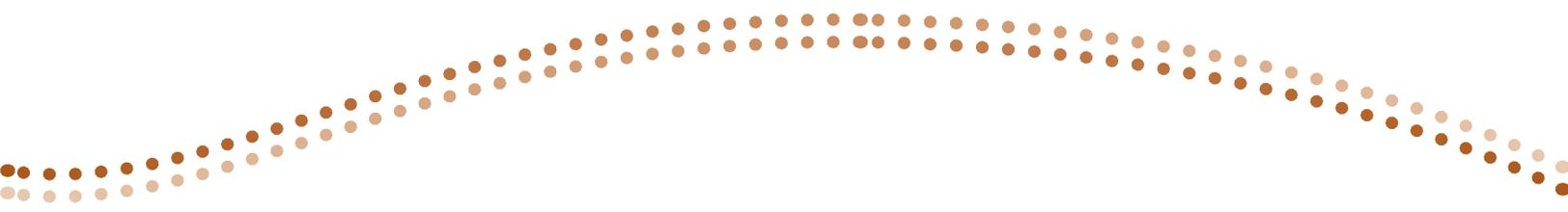
This issue was so important that when the draft recommendations were presented to the sub-committee, they chose to immediately pursue the recommended re-structuring. As a result of that, prior to the completion of this report, the City and the School District created the new Titusville Area Leisure Services Commission. The details of the Commission are described in Chapter 2 of this report and recommendations for the Commission are provided in Chapter 4. Included are recommendations for planning, staffing, facility management, publicity, programming, and interagency cooperation.

Additional Goals and Recommendations

In addition to the two primary goals, four additional goals along with related recommendations are made. They are summarily described below.

OFFER A BALANCE OF RECREATIONAL PROGRAMMING THAT MEETS THE NEEDS OF THE RESIDENTS OF THE TITUSVILLE AREA.

This recommendation proposes various program types that include reviving programs of the past as well as methods for program implementation and management. It also addresses the need to work with the YMCA and YWCA.



COMPLETE THE TRAIL SYSTEM WITHIN THE TITUSVILLE AREA AND ITS SUPPORTING AMENITIES.

The regional trail system provides tremendous recreational opportunities for Titusville area residents. One of the major gaps in the regional trail system is the link going through the City of Titusville and communities to the north. This plan supports the completion of the Queen City Trail, and related amenities, to fill that gap in the trail.

PROTECT AND PRESERVE THE NATURAL FEATURES OF THE TITUSVILLE AREA IN A WAY THAT PROVIDES FOR THEIR LONG-TERM SUSTAINABILITY.

The recommendations of this goal primarily support the recommendations of the Crawford County Greenways Plan, promoting implementation at the local level.

SECURE FUNDING FOR OPERATIONS, PLANNING, DEVELOPMENTS, ACQUISITION, AND PRESERVATION THROUGH A VARIETY OF SOURCES.

Funding strategies and sources are described as recommendations to accomplish this goal.

Introduction

COMPREHENSIVE RECREATION, PARK, OPEN SPACE, AND OPEN SPACE PLAN

Recognizing the importance of a quality, School District-wide recreation, park, and open space system, the Titusville City Commissioners joined with the Titusville Area School District to develop a regional Comprehensive Recreation, Park, and Open Space Plan. The City contracted with Pashek Associates, a recreation planning firm based in Pittsburgh, to complete the Plan. Pashek Associates worked closely with the project Study Committee throughout the planning process. The approach used to generate the Plan included a detailed inventory and professional assessment; an extensive public input process; and the development of a vision for the future of recreation, parks, and open space in the Titusville Area.

This Plan is designed to serve as a tool for addressing the current and future recreation needs of Titusville Area residents and to establish a framework for the decisions that must be made in order to provide adequate recreation facilities and programs. This Plan is broad in scope, encompassing a variety of issues pertinent to parks, recreation and open space in the Titusville Area. It lays the groundwork for the continued successful planning and development of recreation, parks, facilities, and programs.

An understanding of existing recreational opportunities provides a context within which realistic and responsive recommendations are developed

THE PLANNING PROCESS

The Planning Process took the Titusville Area through a three-step progression of questions. Those questions are:

Where Are We Now?

This question required the research of existing conditions. What are the Area's recreational and natural resources, and where are they located? What facilities and resources are available within the existing parks and recreation system? What recreational facilities are available in the Titusville Area that are offered by local municipalities, non-profit recreation providers, school districts, private entities, and other government agencies? And, what is the administrative structure that manages major recreation and/or parks systems throughout the Titusville Area, and how does it function?

Where Do We Want To Be?

This question was intended to reach out to the public in a variety of venues to help project what the future of parks and recreation should be in the Titusville Area. Public participation was gathered through five sources: a study committee that represented the residents of the school

THE COMPREHENSIVE PLANNING PROCESS

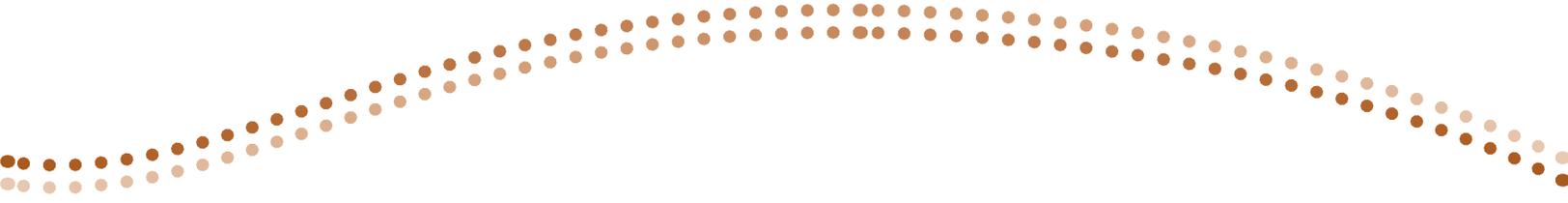
WHERE ARE WE NOW?



WHERE DO WE WANT TO BE?



HOW DO WE GET THERE?



district, two public meetings, key person interviews, an internet-based blog, and a community recreation questionnaire. Additionally, analysis was done on the findings of the existing conditions to determine needs for the future.

How Do We Get There?

The culmination of the answers to the two previous questions provides the direction on how to accomplish the recreational needs, wants, and desires of the residents. It includes a vision statement that paints a picture of what the future should be; goals for bringing the vision to fruition; and implementation strategies to accomplish the goals.

PARKS AND RECREATION - THE BENEFITS ARE ENDLESS

Parks and recreation is a critical component of community services for all Pennsylvania residents. Titusville Area Leisure Services Board, and its predecessors, has long played a significant role in the provision of parks and recreation through its extensive park and recreation system. As well, many local communities, sports organizations, seniors groups, arts organizations, recreational clubs, public entities, private businesses, and non-profits have come together to provide exceptional recreational opportunities throughout the area.

As one looks at parks, recreation, and open space across the country, the benefits are evident –senior citizens exercising to stay active and healthy; youth learning life skills by playing baseball, soccer or other youth sports; families strengthening relationships by hiking, biking or picnicking together; communities coming together through special events.

Parks and recreation opportunities encourage citizens to be engaged in their communities as volunteers, stewards, advocates and students. Access to parks and recreation facilities leads to healthy lifestyles for people of all ages. Activities in parks build self-esteem, reduce stress and improve overall wellness. Parks give communities a vital identity. Well-maintained, accessible parks and recreation facilities are key elements of strong, safe, family-friendly communities. Parks enhance property values, contribute to healthy and productive workforces and help attract and retain businesses.

Parks & Recreation

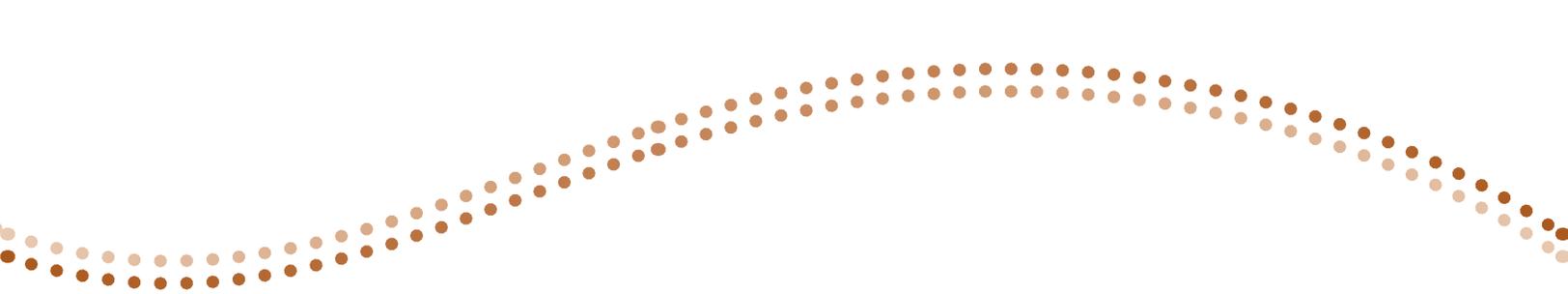
BE HAPPIER • Build Family Unity • Feel Great • TAKE CARE OF LATCH KEY CHILDREN • reduce unemployment • INCREASE COMMUNICATIONS SKILLS • Expand Knowledge • Lose weight • diminish chance

of disease • Build self-esteem • Reduce stress - promote sensitivity to cultural diversity - Provide safe places to play • Generate revenue • lower healthcare costs - Meet friends • educate children and adults • Relax - Keep Businesses from Leaving • Elevate Personal Growth - Strengthen Neighborhood Involvement • conquer boredom • provide childcare - Boost Economy • curb employee

absenteeism • increase tourism - Build strong bodies • increase property value • attract new businesses - Preserve plant and animal wildlife • instill teamwork - Live longer • create memories • protect the environment - Clean air and water • boost employee productivity • look better - Enhance relationship skills • decrease insurance premiums • control weight - Offer places for social interaction •

diminish gang violence - TEACH VITAL LIFE SKILLS • provide space to enjoy nature – Quench Competitive Thirst

The Benefits are Endless...



HOW TO USE THIS PLAN

Titusville's Comprehensive Recreation, Park, and Open Space Plan will be a powerful tool to continually build and support a high quality park, recreation and open space system. It provides direction to sustain and enhance the quality of recreational opportunities, park facilities, open spaces, and trails.

The Plan provides a framework to fulfill the Area's vision for the future of recreation, parks, and open space. The recommendations presented in this document offer a clear direction for future recreation, park, and open space initiatives in the Titusville Area. The wide scope and short, middle, and long-term range of the implementation strategies assist in realistic planning for implementation. The detailed information provided will assist in setting financial goals and the appropriate allocation of needed municipal support.

The broad scope of this Plan includes the documentation and analysis of a variety of issues pertinent to recreation, parks, and open space in the Titusville Area. The document will be a valuable resource of supporting information as the implementation strategies are completed, new strategies are developed, and documentation of existing conditions is needed.

The Plan provides the City and School District with a wealth of data and background information to support the enhancement of its recreation facilities, the preservation of the area's natural features, and the development of trails. The Plan provides needed information to support grant applications for improvement and expansion of recreation facilities.

Local residents will be the ultimate beneficiaries of new recreation facilities, preserved resources, and an enhanced economy based on the outcomes of the Plan. Residents have demonstrated a perpetual interest in the growth of a high quality system of recreation, parks, and open space. This Plan offers convenient, practical information for public consumption. Additionally, many of the key components can be used by the City, School District, other municipalities or local organizations to garner support for proposed projects or funding assistance.

Chapter 1: Background

PROFILE OF TITUSVILLE AREA, CRAWFORD COUNTY

For the purposes of this Plan, the Titusville area is defined as the ten municipalities comprising the Titusville School District. The School District includes Allegheny, Cherrytree, and Oil Creek Townships, and Pleasantville Borough in Venango County; Centerville, and Hydetown Boroughs, Oil Creek and Rome Townships, and the City of Titusville in Crawford County; and Southwest Township located in Warren County. Based on these school district boundaries, the region covers approximately 200 square miles. Just over 72.2 percent of the population is in Crawford County, with 24 percent in Venango County and 3.8 percent in Warren County.

The most densely populated portion of the District is the City of Titusville and its immediate surroundings. By the Commonwealth of Pennsylvania municipal designations, Titusville is a Third Class City; the six Townships are of the Second Class; and the remaining municipalities are classified as Boroughs. The City serves as the de facto hub of the region.

While the City of Titusville is situated in the southeast corner of Crawford County, the region includes municipalities in Crawford, Venango, and Warren Counties.

In terms of parks and recreation, while seven of the ten municipalities have local parks, the City of Titusville holds the largest number of recreation facilities and serves as the center of operations for the Titusville Leisure Services Board (TLSB) that operates recreational programming for the entire area and maintains most of the City's parks. The two most prominent parks in the City are Burgess Park and the Ed Myer Sports Complex. As well, the City is part of the intergovernmental agreement that creates the TLSB and provides it with financial support.

The Titusville Area School District (TASD), the other partner in the TLSB intergovernmental agreement, plays a significant role in the provision of recreational services to the region as it contributes financial support, recreational and administrative staff, and access to a multitude of both indoor and outdoor recreation facilities. Currently, the Director of the TLSB is an employee of the School District.

In addition to its fifteen local parks, the Titusville area includes Oil Creek State Park and the Drake Well Museum, both of which offer a host of recreational opportunities. As well, the region is rich with woodlands, streams, trails, protected open spaces, and cultural and recreational heritage that have drawn even international attention to its resources.

TITUSVILLE REGION

Municipalities:

City of Titusville

Boroughs: Centerville, Hydetown, Pleasantville

Townships: Oil Creek (Crawford County), Oil Creek (Venango County), Rome, Cherry Creek, Southwest, Allegheny

School District – Titusville Area

2010 Population – 14,151

Number of Households – 5,593

Median Household Income - \$31,000

Median Age – 41

Titusville Area Parks

- Burgess Park
- Ed Myer Sports Complex
- Roberts Grove
- Scheide Park
- CyTemp Field
- Waterworks Ballfields
- Robert Fleming Parklet
- Longeway Park
- Sunset Heights Park
- Queen City Trail
- Centerville Borough Park
- Hasbrouk Park
- Cherrytree Community Pavilion
- Pleasantville Merrick Street Fields
- Lions Club Park and Pavilion
- Oil Creek State Park
- Drake Well Museum

Three of the municipalities, the City of Titusville, Oil Creek Township, and Hydetown Borough in eastern Crawford County, comprise part of the PA Oil Heritage Region and the National Heritage Region. The overall boundaries of both regions comprise thirty-four municipalities in 708 square miles in Crawford and Venango Counties. Both Heritage regions are managed by the Oil Region Alliance for Business, Industry, and Tourism.

DEMOGRAPHICS

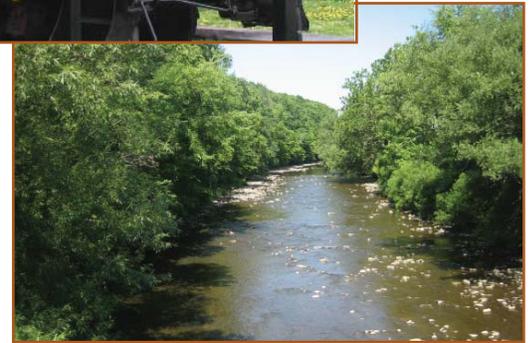
It is important to take into consideration the characteristics of the Titusville area demographics when planning for the future of parks, recreation, and open space. The following information gives a summary description of the area’s socio-economic characteristics that will influence its parks and recreation.

Population

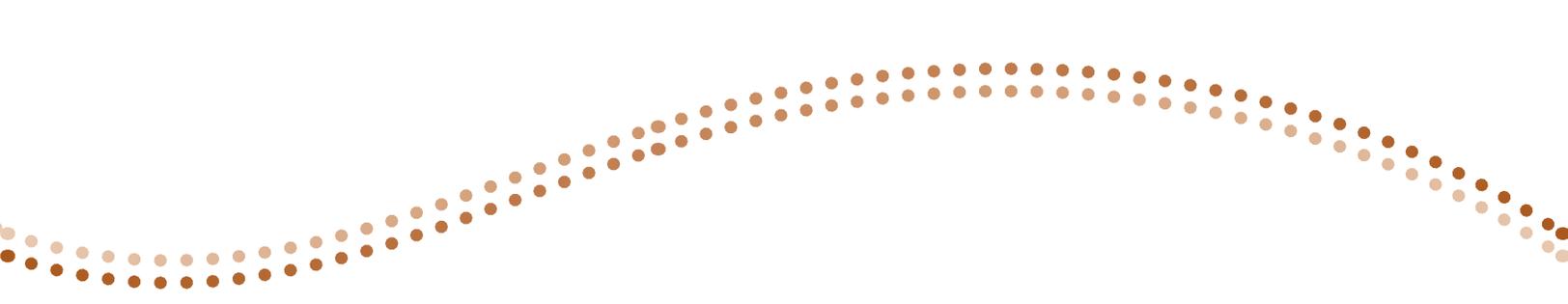
In 2010, the population for the entire area was 14,151; 7,286 were female and 6,865 were male.

As depicted in the chart below, between 2000 and 2010, the area’s population decreased by 3.72%. In comparison, the Crawford County population decreased by 1.77%; Venango dropped by 4.48%; and Warren County’s by 4.67%. During the same period the State population rose by 3.43%.

In comparing the population change for the City of Titusville (-8.87%) with that of Crawford County (-1.77%), it is notable that the City’s population decline is significantly larger than the County’s. Rome Township was the only Crawford County municipality to see a population increase, while both Pleasantville Borough and Oil Creek Township, both in Venango County, were the only others that registered an increase. All other municipalities experienced population decreases.



| Population Data | | | |
|--------------------------------|----------------|----------------|---------------------|
| Commonwealth | 2000 | 2010 | Change 2000-2010 |
| Pennsylvania | 12,281,054 | 12,702,379 | 3.43% |
| Counties | 2000 | 2010 | Change 2000-2010 |
| Crawford County | 90,366 | 88,765 | -1.77% |
| Venango County | 57,565 | 54,984 | -4.48% |
| Warren County | 43,863 | 41,815 | -4.67% |
| Total County Population | 191,794 | 185,564 | -3.25% |



| Municipalities | 2000 | 2010 | Change 2000-2010 |
|-----------------------------------|---------------|---------------|---------------------|
| Titusville City | 6,146 | 5,601 | -8.87% |
| Pleasantville Borough | 850 | 892 | 4.94% |
| Hydetown Borough | 605 | 526 | -13.06% |
| Centerville Borough | 247 | 218 | -11.74% |
| Oil Creek Township, Crawford | 1,880 | 1,877 | -0.16% |
| Oil Creek Township, Venango | 840 | 854 | 1.67% |
| Rome Township | 1,745 | 1,840 | 5.44% |
| Cherrytree Township | 1,543 | 1,540 | -0.19% |
| Allegheny Township | 281 | 276 | -1.78% |
| Southwest Township | 561 | 527 | -6.06% |
| Total Municipal Population | 14,698 | 14,151 | -3.72% |

Age Distribution

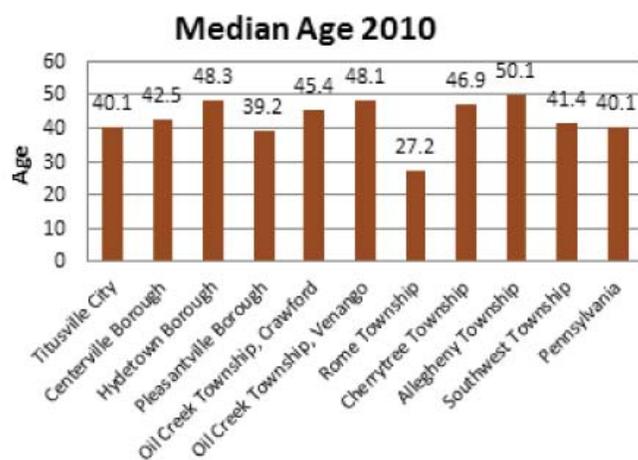
Understanding how population is distributed among various age groups is relevant when determining how to meet the recreational needs of an area. For purposes of benchmarking and comparison, the distribution of the population within certain age ranges in the year 2010 has been compared to the corresponding statistics for the three Counties and the Commonwealth. By doing so, we can draw the following conclusions about the Titusville area.

The age distribution data shows that overall, the Titusville area has a slightly older population than either Allegheny County or the Commonwealth.

| 2010 Age Distribution Analysis - Percent of Population per age group | | | | | | |
|--|-------|-------|-------|-------|-------|------|
| Municipalities | Ages | | | | | |
| | 0-9 | 10-19 | 20-34 | 35-59 | 60-74 | 75+ |
| Titusville Area | 12.7% | 14.5% | 15.5% | 33.1% | 15.4% | 8.8% |
| Crawford County | 11.8% | 14.0% | 16.4% | 34.6% | 15.5% | 7.7% |
| Venango County | 11.3% | 12.6% | 15.2% | 36.2% | 16.1% | 8.6% |
| Warren County | 10.6% | 12.5% | 14.7% | 36.5% | 16.7% | 9.0% |
| Pennsylvania | 11.6% | 13.3% | 18.8% | 34.9% | 13.7% | 7.7% |

- As depicted in the accompanying chart, the Titusville area has a higher percentage (27.2%) of children ages 0 to 19 than each of the counties as a whole and the State of Pennsylvania (24.9%).
- The Titusville area has a larger percentage (24.2%) of older adults than the overall population of the State of Pennsylvania (21.4%).
- The median age of the residents of the City of Titusville (40.1), Pleasantville Borough (39.2), and Rome Township (27.2) is equal to or lower than that of the State (40.1). These three municipalities account for 59% of the total population of the area. According to analysis by the Titusville Area School District, its median age is 41, showing that the overall median population is just slightly higher than that of the Commonwealth.

- The percentage of adults age 20 to 59 in the Titusville area is 48.6%, significantly lower than that of the State at 53.7%.
- The higher percentage of youth indicates that there is still a need to provide facilities or programs for those ages. The higher percentage of population of older citizens indicates the need to plan for programs and facilities to meet their needs as well.



Income Comparisons

An analysis of income levels is informative when determining the level of recreational service and facility improvements that a region can support. Median household income and per capita income rates in the area are compared to corresponding values for the Commonwealth.

In general, Titusville area residents earn significantly less than residents across the State. In 2010, median household income in the Titusville area was \$31,000. By comparison, households across the state earned an average of \$50,398. Similarly, per capita income in the Titusville area was significantly lower at \$19,627 compared to statewide wage earners at \$27,049.

| Income Comparison | | |
|-------------------|-------------------------|-------------------|
| | Median Household Income | Per Capita Income |
| Titusville Area | \$31,000 | \$19,627 |
| Pennsylvania | \$50,398 | \$27,049 |

The lower income levels reflected in the Titusville area indicate a lesser ability for its residents to pay for a variety of recreational activities.

Sources: The US Census Bureau

Cultural Features

TITUSVILLE AREA SCHOOL DISTRICT

The Titusville Area School District comprises all municipalities that are included in this study. The district includes:

Titusville High School
 Titusville Middle School
 Hydetown Elementary School
 Pleasantville Elementary School
 Main Street Elementary School
 Early Childhood Learning Center
 Titusville Virtual Learning Academy

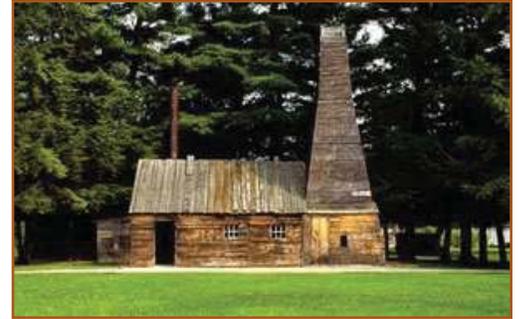


The School District enrollment is approximately 2,100 students K4 -12.

Source: <http://www.gorockets.org/abouttasd.aspx>

Historic Features

Titusville is at the heart of the area of western Pennsylvania that is often referred to as “The Valley that Changed to World” with the birthplace of the petroleum industry. From this valley, the initial oil boom was triggered by Edwin Drake’s 1859 drilling of the world’s first successful commercial oil well. From that point forward, the history of the Titusville region is almost completely defined by the oil industry. The oil industry affected every sector of the region’s history from transportation to housing, culture to education, commerce and industry to the environment. Over 150 years later the City and surrounding areas continue to be dotted with a host of buildings, sites, artifacts, and museums that recall those days past. Dozens of Victorian-style homes line City streets; relics can be found on farms, along rivers and streams, and in populated areas; remnants of industrial and commercial buildings stand strong representing the past; and the vivid memory of the industry that build the region remains strong.



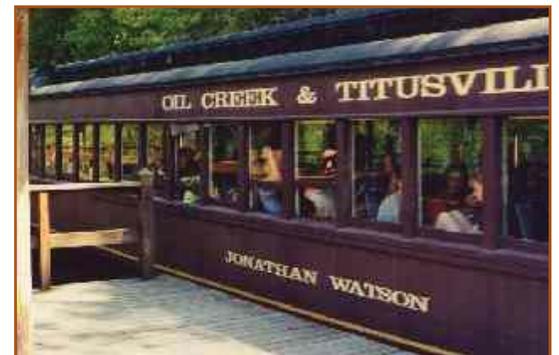
The Oil Region Alliance manages the National and State Heritage areas.

The Drake Well Museum, located just south of the City, tells the story of the beginning of the modern oil industry with videos, exhibits, operating oil field machinery, and historic buildings in a park setting. Visitors can enjoy a variety of special events, educational programs, membership, volunteer, and shopping experiences on site.

Oil Creek State Park depicts not only the environmental impacts and changes of the region resulting from the oil industry, but also features a host of historical sites, facilities, and artifacts. The train station at Petroleum Centre offers displays and programs of the historic region. The Park also displays two historical tableaux. One is at the Hunt Farm, with an engine house, various pumping jacks and stock tanks. From the 1940s to the 1960s, Ma-and-Pa oil operations drilled and pumped oil using a gas engine to pump several wells, with the wells supplying gas to run the engine. The other is the Benninghoff Farm displaying six 35-foot tall oil derricks, an oil barge and an engine house.

The early petroleum industry’s oil boom towns and important oil well sites are in contrast with clean trout streams and forested hillsides seen today throughout the park.

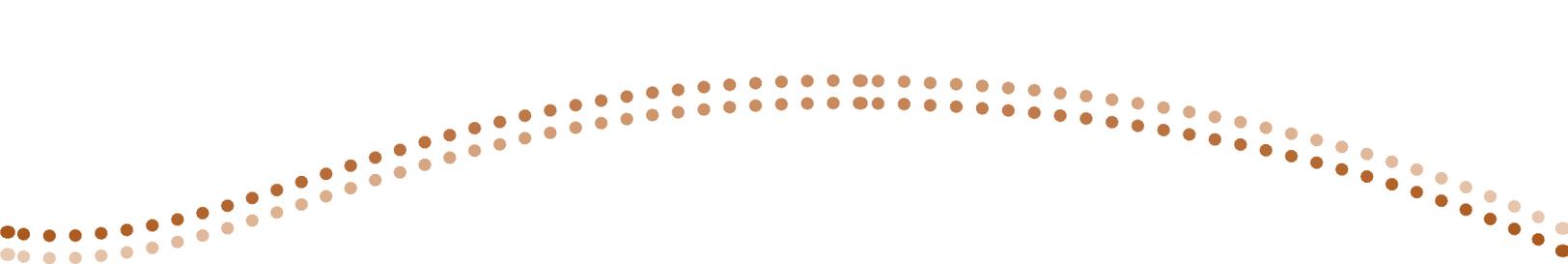
The Oil Creek and Titusville Railroad offers three-hour guided tour rides through the Oil Valley that describe the people and places that make up Pennsylvania Oil Country. The train stops at a number of train stations that represent historic areas along the way.



Transportation

Major transportation routes that provide access to and from the Titusville regions include three state highways.

- State Route 8 travels north from Oil Creek Township, Venango County, through the City of Titusville, continuing northward through Oil Creek Township, and Hydetown and Centerville Boroughs as it heads toward the City of Erie.
- From the east, State Route 27 comes into the City of Titusville through Southwest Township, Warren County, and Oil Creek Township and Pleasantville in Venango County. From the City it heads eastward to the City of Meadville.
- State Route 89 begins in Titusville, travelling northward through Oil Creek and Rome Townships.



Other roadways in the area comprise country roads throughout the Townships and rural community streets in the City of Titusville and the Boroughs.

Bicycle transportation routes include the Erie-to-Pittsburgh Trail coming into the region via the Oil Creek Trail from the south with plans to travel through the City of Titusville mostly as a share-the-road trail, then northward to the City of Erie via a proposed rail trail.

Natural Features

An understanding of the natural infrastructure of the Titusville Area helps in analyzing its recreation and conservation opportunities. The Crawford County Greenway Plan completed in 2009 provides a complete description of the natural infrastructure for all of Crawford County while a similar Plan for Venango County does the same. These plans describe in great detail the inventory of natural features in the region. For purposes of this plan, it is worthwhile to take a closer look at the Titusville area.

In considering waterways of the area, it can be seen that Oil Creek, Pine Creek, Caldwell Creek and Pithole Creek are the primary waterways. Other smaller yet significant creeks include East Branch Oil Creek, McLaughlin Creek, Thompson Creek, Church Creek, and Panther Creek as well as numerous tributaries and runs.

Caldwell Creek and its tributaries are classified as Exceptional Value Streams by the PA Code, Chapter 93 Water Quality Standards. Most of Pine Creek and its tributaries as well as Dolley, Shirley, and Cherry Runs are considered High Quality Cold Water Fisheries. Areas surrounding Pithole Creek, West Pithole Creek, and Panther Creek, along with significant areas of Oil Creek State Park are identified through the PA Natural Heritage Program as Biologically Diverse Areas. Oil Creek is designated as a canoeable creek and is proposed in the Crawford County Greenway Plan for development as a water trail. Some steep slopes, flood plains, and wetlands are located along the major creeks.

Much of Southwest Township in Warren County, and Allegheny and Oil Creek Townships in Venango County have large concentrations of interior woodlands. All of the other townships in the study area also contain sizeable, though somewhat sparser, portions of interior woodlands.

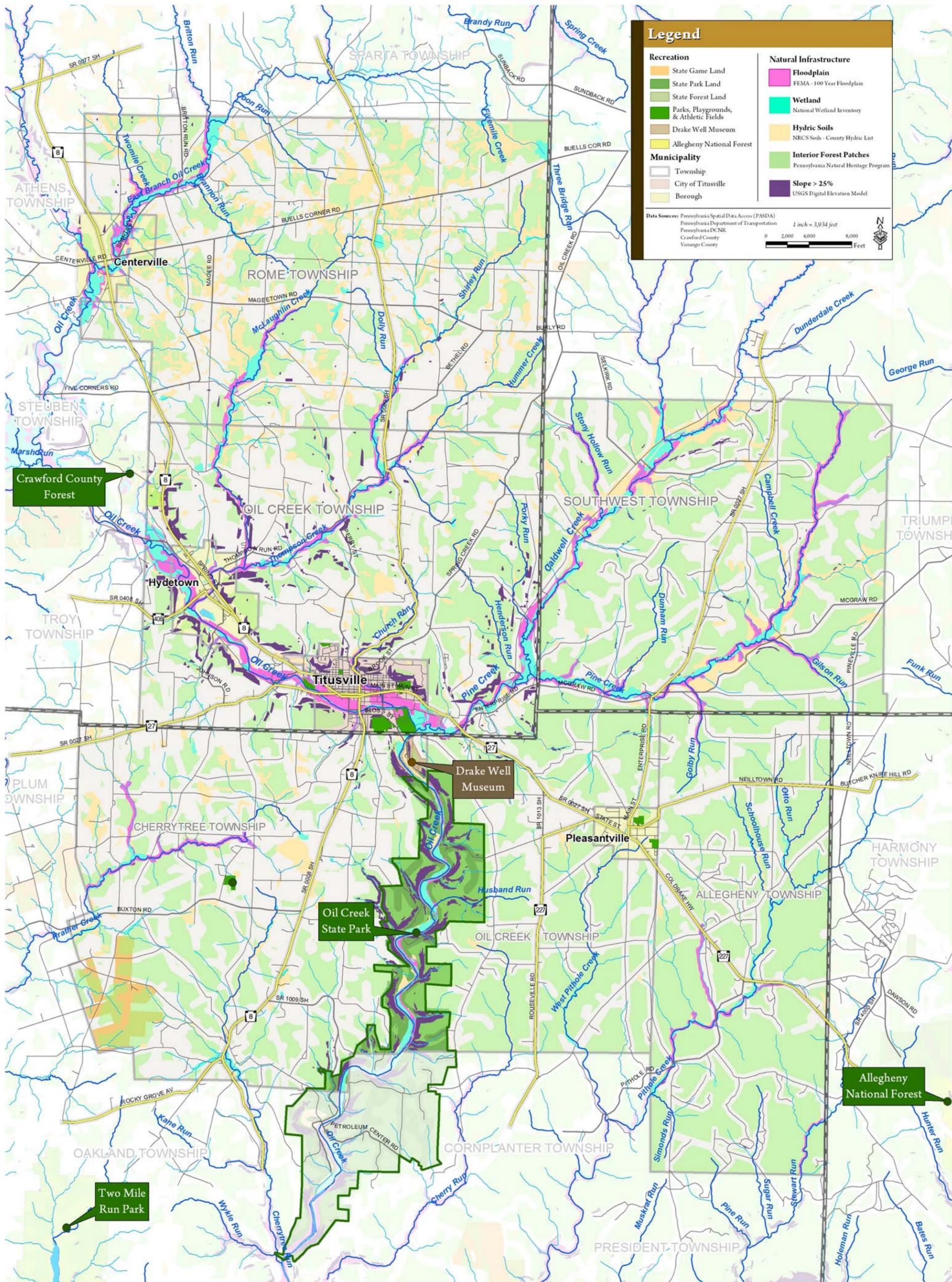
The northeast corner of Rome Township includes a part of a PA Natural Heritage Program Landscape Conservation Area that extends into Sparta Township. Located in the northwest part of Rome Township is a large Supporting Natural Landscape that also extends into Sparta Township.

The Natural Infrastructure Inventory Map and the Ecological Infrastructure Map on the next pages graphically depict these inventories.

TITUSVILLE

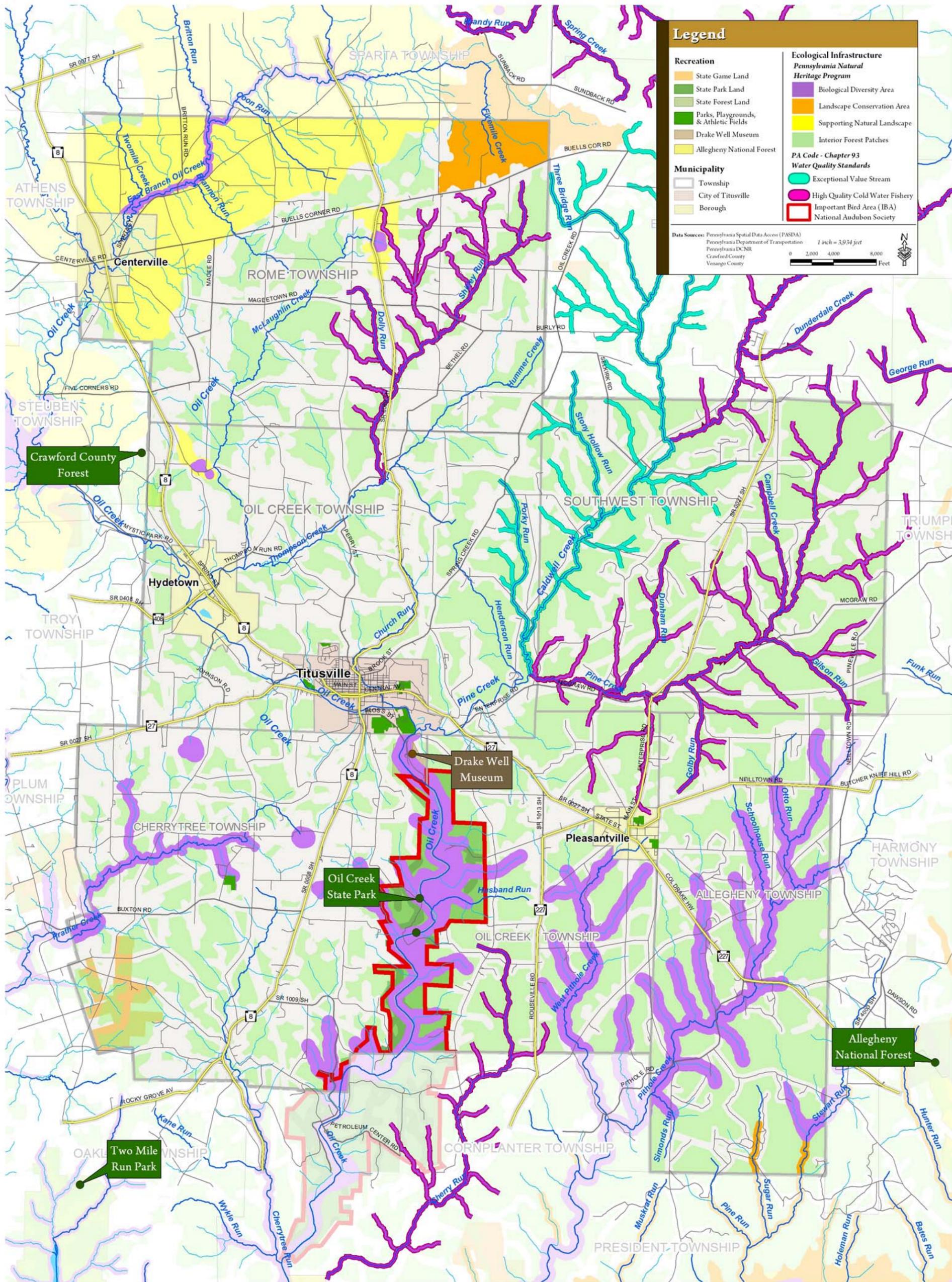
Area School District

Titusville City
 Centerville, Pleasantville, & Hydetown Boroughs
 Allegheny, Cherrytree, Oil Creek (Venango & Crawford), Rome, & Southwest Townships



TITUSVILLE Area School District

Titusville City
Centerville, Pleasantville, & Hydetown Boroughs
Allegheny, Cherrytree, Oil Creek (Venango & Crawford), Rome, & Southwest Townships



Chapter 2: Inventory & Analysis

In the development of a comprehensive recreation plan such as this, it is important to establish a baseline of existing conditions. This entails conducting an inventory and analysis of all park and recreation resources that impact the residents of the Titusville area. This inventory and analysis describes in great detail the recreation facilities and programs available to area residents. It also analyzes how these resources are managed, maintained, operated, and funded and compares Titusville to established standards and to other municipalities. This baseline establishes an indicator from which to work; it allows the community to know and understand what the current conditions are as they lay plans for the future.

RECREATION FACILITIES

This section provides an overview of the park, recreation, and open space classifications defined by the National Recreation and Parks Association. Also included is an inventory of parks and recreation facilities found in the Titusville area, with particular emphasis on facilities located within the bounds of the Titusville Area School District. Each park site was visited and evaluated noting the type, quantity, and condition of equipment, playing fields, and playgrounds. Factors such as site access, general condition, and conformance with American with Disabilities Act (ADA) guidelines and the National Playground Safety Institute safety standards were assessed.

Hierarchy of Parks

The recommendations of this study, with regard to parks, are based on the premise that in order to provide the optimal level of service to area residents, recreation providers must understand and take into consideration the different ways in which people use recreation facilities. The function or use of a park depends on its size, location, and available facilities.

Parks can be organized into a “hierarchy” which defines their functions and the types of activities they should be expected to accommodate. The National Recreation and Park Association’s 1995 “Park, Recreation, Open Space, and Greenway Guidelines” offers facility classifications to be used as a guide when planning for the future of recreation and open space systems. The classifications identified in the tables on the following pages provide the parameters that are necessary for any planning effort while establishing a common terminology that defines facility functions and the kinds of recreation activities they can be expected to accommodate.

Given the unique qualities of every community due to geographical, cultural, social, economic, and environmental characteristics, each community must develop and adopt recreation and open space guidelines unique to its community setting. These guidelines are important because they provide a common framework for the planning of future recreation and open space efforts, allowing for orderly development of a parks system that fulfills all community needs.

Controlled flexibility is an important part of successful guidelines given the potential for unique circumstances and situations that may arise. A community should not limit its resources by relying on rigid standards. This may prematurely thwart creative efforts to enhance the community’s recreation and open space system. A flexible-use policy may allow for accommodation of a non-typical use of a facility on an interim basis to accommodate short-term demand. Such a policy should not be used to fulfill a long-term community need.

It should be noted that there are not specific standards for the amount of community conservation lands. The desired acreage of conserved land is dependent on the number and quality of natural resources in the area, public desire to preserve these resources, and the availability of funds for their conservation.

NRPA Parks and Open Space Classifications

| Classification | General Description | Location Criteria | Site Criteria |
|--------------------------------------|---|--|--|
| Mini-Park | Used to address limited, isolated, or unique recreational needs. | Less than a 1/4 mile in distance in residential setting. | Between 2,500 sq. ft. and one acre in size. |
| Neighborhood Park | Neighborhood remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood. Focus is on the informal and active and passive recreation. | 1/4 to 1/2 mile distance and uninterrupted by non-residential roads and other physical barriers. | 5 acres is considered minimum size; 5 to 10 acres is optional. |
| School Park | Depending on the circumstances, combining parks with school sites can fulfill the space requirements for other classes of parks, such as neighborhood, community, sports complex, and special use. | Determined by location of school district property. | Variable - depends on function. |
| Community Park | Serves broader purpose than neighborhood park. Focus is on meeting community-based recreational needs as well as preserving unique landscapes and open spaces. | Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 1/2 to 3 miles distance. | As needed to accommodate desired uses. Usually a minimum of 30 and 50 acres. |
| Large Urban Park | Large urban parks serve a broader purpose than community parks and are used when community and neighborhood parks are not adequate to serve the needs of the community. Focus is on meeting community based recreational needs as well as preserving unique landscapes and open spaces. | Determined by the quality and suitability of the site. Usually serves the entire community. | As needed to accommodate desired uses. Usually a minimum of 50 acres, with 75 or more acres being optimal. |
| Natural Resource Areas | Land set aside for the preservation of significant natural resources, remnant landscapes, open space, and visual/aesthetics/buffering. | Resource availability and opportunity. | Variable |
| Greenways | Effectively tie park systems together to form a continuous park environment. | Resource availability and opportunity. | Variable |
| Sports Complex | Consolidates heavily programmed athletic facilities to larger and fewer sites strategically located throughout the community. | Strategically located community-wide facilities. | Determined by project demand. Usually a minimum of 25 acres, with 40 to 80 acres being optimal. |
| Special Use | Used to address limited, isolated or unique recreational needs. | Variable - dependent on specific use. | Variable |
| Private Party/ Recreational Facility | Parks and recreation facilities that are privately owned yet contribute to the public park and recreation system. | Variable - dependent on specific use. | Variable |

NRPA Trail Classifications

| Classification | General Description | Location Criteria |
|-------------------------|---|---|
| Park Trail | Multipurpose trails located within greenways, parks, and natural areas. Focus is on recreational value and harmony with the natural environment. | Type I: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists/in-line skaters. Type II: Multipurpose hard-surfaced trails for pedestrians and bicyclists/in-line skaters. Type III: Nature trails for pedestrians. May be hard- or soft-surfaced. |
| Connector Trails | Multipurpose trails that emphasize safe travel for pedestrians to and from parks and around the community. Focus is as much on transportation as it is on recreation. | Type I: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists/in-line skaters located in independent right-of-way (r.o.w.). Type II: Separate/single-purpose hard-surfaced trails for pedestrians or bicyclists/in-line skaters. Typically located within road r.o.w. |
| On-street Bikeways | Paved segments of roadways that serve as a means to safely separate bicyclists from vehicular traffic. | Bike Route: Designated portions of the roadway for the preferential or exclusive use of bicyclists. Bike Lane: Shared portions of the roadway that provide separation between motor vehicles and bicyclists, such as paved shoulders. |
| All-terrain Bike Trail | Off road trail for all-terrain (mountain) bikes. | Single-purpose use trails usually located in larger parks and natural resource areas. |
| Cross-country Ski Trail | Trails developed for traditional and skate-style cross-country skiing. | Loop trails usually located in larger parks and natural resource areas. |
| Equestrian Trail | Trails developed for horseback riding. | Loop trails usually located in larger parks and natural resource areas. Sometimes developed as multipurpose with hiking and all-terrain biking where conflicts can be controlled. |

Local Recreation Facilities

One of the basic needs of any community is for adequate recreational facilities that are appropriately located for citizen use. Facilities are often provided by municipalities, school districts, counties, states, private businesses, and non-profit organizations.

This section identifies outdoor recreation facilities in great detail, noting the number, type, and condition of existing facilities. It includes a map showing the locations of each recreation facility.

The Area's parks system is very typical of many older municipalities. This system provides one or more community parks supplemented by smaller playgrounds,



parks, or school facilities. Local schools extend the parks system by providing additional playground and sports facilities.

Regional parks such as those in Crawford, Venango, Forest, and Warren Counties, complement the local system by providing a variety of facilities and activities not otherwise available. They serve a much broader area than just the individual municipalities. The previously described regional trails are all part of a trail system for the entire region and bring recreational opportunities to area residents.

Local residents also make use of a number of public and private recreation facilities available to residents in the areas municipalities.

CITY OF TITUSVILLE

The City of Titusville has a long history of providing parks and recreation opportunities. Titusville totals nearly 90 acres of recreational property which includes nine parks, 15 ball fields, 8 soccer fields, 3 sand volleyball courts, a 400 meter community track, a community pool, a BMX race track, skate park, tennis courts, walking trails and bike trails. Also there are picnic shelters and pavilions available to rent.

The chart below identifies each park by name, location, acreage, and park classification. Following the chart is a more detailed description of each.

| City of Titusville Parks | | | |
|--------------------------------------|---|-------|----------------------------|
| Park Name | Location | Acres | Classification |
| Burgess Park | East Main Street | 24.2 | Community/ Neighborhood |
| Ed Myer Sports Complex | Allen Street | 37.8 | Community Park |
| Robert's Grove | Corner of W Elm and N Monroe Streets | 2.84 | Neighborhood |
| Scheide Park | Corner of W Spring and S Perry Streets | 1.7 | Special use |
| CyTemp Ballfield | Across East Main Street from Burgess Park | 1.42 | Sports Field |
| O'Rourke/ Waterworks Ballfield | McKinney Road south of Spring Street | 11 | Sports Complex |
| Robert Fleming Park | Diamond and S Main Streets | 0.5 | Neighborhood |
| Longway Park | Derry Street | 3.6 | Neighborhood |
| Sunset Heights | N Dillion Drive | 6.5 | Neighborhood |

Burgess Park

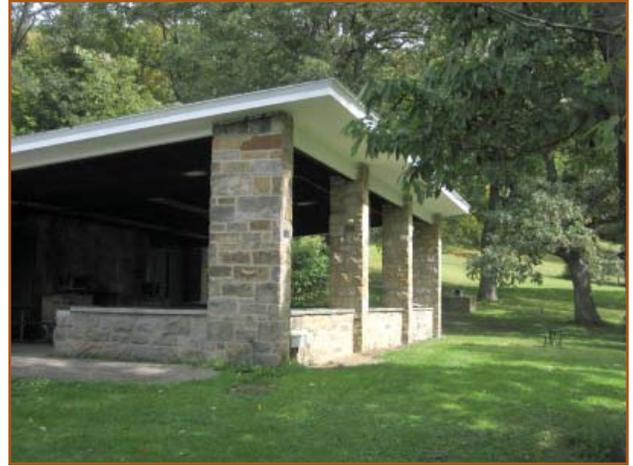
Description

Burgess Park, the City's oldest community park, is situated in the eastern part of the city. It features typical community park facilities such as an outdoor swimming pool, a variety of sport courts, picnic shelters, a sledding hill, skate park, playground and more. It is also home to the Titusville Community Center.

As an older park, many of the facilities are deteriorating and have not been well kept. Much maintenance has been deferred leaving many facilities needing significant upgrades. Much of the park is not compliant with ADA standards.

Facilities

- Swimming pool
- Skate/bike park
- Playground
- Picnic shelters
- Tennis courts
- Pond
- Sledding hill
- Lodge
- Horseshoe and shuffleboard courts
- Community center



Recommendations

Burgess Park is recommended to be one of the City’s primary parks receiving a top focus on maintenance and upgrades. Maintenance, rehabilitation, and sustainability must be addressed to ensure the long-term success of the park.

A more detailed description of recommendations is located in Chapter 4 of this report.

Ed Myer Recreation Complex

Description

This Complex is a 38-acre community park and sports complex designed to offer outdoor facilities for a diversity of active recreational pursuits. The Complex is attractive, functional, and safe. Many of the facilities are shared with the Titusville Area School District which participates in their maintenance and upkeep. Bordering the Complex to the east and north are the Queen City multi-use trail and Oil Creek.

Due to the park’s low lying site, there is often a problem with the high water levels affecting the fields. Most facilities do not meet current ADA standards

Facilities

- Playground
- Picnic shelter
- Concession stand
- High school track and field complex
- 7 baseball/softball fields
- 4 large soccer fields
- 3 small soccer fields
- 2 sand volleyball courts



- 2 tennis courts
- BMX track
- Parking lots
- Queen City Trail
- Oil Creek

Recommendations

Like Burgess Park, The Ed Myer Recreation Complex is recommended to be one of the City’s primary parks receiving a top focus on maintenance and upgrades. The focus should be on maintenance, rehabilitation, and sustainability. A detailed maintenance plan should be developed and administered to ensure long-term sustainability of the park.

A more detailed description of recommendations is located in Chapter 4 of this report.

Robert’s Grove

Description

Covering a full city block, Roberts Grove is a large neighborhood park located in the northeast section of the city. The majestic oak trees found throughout the park are its most striking feature. The park attracts many users of all ages for mostly passive recreation opportunities.

While the trees and the extensive trail system are a large part of the beauty of the park, both require significant maintenance. The other significant issue with the park is that it is not ADA compliant. Some attempts have been made to bring it into compliance but deficiencies will need to be addressed.



Facilities

- Basketball court
- Youth basketball court and hard surface play area
- Concession stand
- Exercise trail with fitness equipment
- Playgrounds
- Grassy play areas

Recommendations

The most significant recommendation for this park is to modify, upgrade, and rehabilitate individual facilities so as to reduce the amount of maintenance needed at the park. This could include:

- Development and implementation of a systematic plan to maintain this as one of the City’s top parks
- Removal of the wood chip pathways between various pieces of play equipment
- Elimination of the seldom used fitness stations
- Application of herbicides to control unwanted grass and weeds near trees, play equipment, sign posts, etc.

Additional recommendations can be found in chapter 4 of this report.

Scheide Park

Description

Located in the center of town, Scheide is an attractive centerpiece for the City. The large oak and maple trees, shade, park benches and gazebo invite residents and visitors alike to sit and enjoy the quiet beauty of the City. The park is an ideal location for the concerts and festivals held throughout the summer and fall seasons. As the outdoor showpiece of the downtown area, Scheide Park is well maintained and cared for.

Facilities

- Bandstand/gazebo
- Benches
- Lighted walkways
- Drinking fountain

Recommendations

- Continue to maintain this park as a focal point of the community
- Upgrade the drinking fountain
- Ensure all facilities comply with current ADA standards



CyTemp Ballfield

Description

- Located across the street from Burgess park
- Used almost exclusively by the Little League
- Facilities are not ADA compliant

Facilities

- Baseball field
- Press box
- Dugouts

Recommendations

- Replace fencing and backstop
- Upgrade the infield
- Improve drainage



O'Rourke/Waterworks Ballfield

Description

- Located near the eastern most point of the City off of Route 8
- No fences; both opposing outfields blend together in center field. Both fields are bumpy with weeds in the infields.
- Soccer goals are located in the outfields
- No designated parking areas
- Not very well maintained
- Facilities are not ADA compliant

Facilities

- 2 Baseball/softball fields

Recommendations

- Consider leasing the fields to the baseball or soccer associations
- If the City does not lease the fields, it should mow the fields and address safety concerns
- Work with the baseball and soccer associations for help in maintaining and upgrading the fields
- The City will need to address any liability issues and work with the sports associations to address ADA compliance

Robert Fleming Park

Description

- A parklet located near the center of town
- Passive spaces only
- Poorly maintained
- Facilities are not ADA compliant

Facilities

- 4 benches
- Decorative walkways
- Ornamental fruit trees and oak trees

Recommendations

- Upgrade all facilities, turf, and trees, then adequately maintain
- Bring the park into ADA compliance

Longway Park

Description

- Small park located on the south side of the city
- Most facilities have been removed from the park
- This park is a serious liability to the City
- Facilities that remain are in very poor condition
- Railroad line bounds the park to the south
- No designated parking areas
- Facilities are not ADA compliant

Facilities

- T-ball field
- Basketball court
- Concession stand
- Playground

Recommendations

- Remove the playground equipment immediately
- Remove all remaining equipment due to its poor condition
- Keep the park mowed and generally maintained as open space
- Address any liability issues and ADA compliance



Sunset Heights Park

Description

- Located in the far northeast of the City, the park is essentially abandoned
- Facilities and equipment that remain are in very poor condition
- The City continues to mow a portion of the park but most is in a natural state
- Facilities are not ADA compliant

Facilities

- Ballfield
- Play equipment
- Picnic shelter
- Basketball/volleyball court

Recommendations

- Remove the playground equipment immediately
- Remove all remaining equipment due to its poor condition
- Keep the park mowed and generally maintained as open space
- Address any liability issues and ADA compliance

INDOOR RECREATION FACILITIES LOCATED IN THE CITY OF TITUSVILLE

Titusville YMCA

Titusville YMCA operates two facilities within the City: the original Downtown Y and the Education Center. As a community based organization the YMCA has served the Titusville community and surrounding areas since 1912. Through its programs and services, the YMCA focuses on youth development, healthy living, and social responsibility.



The Downtown Y offers a multitude of recreational facilities such as a gymnasium, swimming pool, fitness and exercise area, weight room, indoor track, classrooms, game rooms; the Education Center has classrooms, a multipurpose room, and some outdoor facilities. Between the two facilities, they offer a wide variety of recreational programming including swimming lessons, exercise and fitness classes, afterschool programs, gymnastics, summer day camps, preschool activities, senior programs, sports and athletic leagues and instruction, open gym and pool times, and more.

In 2012, the YMCA announced its undertaking of the largest transition in the 100 year history of the Titusville Y. The Board has committed to building a \$9 million facility that will provide for the future recreational needs of the Titusville region. The proposed building will include four components: a gymnasium, fitness center, exercise studio and youth areas, and a natatorium.

Titusville YWCA

The Titusville YWCA is located in the downtown area of the city. The primary focus of the YW is to empower women to become strong and productive members of society and to eliminate racism. As part of that mission, the YW offers several recreation and social service programs throughout the year. Recreational programs include fitness classes such as Zumba and yoga; their Fun Factory program for preschoolers; and others.



Titusville Area School District Recreational Facilities

The Titusville Area School District works very closely with the City and the community to share its recreational facilities. With the exception of Titusville Learning Center, all schools' outdoor recreational facilities are available for public use at most times when school is not in session. Carter Field requires special permission for its use. The chart below depicts the schools and their respective locations, park classification, and facilities.

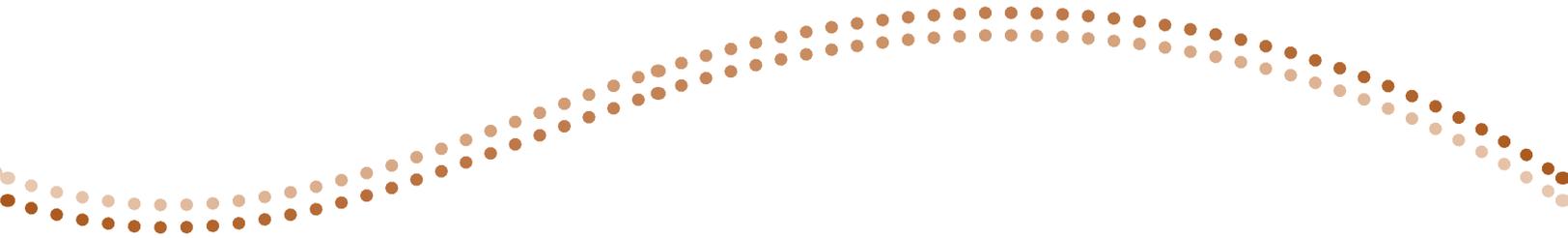
| Titusville Area School District Outdoor Recreation Facilities | | | | | |
|---|---------------|-----------|----------------|------------------------|--|
| Park Name | Location | Acres | Classification | Service Radius (miles) | Facilities |
| Carter Field | Titusville | Unknown | Sports Field | N/A | High school football stadium and practice fields |
| Early Childhood Learning Center (ECLC) | Titusville | - | School | 1/4 | Playground, pavilion |
| Titusville Middle School | Titusville | - | Special use | N/A | Challenge course, trail access |
| Main Street Elementary School | Titusville | 1/2 block | School | 1/2 | Playground, basketball hoops |
| Hydetown Elementary School | Hydetown | - | School | 1/2 | Playground, basketball hoops, open space |
| Pleasantville Elementary School | Pleasantville | - | School | 1/2 | Playground, ballfields, tennis courts |

In addition to the outdoor facilities, the TASD also shares its indoor facilities for recreational programming through the Titusville Leisure Services Board and other community groups. This includes the gymnasiums, classrooms, multi-purpose rooms, swimming pool, auditorium, and related facilities.

OTHER RECREATIONAL FACILITIES IN MUNICIPALITIES WITHIN THE TITUSVILLE AREAL SCHOOL DISTRICT

There are a host of other municipal and state recreational facilities located within the Titusville Area School District. Pleasantville, Hydetown, and Centerville Boroughs each have their own local parks. Drake Well Museum is located in Cherrytree Township, Venango County. Oil Creek State Park is in Cherrytree and Oil Creek Townships, Venango County. The Crawford County Forest is located just outside the school district boundaries in Steuben Township. Two local trails can be found in the Titusville area: the Queen City and Oil Creek Trails. Both are part of the Erie-to-Pittsburgh Trail.

All of these facilities are described in the chart or narrative on the following page.



| Other Recreation Facilities | | | | | |
|----------------------------------|---|-------|----------------------|------------------------|---|
| Park Name | Location | Acres | Classification | Service Radius (miles) | Facilities |
| Merrick Street Ballfields | Pleasantville | - | Neighborhood | 1 1/5 | Ballfields, swing set, concession stand |
| Lion's Club Pavilion and Parklet | Pleasantville | - | Special use | - | Pavilion, open space |
| Hasbrouck Park | Hydetown | - | Community | 1 | Ballfields, concession stand w shelter, playground, basketball court, open space |
| Centerville Park | Centerville | - | Community | 1 | Picnic shelter, playground |
| Drake Well Museum | Cherrytree Township | 22 | Special Use | N/A | Museum, visitor center, historical displays, picnic shelters |
| Oil Creek State Park | Cherrytree/ Oil Creek Townships (Venango) | 6,250 | Regional | N/A | Visitor center, historic interpretation, multi-use paved trail, hiking trails, canoe launch, picnic areas, outdoor education classroom, restrooms |
| Crawford County Forest | Oil Creek/ Steuben Townships | 625 | Protected Open Space | - | |

LOCAL TRAILS

Oil Creek State Park Trail

A 9.7-mile paved bicycle trail offers bikers, walkers, and other users a scenic trip through the Oil Creek Gorge. Beautiful views of the Creek, woodlands, and vistas abound along the trail. The trail is fairly level with steeper grades only at the access points at either end. Trailheads are at Petroleum Centre in the south and Drake Well Museum in the north. Trail users may rent bicycles at the park office. Picnic tables, benches, rain shelters and restrooms are at key points along the trail. Historical markers detail special events of the 1860s oil boom era.

Queen City Trail

This 3-mile trail within the city limits of Titusville extends from the Jersey Bridge parking lot, adjacent to the Drake Well Museum, to South Martin Street in Titusville. A section of the trail at Allen/Bloss St./Brown St. Bridge is share-the-road. Construction to extend the trail through the city of Titusville to the Borough of Hydetown is underway. The Titusville Queen City Recreational Trail is one of several trail systems that will soon make up the Erie-to-Pittsburgh Trail.





Other Recreation Facilities

DRAKE WELL MUSEUM

The Drake Well Museum commemorates the location and events, highlighting where, in 1859, Edwin L. Drake drilled the oil well that launched the modern petroleum industry.

Drake Well Museum tells the story of the beginning of the modern oil industry with orientation videos, exhibits, operating oil field machinery, and historic buildings in a park setting. Visitors enjoy a variety of special events, educational programs, membership, and shopping experiences on site.

Recreational opportunities provide family adventure when combined with Oil Creek State Park bike and hiking trails which begin at the museum. Picnic pavilions, fishing and canoeing on Oil Creek, and a ride on the Oil Creek & Titusville Railroad are also available.

The Museum is located just south of the City of Titusville in Oil Creek Township, Venango County.

CRAWFORD COUNTY FOREST

Crawford County Forest, located in Steuben and Oil Creek Townships, consists of approximately 625 acres of mostly forested land. It is managed and maintained only as preserved lands.

Titusville Area Parks Classifications

Community Parks

Burgess Park, Titusville
Ed Meyer Recreation Complex, Titusville
Hasbrouk Park, Hydetown
Centerville Park, Centerville

Neighborhood Parks

Robert's Grove, Titusville
Burgess Park, Titusville
Ed Myer Park, Titusville
Merrick Street Park, Pleasantville
Lion's Club Pavilion and Park

School Parks

Main Street Elementary School, Titusville
Hydetown Elementary School, Hydetown
Pleasantville Elementary School, Pleasantville

Sports Complexes

CyTemp Ballfield, Titusville
O'Rourke/Waterworks, Titusville

Special Use Facilities

Scheide Park, Titusville
Lions Club Parklet, Pleasantville
Drake Well Museum, Cherry Tree Township

Regional Park

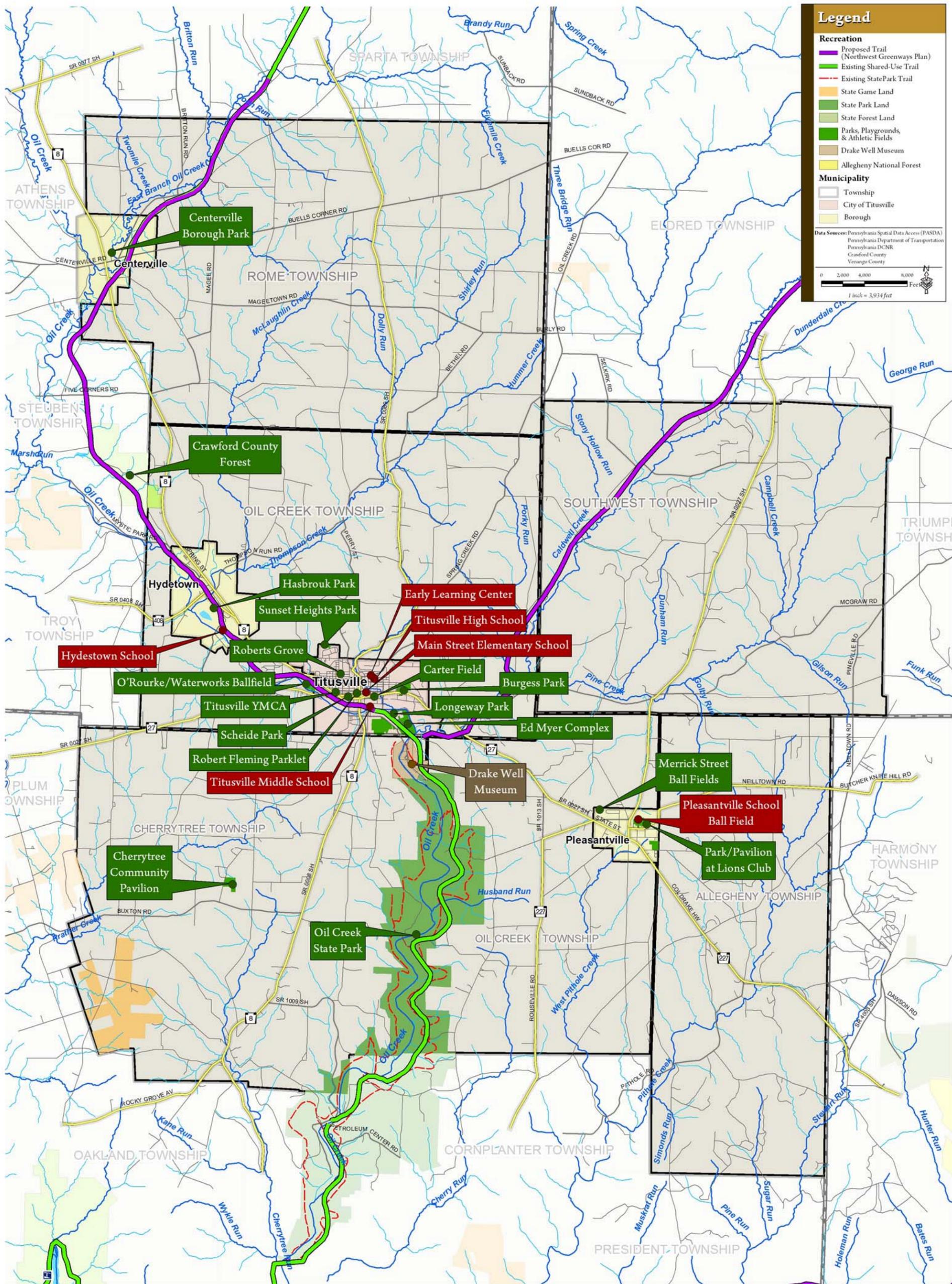
Oil Creek State Park

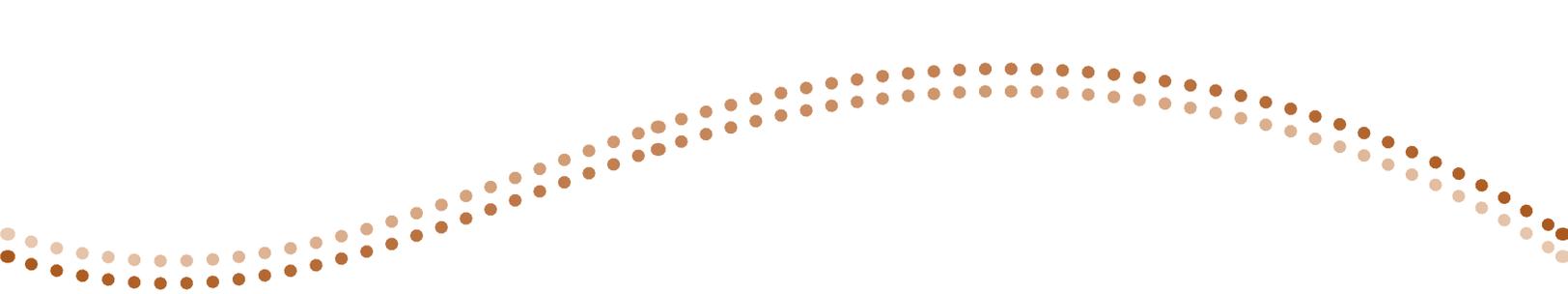
Open Space

Longway Park, Titusville
Robert Fleming Park, Titusville
Sunset Heights, Titusville
Crawford County Forest

TITUSVILLE Area School District

Titusville City
Centerville, Pleasantville, & Hydetown Boroughs
Allegheny, Cherrytree, Oil Creek (Venango & Crawford), Rome, & Southwest Townships





SPATIAL ANALYSIS

Following the inventory of recreation facilities within the Titusville Area, a Spatial Analysis was conducted. This analysis brings together the conceptual information described in the Hierarchy of Parks with the specific information on existing recreation facilities. The Spatial Analysis gives an assessment of how current parks meet the recreational needs of Titusville area residents. These factors were considered during the analysis:

- location of all municipally-owned recreation facilities
- location and types of all School District recreation facilities within the District
- service areas of the above facilities as determined by park type
- comparison of existing facilities with the National Recreation and Parks Association's standard
- transportation systems and physical barriers, which may impede access to parks

For the purpose of this plan, each municipal and school district facility was categorized during the facility inventory as a community park, neighborhood park, school park, or sports complex. The Spatial Analysis map shows the location of existing recreation facilities and their corresponding service areas.

Community parks typically serve up to a three-mile radius and sometimes serve the entire municipality they are within. However, even using a 1 ½ mile radius, the area's community parks adequately serve the residents. The facilities within community parks often fill neighborhood park needs of nearby residents as well. Sports complexes have no defined service area. They may serve all or part of the community.

According to the National Recreation and Parks Association (NRPA), the typical service area for a neighborhood park ranges from ¼ to ½ mile. The greater the level of pedestrian accessibility, the greater the service area will be. In the Titusville area, we have used either a ¼ or ½ mile radius depending on the size and location of the park.

By taking into consideration observations made during the cultural resources and recreation facilities inventories, analyzing the results of the various public input opportunities, and comparing existing recreation needs with current trends, the Spatial Analysis provides a general picture of how well the parks are meeting the needs of Titusville Area residents.

City of Titusville

In the City, Burgess Park and Ed Myer Sports Complex serve as both community and neighborhood parks. As community parks, their service area is projected at 1½ miles. At that range, the service areas cover the entire City and well into the surrounding Townships. As neighborhood parks, these two parks, as well as Roberts Grove, are projected to have a service area of a half-mile surrounding each facility. Main Street Elementary School Park, with more limited facilities, is projected to serve an area of one quarter mile surrounding the school. Longway, Sunset Heights, and Robert Fleming Parklet serve as open space in the northeast, southwest, and central sections of the City while Scheide Park serves as a special use park. CyTemp Ballfield and O'Rourke/Waterworks Fields also provide recreational facilities for area residents. While there are no specific service areas identified with these types of parks, they certainly assist in meeting the recreational needs of Titusville residents.

Based on the coverage areas described and depicted on the Spatial Analysis Map, all residents of the City of Titusville have sufficient parks to meet their needs

Hydetown, Pleasantville, Centerville Boroughs

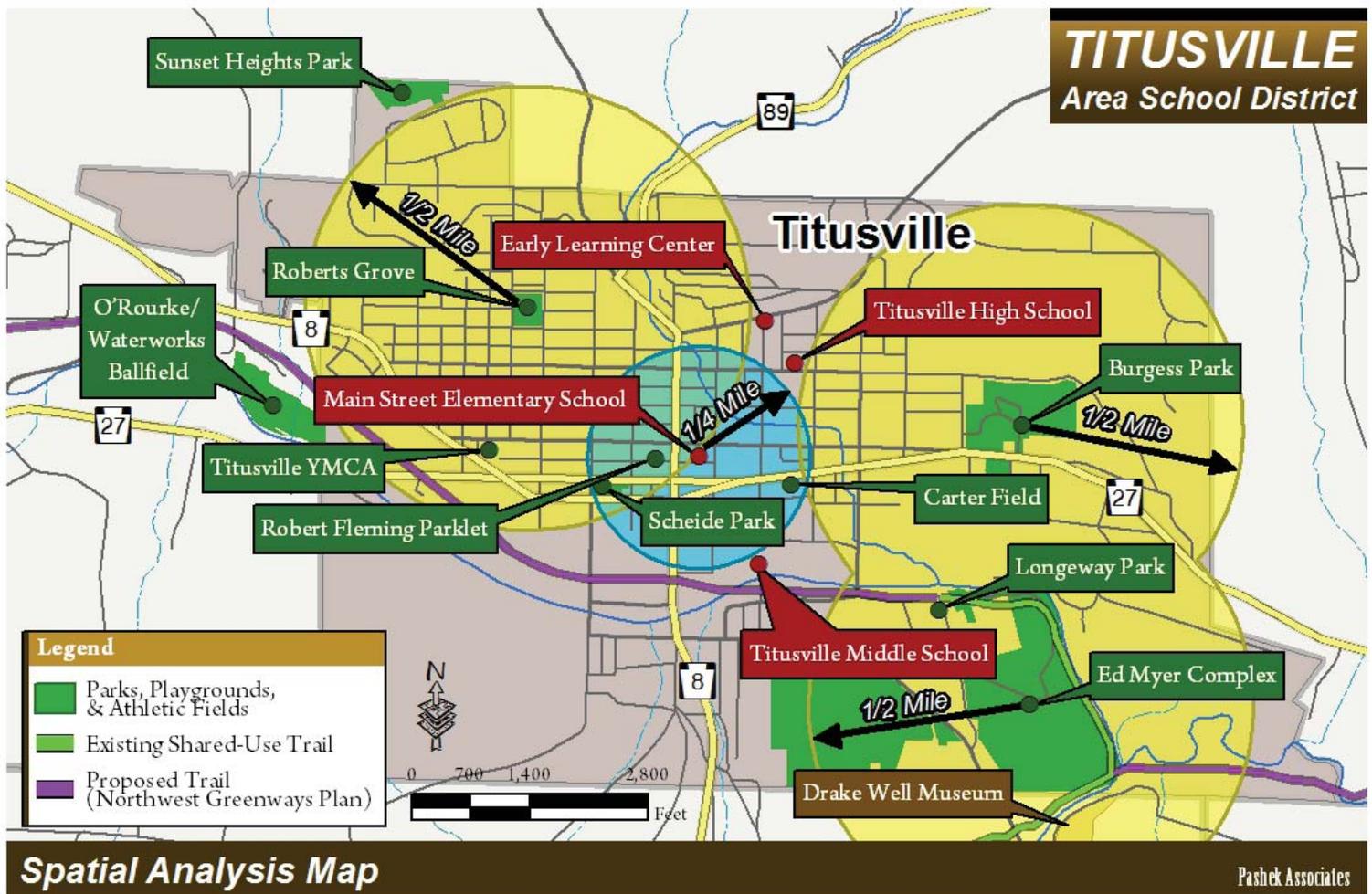
Each of these Boroughs provides parks for their residents and has elementary schools with park facilities located within the municipalities.

With two facilities, Hasbrouk Park and Hydetown Elementary School, the park needs of residents of Hydetown Borough are sufficiently met. Hasbrouk Park needs significant improvements to maintain its safety and usability if it is to continue to serve Borough residents.

Pleasantville Borough has three park facilities; Merrick Street Ballfields, Pleasantville Elementary School, and Lion's Club Park and Pavilion. Combined, these facilities meet the recreational needs of Pleasantville residents.

Centerville has a park that has a limited number of recreational facilities. While the size of the parks is sufficient to meet the Borough's recreational needs, the facilities need to be upgraded and expanded.

The Spatial Analysis map below graphically depicts the distribution of parks in the City of Titusville.



REGIONAL RECREATION OPPORTUNITIES

Municipal boundary lines do not limit the destinations to which residents will travel to use recreation facilities. It is important to consider the regional recreation opportunities beyond borders of the Titusville School District when taking an inventory of recreation facilities used by residents. The following describes some of these facilities. These facilities are also displayed on a map at the end of this section.

These regional facilities are classified as: Large Urban Parks, Natural Resource Areas, and Greenways in the park classifications described earlier in this chapter; and as Park Trails in the trail classifications.

Within about twenty to twenty-five miles of the City of Titusville lie many of these types of facilities. These include: three county parks in each of Crawford, Venango and Venango Counties; three Pennsylvania State Parks; two State Forests; one county forest; and the Allegheny National Recreation area. Regional shared-use trails include the Erie-to-Pittsburgh Trail, Sandy Creek/Clarion Highlands Trail, Lake Wilhelm Trail, and the Ernst Trail. The nationally recognized North Country Trail passes through the region as well, and the Allegheny National Forests includes a series of trails for multiple types of use.

Regional Trails

A regional trail system presents recreational and alternative transportation opportunities for nearly any desired trail use. Regional trails are available for a multitude of uses including hiking, biking, mountain biking, horseback riding, ATVing, and more.

NORTH COUNTRY TRAIL

The North Country National Scenic Trail is a premier footpath that stretches for about 4,600 miles linking communities, forests, and prairies across seven northern states, with more than 1,800 miles being certified for off-road use. Additional miles follow shared paths, and some road walks yet remain. In the Titusville Region, the trail travels through Clarion, Forest, and Warren Counties. Pennsylvania claims 104 miles of the North Country Trail (NCT), ninety-five miles of which meander through the rolling hills and stream valleys of the Allegheny National Forest. Marked with blue paint and/or plastic nailed blazes and routed wooden signs, this northwestern Pennsylvania trail is one of the more established along the route of the NCT.



MULTI-USE TRAILS

Erie-to-Pittsburgh Trail

The Erie-to-Pittsburgh Trail is a series of local connecting trails that have been developed or are being planned to connect the City of Pittsburgh with to Erie. The trail begins at the “Point” in the heart of Pittsburgh and travels through Allegheny, Armstrong, Venango, Crawford, and Erie Counties in Pennsylvania and Chautauqua County in New York State to the “Bayfront” in Erie. As well, the trail includes a number of connector trails linking local municipalities,

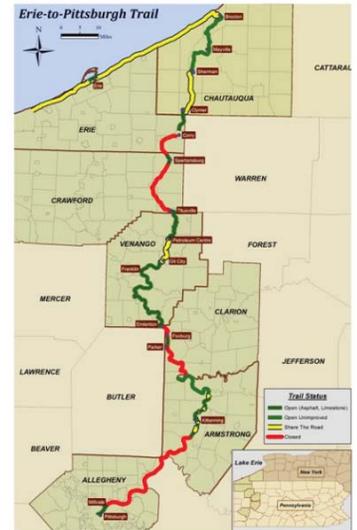
recreation areas, and significant sites to the main trail. In the future, there will likely be an alternate western route connecting Erie to Pittsburgh. In Pittsburgh, a link is made to the Allegheny Passage, a series of similar trails that lead to the nation's capital.

Local trail segments in the Titusville area include the Oil Creek Trail, and Queen City Trail.

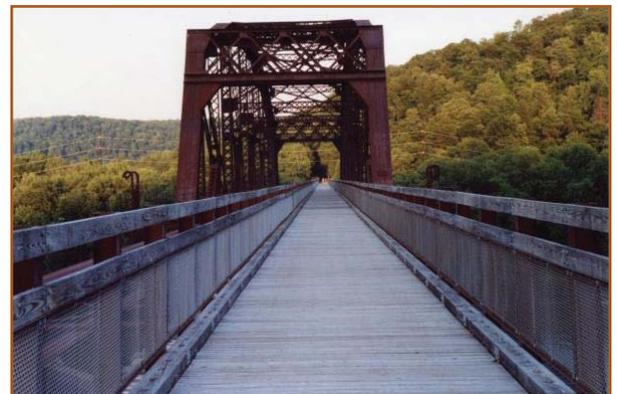
The Erie-to-Pittsburgh Trail Alliance (EPTA) is an active coalition of trail organizations, municipalities and individuals dedicated to the promotion, acquisition, development, and maintenance of the trail and its components. EPTA can be found at <http://www.eriepittsburghtrail.org/default.aspx>.

Sandy Creek/Clarion Highlands Trail

The Sandy Creek Trail is a 12-mile, asphalt surface trail that travels east/west from the town of Van to Fisherman's Cove in Venango County. It includes 7 pedestrian-safe bridges and a tunnel. The eastern section of this trail winds 8 miles along East Sandy Creek. It then crosses over the Allegheny River and the Allegheny River Trail via the Belmar Bridge. It continues west for four miles along the Allegheny River to the Fisherman's Cove Road where it crosses Big Sandy Creek. The area is almost entirely undeveloped, remote, and of great natural beauty.



The Clarion Highlands Trail and PA Game Lands #45 Trail is one of the highest rail-trails in the Commonwealth by elevation. It traverses the Allegheny Plateau, passing over the divide between the Clarion and Allegheny Rivers, and follows the Old Clarion Secondary Rail Corridor. Its highest point, at Phipps Cemetery near Elmo, is 1,472 feet above sea level. The trail is open to all non-motorized vehicle and pedestrian traffic and roughly parallels State Route 322 for approximately 12 miles between Station Road, near Shippenville, and the town of Van.



Both trails are maintained and operated by the Allegheny Valley Trail Association. Their web address is <http://www.avta-trails.org/>.

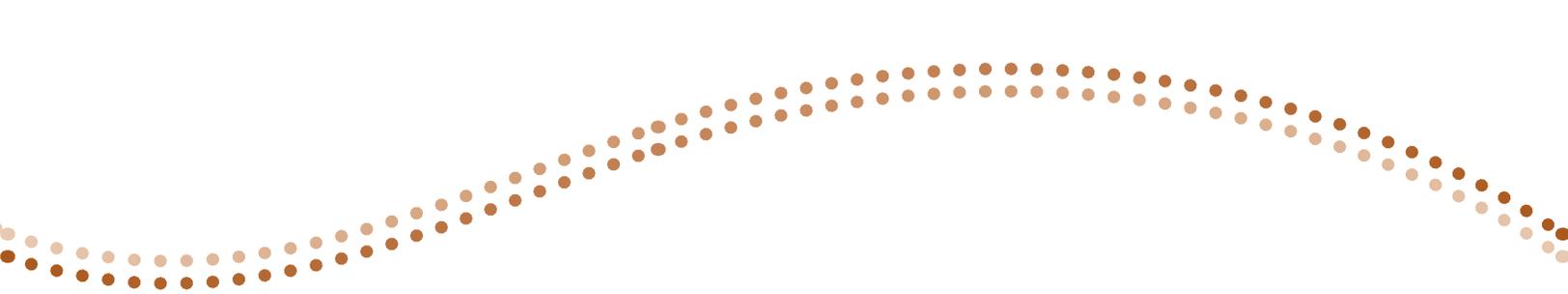
Lake Wilhelm Trail

Located within Goddard State Park, the Lake Wilhelm trail is one of the Park's most popular features. The 12-mile paved trail encircles the lake with access points at multiple boat launch areas as well as the marina and the dam. The trail is open to bikers, hikers, snowmobilers and cross-country skiers. Additional information can be found at <http://www.friendsofgoddard.com/trail.html>.



Ernst Trail

The Ernst Trail is built along the rail corridor that once was the Meadville-Linesville Rail line. The completed paved portion of the trail runs five miles from Park Avenue Plaza in Meadville to Krider Road in Vernon Township. Trailheads at both ends include parking



areas, restrooms, and informational signage. There is also an access point off of Route 19 known as Beans Trailhead. Plans are in place to extend the trail into the City of Meadville and to Conneaut Lake Borough. More details can be found at <http://ernsttrail.org/index.html>.

Pennsylvania State Parks and Forests

The Commonwealth of Pennsylvania has 120 State Parks across the state. The State has deemed that the parks are intended to provide opportunities for enjoying healthful outdoor recreation and to serve as outdoor classrooms for environmental education. Their primary purpose is to provide conservation of the natural, scenic, aesthetic, and historical values of their lands and to protect the natural outdoor experience for the enjoyment of current and future generations.

Of the three State Parks identified in the region, Oil Creek is located in Venango County; Cook Forest in Clarion County, and Goddard in Mercer County. The two State Forests located in the region are Clear Creek in Venango and Forest Counties and Cornplanter in Forest County.

OIL CREEK STATE PARK

Oil Creek State Park, Venango County, is 7,295 acres of mountainous forest land. The primary purpose of Oil Creek State Park is to tell the story of the changing landscape. The early petroleum industry's oil boom towns and important oil well sites are in contrast with clean trout streams and forested hillsides seen today throughout the park. The events of the exciting 1860s, the time of the original oil boom, receive special emphasis. Park resources include the main office, train station visitor center, hiking trails, overnight shelter areas, bike trails, picnic areas, and Wildcat Hollow Outdoor Classroom. The Park also includes historic sites such as Rynd Farm, Columbia Farm, Funkville, Pioneer, Shaffer Farm, Miller Farm Hunt Farm, Broughton, Blood Farm, Ebert Farm, and the Oil Creek & Titusville Railroad.

COOK FOREST STATE PARK

Cook Forest is an 8,500-acre heavily forested park in northeastern Clarion County. Once called the "Black Forest," the area is famous for its stands of old growth forest. Cook Forest's "Forest Cathedral" of towering white pines and hemlocks is a National Natural Landmark. The Clarion River is along the eastern border of the park and is popular for canoeing and rafting. Cook Forest has 27 marked trails crossing through rugged terrain, rolling hills and cool valley streams. Special scenic areas are the Fire Tower at Seneca Point and the Clarion River. Overnight camping is permitted in the campground or cabin areas. Cook Forest also holds part of the 140-mile Baker Trail and the North Country National Scenic Trail. The Baker Trail runs from Freeport, in southern Armstrong County, to the Allegheny National Forest.

MAURICE K. GODDARD STATE PARK

Located in Mercer County, the 2,856-acre Maurice K. Goddard State Park features the 1,860-acre Lake Wilhelm. Biking along the twelve-mile paved bicycle trail is a premier feature. The trail follows the shoreline completely around the lake. It can be accessed from the marina, the dam, from just below the park office, and at various other access points along its course. The trail is open to two-way bicycle traffic, hiking, and seasonally to snowmobiling and cross-country skiing. Lake Wilhelm is a warm-water fishery, with its common species being largemouth and smallmouth bass, walleye, northern pike, and muskellunge. Boat launching and rentals are available. Picnic tables and charcoal grills are available throughout the park. Boat launches 1, 2, 3, 4, and the marina have restrooms and large picnic areas.

Other State Parks that surround the Titusville region are Pymatuning, Presque Isle and Moraine.

CLEAR CREEK STATE FOREST

This State Forest encompasses 9,089 acres in northern Jefferson County, 3,165 acres in Venango County, and 1,012 acres in southern Forest County and is named after the crystal clear stream that flows through the Jefferson County Tract. Clear Creek State Forest was founded in September of 1920, with the District Office being set in Clarion. The 3,184-acre Kennerdell Tract in Venango County was purchased in July of 1980. Hiking is available throughout the Forest on 35 miles of trails including the Little Clear Creek Trail, Silvis Trail, Trap Run Trail, Beartown Rocks Trail, and North Country Trail. Primitive camping is permitted along all but the Beartown Rocks and sections of the Little Clear Creek Trails.

CORNPLANTER STATE FOREST

The Cornplanter State Forest is located in western Forest County, just east of Allegheny Township, Venango County, and only 10 miles from Drake's Well. The Forest consists of 1,256 acres of the Cornplanter Forest District. The District is named in honor of Chief Cornplanter, a famous Indian Chief of the Seneca tribe, born in 1750 and died in 1836. He was instrumental in maintaining peace between the new American government and the League of the Iroquois between 1784 and 1812. Points of interest in the State Forest are the Hunter Run Forest Demonstration Area and Lashure Trail. This is a combined interpretive area with about 1-1/2 miles of self-guided foot trails and seven miles of cross-country ski trails for winter use.

Allegheny National Forest and Recreation Area

ALLEGHENY NATIONAL FOREST AND RECREATION AREA

According to the US Forest Service, the Allegheny National Forest (ANF), Pennsylvania's only National Forest, is approximately 517,000 acres and includes land in Elk, Forest, McKean and Warren counties in the northwestern corner of the State. About 463,000 acres are forested, 42,000 acres are non-forest, and 11,000 acres are covered by water. Most of the water is in the Allegheny Reservoir, more commonly known as Kinzua Dam.

A host of recreational opportunities abound in the ANF including, hiking, biking, fishing, hunting, trapping, camping, boating, snowmobiling, ATVing, swimming, picnicking, and much more. Recreational facilities include playgrounds, boat launches, campgrounds, trails, a visitor center, and more.

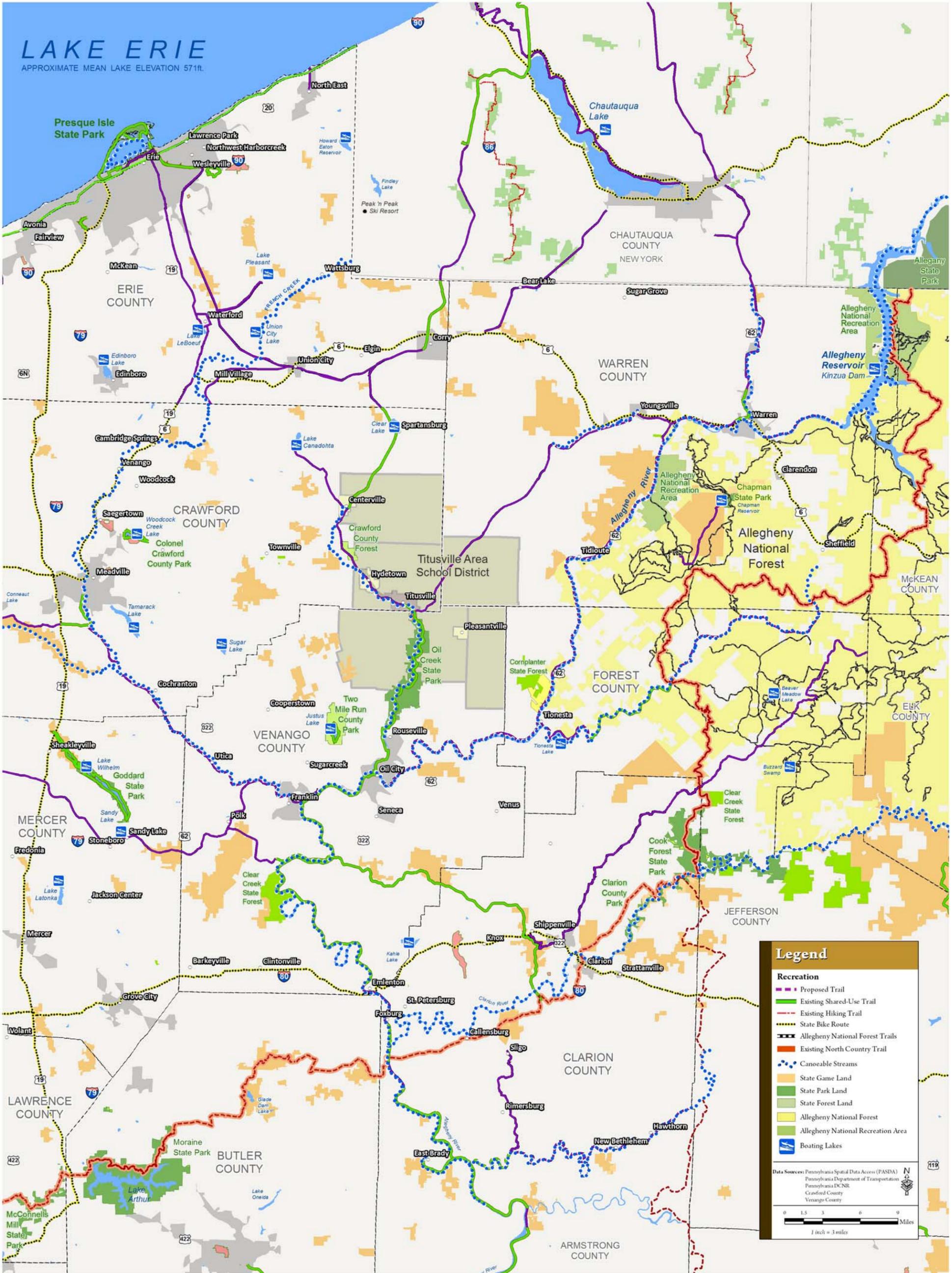
Additional information about the ANF can be found at <http://www.fs.usda.gov/recmain/allegheny/recreation>.



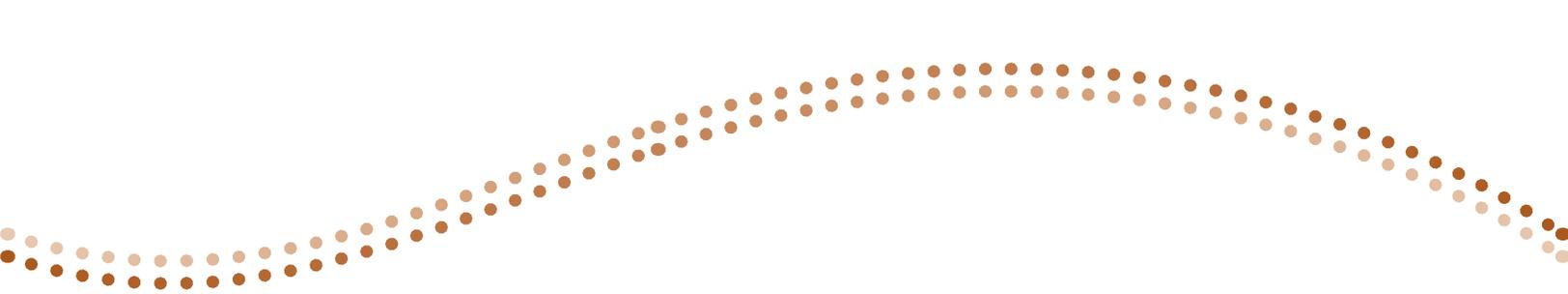
The Allegheny National Forest has a rich variety of outdoor activities. There are over 600 campsites, 6 boat launches, 6 canoe access sites, 2 nationally designated wilderness areas and many miles of hiking, snowmobiling and ATV trails.

TITUSVILLE Area School District

Titusville City
Centerville, Pleasantville, & Hydetown Boroughs
Allegheny, Cherrytree, Oil Creek (Venango & Crawford), Rome, & Southwest Townships



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ADMINISTRATION, PROGRAMMING, MAINTENANCE, AND FINANCES

Appropriate administration is critical to the management and implementation of the parks and recreation system. The analysis considers four areas of management - general administration, maintenance, programming, and finances.

The general administration analysis reviews the current organizational structure of parks and recreation, general operations, planning efforts, and intergovernmental cooperation. The maintenance analysis summarizes current maintenance practices such as management, staffing levels, risk management, training, and equipment. The personnel analysis reviews personnel systems, staffing levels, expectations of current staff, and the use of volunteers. The financial analysis evaluates past and current financial trends and support.

This Plan's recommendations are based on this administrative analysis. They are intended to provide a structure that will allow for appropriate management and development of parks and recreation in the Titusville area.

As we look at Titusville area parks and recreation, it is important to understand that it is an extensive system that includes parks, trails, playgrounds, and historic sites that are owned by municipalities, the state, and private entities. The system includes 22 parks distributed across the School District. Most of them are in the populated areas. The largest of the parks is Oil Creek State Park located in Cherrytree and Oil Creek Townships, Venango County.

The Titusville Leisure Services Board had managed and maintained the City of Titusville parks and has provided recreational programming throughout the area for decades.

General Administration

LEGAL STRUCTURE

An agreement between the City of Titusville and the Titusville Area School District created a partnership that has provided exceptional recreational opportunities to District residents since the 1950's. This agreement was entered into in accordance with enabling legislation in both the City and School District Codes.

The Mission Statement for TLS reads as follows:

“It is the organizational purpose of Titusville Leisure Services (TLS) with a cooperative agreement from The City of Titusville and Titusville Area School District to provide the citizens of Titusville with a broad and comprehensive selection of recreation programs and leisure activities to enhance the quality of life in the community, to manage a system of parks and recreation facilities for community enjoyment, and to continue planning and developing future programs and facilities as areas need change.”

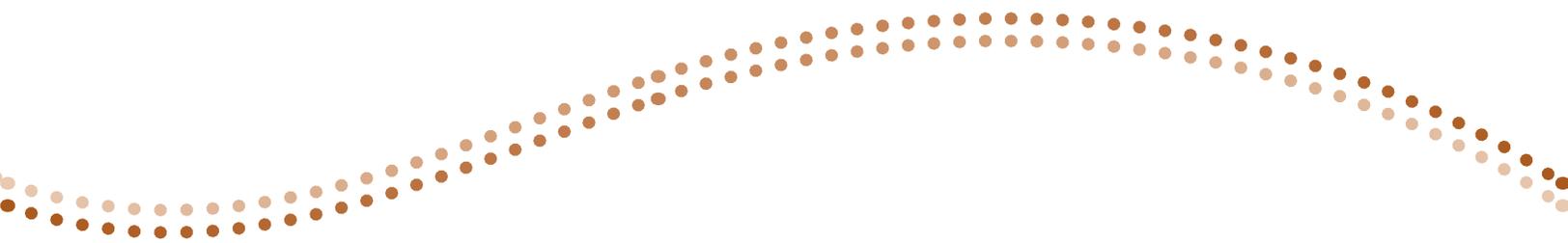
During the course of this study, it became apparent that a change was needed in the management structure to ensure the long-term sustainability of both parks and programs. With that in mind, an ad hoc committee of City Council and School Board representatives worked to restructure the TLS. The remainder of this administrative description provides summary information concerning how things worked under the previous management system but focuses more on how to move ahead for the future.

In March 2013, the City of Titusville and the Titusville Area School District entered into a new agreement to create the Titusville Area Leisure Services Commission. Several key issues are addressed in the creation of the Commission. The Agreement:

- Identifies the primary function of the Commission as operating and managing recreational programming and managing all City recreation facilities
- Places maintenance of the Titusville Parks under the direct supervision of the City
- Defines specific financial commitments to the Commission on the part of both the City and the District
- Creates the Commission to be more autonomous in its operations than the previous organization
- Puts all recreation staff as employees of the Commission
- Gives greater authority to the Commission to manage its own affairs
- Requires the Commission to become more financially sustainable

The following chart describes some differences between the old agreement and the new.

| | Former Titusville Leisure Services Board | New Titusville Area Leisure Services Commission |
|---------------------|--|---|
| Board of Directors | <p>Nine-member Board</p> <p>Two City Council Members</p> <p>Two School Board Members</p> <p>Five others appointed by Council</p> <p>The Board has very limited control over the actions of the Parks and Recreation Director and the operation of the organization.</p> | <p>Seven-member Board</p> <p>One City Council Member</p> <p>One School Board Member</p> <p>Five others appointed by TALSC</p> <p>TALSC has complete control over all staff, programs, and operation.</p> |
| Funding | <p>No established funding amount from the City and School District. Amount fluctuates each year based on program, maintenance, and staff needs.</p> | <p>An annual contractual amount is identified in the Agreement for a 10-year period.</p> |
| Staffing | <p>Parks and Recreation Director is hired by the TASD to manage and operate TLSD.</p> <p>Some program and support staff are hired by the TASD.</p> <p>Parks and Recreation Director recommends staff to the TASD for TASD funded programs. TASD handles payroll.</p> <p>Some maintenance staff are hired by the City but report to the TLSB Parks and Recreation Director.</p> | <p>Parks and Recreation Director is hired and paid by the TALSC and is responsible to that Board.</p> <p>City creates a Parks Department and hires a full-time park maintenance person who is responsible to the City Manager.</p> <p>All program and support staff are hired by the TALSC and responsible to it.</p> |
| Facility Management | <p>TLSB manages most City parks and recreation facilities.</p> <p>TASD manages its own facilities but allows use of them to the TLSB.</p> | <p>TALSC uses City and school facilities but general management falls to the respective owner.</p> |



| | | |
|-------------|---|--|
| Programming | <p>TLSB provides community programming.</p> <p>TASD controls some youth programming as it pays staff wages for certain programs.</p> | <p>TALSC provides, manages, operates, and funds all programming.</p> <p>TALSC sets an annual schedule of programs subject to City and TASD approval.</p> |
| Maintenance | <p>City and TLSB provide staff</p> <p>TLSB oversees maintenance of most city-owned recreation facilities</p> <p>TLSB oversees all maintenance staff</p> | <p>City and TASD maintain their respective facilities.</p> <p>TALSC provides volunteers and supplementary help as it is available</p> |

A copy of the recently adopted agreement is located in the Appendices.

PHILOSOPHY TOWARD FUNDING PARKS AND RECREATION

Historically, both the City of Titusville and the TASD have had a strong commitment to providing both recreational programming and facilities to their residents. Even as modifications were made in the funding methods for parks and recreation through the creation of the new Titusville Area Leisure Services Commission, both the City and the District held strong to the financial commitment. In fact, one of the key issues as the agreement was being developed was to create an organization that would have strong and balanced funding sources to include municipal and district funding but with a stronger funding stream through fees for services and other non-governmental revenue sources. The new agreement is designed to strengthen the financial base of leisure services.

STAFFING

Previously, the TLS has been led by the Director of Parks and Recreation who has been a TASD employee. Under the new system, the Director of Parks and Recreation will be employed by the TALSC. The Director will be responsible for the day-to-day operations of the organization including general administration, programming, financial management, planning, and recreational oversight of Commission activities.

The TALSC will determine what additional staff is needed and will be responsible for hiring, paying, and supervising all staff.

Summary of the Job Description for the Parks and Recreation Director of the Titusville Area Leisure Services Commission

Plan, promote, oversee and evaluate a safe, educational, social, cognitive Comprehensive Recreation, Parks and Open Space Plan and Programs for Regional Titusville Community, City of Titusville and surrounding communities (TASD boundaries).

COOPERATIVE RECREATION PROGRAMMING

As an intergovernmental organization, the TLSB has had a long history of strong cooperative programming. For years they have operated and managed after school programs, intramurals, and summer youth programs on behalf of the Titusville Area School District.

Additionally, the TLSB had specific arrangements with several community groups to provide administrative and management support, financial accountability, and program assistance. These included the organizations for:

- Recreational Soccer
- Girls Softball
- Co-Ed Softball
- Drake Well BMX
- Summer Theater
- Winter Theater
- Arts Council Social Connection

The Leisure Services Board also partnered with other organizations for the operation and provision of recreational programs. These included the Drake Well Marathon, Erie-to-Pittsburgh Trail Alliance, and the Titusville area Senior Citizens Corporation.

The agreement for the new Titusville Area Leisure Services Commission encourages the continuation of these arrangements and agreements.



PUBLICITY

Publicizing Titusville Area recreation and park opportunities has been accomplished through many venues. While the TLSB website has been the most prominent method of publicity, it also partnered with the School District to get the word out through regular “email blasts” to families with students in the District. The School District has also publicized recreational programs on their website. Printed fliers, press releases, and paid advertisements also have been used to reach the general public.

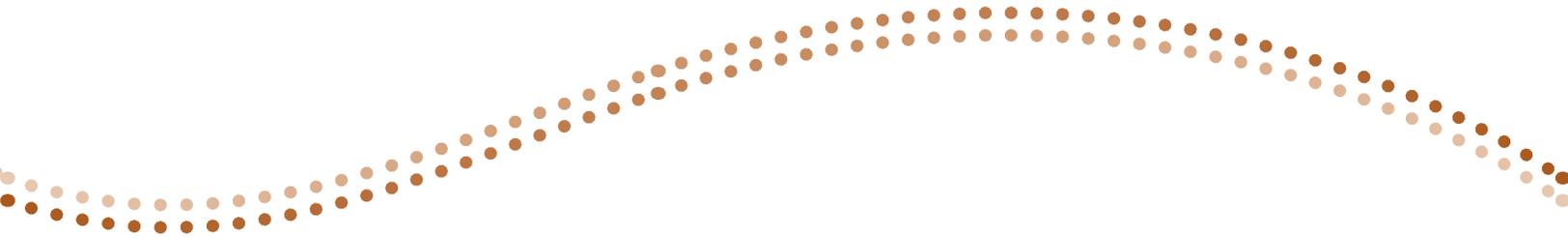
The website offers the most comprehensive information about opportunities available through the TLSB. Not only is detailed program information available, but also downloadable registration, rental, and release forms are available.

The screenshot shows the Titusville Leisure Services website. At the top, there is a navigation bar with links for Home, Parks & Facilities, Entities, Programs, Downloadable Form, About Us, Events List, and Partner Links. Below this is a main menu with categories like About Us, Downloadable Forms, Events List, Home, and Partner Links. The main content area features a welcome message from the Leisure Services Board, a logo for 'Recreating Titusville', and a list of latest news items including committee meetings and community events. There is also a search bar and a calendar for April 2013. A sidebar on the left contains a login form and a list of programs for youth and adults.

A news column offers information on the most current happenings at the parks and with recreational programming. An events page describes upcoming events and a separate tab describes the most current program offerings. Also, links are available to seven of the TLSB’s partner organizations or activities.

RECORDKEEPING AND ANNUAL REPORT

Although attendance and financial records have been kept for individual programs, there is no comprehensive compilation of these. While this has not been an issue of concern in the past, such records will be necessary in the future to provide statistical validation for the Commission to use in supporting its successes. The records also help



the Commission in planning from year-to-year. In times of staff turn-over, such a system provides a good basis for new staff to understand the success of the past.

Many departments use this type of information to produce an annual report to the elected body and to other supporters and stakeholders. The report may also display a compilation of significant data for funders, grants agencies, and the general public. This report usually describes the department's goals and objectives for the coming year, current year's accomplishments, challenges, programs, marketing, budgets, training programs, DCNR Assistance, program participation rates, program guides, and an auditor's report.

One of the requirements in the new intergovernmental agreement is the preparation of an annual report to be provided to the City and the District.

AMERICANS WITH DISABILITIES ACT COMPLIANCE

There is no ADA policy specific to parks and recreation. ADA compliancy is not addressed in most programs or facilities. With the adoption of the ADA Standards in 2010 related to parks and recreation, the City of Titusville, Titusville Area Leisure Services Commission, and the Titusville Area School District will need to address compliancy for both programming and facilities.

Because ADA standards in schools have been the practice for many years, most TASD facilities are already in compliance.

Recreation Programming

Recreation programming is one of the primary functions of the parks and recreation department in most communities. The TLSB and its predecessors have been principal provider for decades. However, as is the case in most communities, many other organizations and agencies provide recreational programming as well. These typically include sports associations, trail and environmental alliances, arts organizations, YMCAs and YWCAs, senior citizen agencies, and other special interest groups.

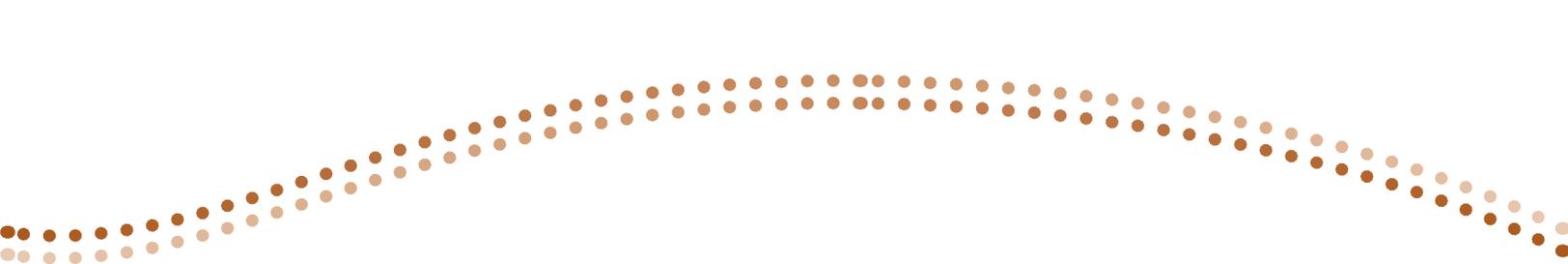
In the Titusville area, throughout its history the TASB has provided an exceptionally broad-based offering of programs with well over a hundred available to area residents. Further, they have partnered with many of the local agencies and organizations that take the lead in providing a host of sports, arts, and other recreation programming.

Programs have been provided by the TLSB in a wide variety of categories including programs for preschoolers, elementary, junior and senior high students, as well as programs for adults and senior citizens. Across the age spectrum are offerings for sports, education, special events, family style programs, nature programs, and others. Other program categories include health and safety, nature and garden, education and technology, and community tours.

A Sampling of TLSB Programming

- Elementary sports
- Art Camp
- Flag football
- Hershey Track and Field
- Tennis Leagues and Instructions
- Recreational Soccer
- Girls' softball
- Theater productions
- Music lessons
- Summer playground program
- Adult fitness
- Zumba
- Open gym
- Arts and Crafts Festival
- Earth Day
- Swimming programs

Sports programs span from competitive and instructional team sports to individualized instruction. There is also a blend of arts, cultural, nature, and leisure programming for the individual or for the entire family to participate in.



TITUSVILLE COUNCIL ON THE ARTS

Titusville Council on the Arts is an organization whose goal is to make the arts affordable and available for the entire community through diverse programming that represents all components of the arts. Its mission is to stimulate, encourage, expand, and support the practices, appreciation, and understanding of the performing and visual arts among area residents.

Each year the Titusville Council on the Arts sponsors a number of programs, shows, and special events. Plans for 2013 include:

- Peep Show
- Day of Poetry
- Summer Concert Series at Scheide Park
- Heart of the Arts Festival
- Youth Theater
- Fine Art Exhibit and Chalk Walk
- Pittsburgh Symphony Brass Concert

TITUSVILLE YMCA

The Titusville YMCA also provides a wide variety of recreational programming to the Titusville area. The Y has a strong youth program that offers:

- Swimming lessons
- Youth swim team
- Water aerobics
- Open swim opportunities
- Preschool recreation and education classes
- After-school learning enrichment
- Youth sports
- Gymnastics
- Youth and adult fitness programs
- Fitness and exercise rooms
- Silver Sneakers Senior Program
- Senior adult fitness and strength

Maintenance

In the recent past, the Titusville Leisure Services Board has been responsible for the maintenance of all City of Titusville parks. The City has provided one maintenance person for the parks and usually two or three seasonal staff to help with peak season care. Daily maintenance has consisted of general cleaning, mowing, facility maintenance and preparation, and general repairs. These tasks are based primarily on apparent needs and visual observations. Any major repairs or upgrades were completed by the City's Public Works department. There has been no maintenance plan to establish a standard of care or expected conditions for the City's parks. Nor has the budget process been tied to maintaining facilities to a specified level of care.

One of the major complaints from the public input associated with this plan was the poor condition of City parks. In drawing up the agreement for the new TALSC, the City chose specifically to bring park maintenance back under its

jurisdiction so that it could develop a system to better care for the parks. This presents a great opportunity for the City to develop new maintenance system that will adequately address the maintenance needs of all parks.

This new system of maintenance offers a great opportunity for the City to establish policies, procedures, and plans that will ensure on-going, high-quality care of the parks. Chapter 4 of this report makes specific recommendations for accomplishing this.

Park maintenance requires specialized skills and knowledge. New staff should be hired with this in mind. The National Recreation and Park Association, Pennsylvania Recreation and Park Society, and other similar organizations provide workshops, schools, and conferences to provide training in maintenance of ball fields, turf grass, equipment, playgrounds, and other park equipment and facilities. Additional sessions provide education in maintenance planning, staff management, dealing with the public, working within financial constraints, budgeting, and working in a municipal setting. Such training enhances the efficiency and effectiveness of maintenance staff. The staff charged with park maintenance management and those performing primary tasks in the parks should attend one or more of these training sessions annually.

One of the most significant issues identified from the public input portion of this study is the need to set a higher standard of design, development, and care for the Titusville area parks. Residents want their parks to be well cared for.

Sustainability of parks and their facilities is a function of advanced planning. All parks need to be planned, designed, and upgraded to be maintained and used for many years to come. The investment in these practices will provide for easier maintenance, a greater life-span, and better quality facilities. In the end, they will be more cost-effective and provide better recreational opportunities for Titusville area residents.

SAFETY AND RISK MANAGEMENT

The Consultant’s analysis of the park shows that the some of the parks have a number of safety deficiencies. A playground safety audit revealed several safety issues at the playgrounds that need to be addressed. They are detailed in the Recommendations section of this report.

There is no risk management plan for the parks. Safety inspections are conducted as part of the regular maintenance visits but there are no written safety standards or a system to track the identification and repair of such hazards. Details of inspections should be tracked and records of repairs should be kept. A risk management plan should be developed for the entire park system and its facilities. The lack of a risk management plan often results in both immediate and long term potential for dangerous situations as well as undue liability exposure for the municipality.

Finances

Finances impact on nearly every area of parks and recreation. They affect staffing, maintenance, programming, park development, and facilities. In order to understand the current state of the parks and recreation system and to lay plans for the future, it is essential to understand the financing. Financing levels and sources indicate existing priorities within the parks and recreation system. They also indicate how parks and recreation rank

| Titusville City Parks and Recreation Annual Revenue vs. Expenses | | | | |
|---|-------------------------------|------------------------------|-------------|---------------------------------------|
| Year | Parks and Recreation Expenses | Parks and Recreation Revenue | Net Expense | Percent of Cost Recovery through Fees |
| 2007 | \$185,440 | | \$185,440 | 0.00% |
| 2008 | \$255,389 | \$185,590 | \$69,799 | 72.67% |
| 2009 | \$203,153 | \$0 | \$203,153 | 0.00% |
| 2010 | \$78,690 | \$0 | \$78,690 | 0.00% |
| 2011 | \$78,044 | \$0 | \$78,044 | 0.00% |
| Average | \$160,143 | | \$123,025 | |

Source: City of Titusville Financial Audits 2007-2011

with other municipal services. The analysis of all financial aspects of the community, including those that impact parks and recreation, provide an indicator as to how the municipality can proceed in meeting its other priorities.

During the five-year period from 2007 to 2011 Titusville City spent an annual average of \$123,025 on parks and recreation. It received related revenues of \$185,590 for a grant in 2008. Other revenues produced as a result of the expenditures that were received by the Titusville Leisure Services Board are not accounted for in this scenario.

Expenditures are tracked by the City through the typical Pennsylvania municipal chart of accounts.

A comparison of the City’s expenditures for parks and recreation with the total general fund expenditures shows that the City spent an average of 3.11% of the general fund for parks and recreation. This percentage fluctuated significantly over the five-year period ranging from a high of 6.82% to a low of 1.95%.

It would appear that the years of higher expenditures were directly related to capital costs in the parks. The two most recent years showed the lowest percent of expenditures in the comparison period.

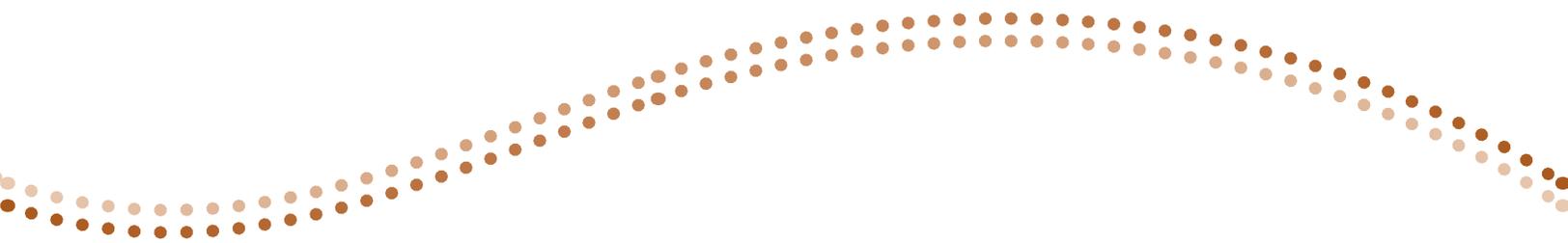
| Titusville City Park and Recreation Expenditures vs. Total General Fund Expenditures and Population | | | | |
|---|--|---|-------------------------------|---------------------------|
| Year | Total General Fund Expenditures* | Parks and Recreation Net Expenditures | Percent of General Fund | Per Capita Expenditure |
| 2007 | \$2,720,978 | \$185,440 | 6.82% | \$5.96 |
| 2008 | \$3,184,445 | \$69,799 | 2.19% | \$2.24 |
| 2009 | \$4,018,977 | \$203,153 | 5.05% | \$6.53 |
| 2010 | \$3,770,842 | \$78,690 | 2.09% | \$2.53 |
| 2011 | \$3,992,395 | \$78,044 | 1.95% | \$2.51 |
| Average | \$3,658,088 | \$117,214 | 3.11% | \$3.77 |

*Source: City of Titusville Annual Audits 2007 - 2011

An additional comparison shows that during the same period Titusville City spent an average of \$3.77 per capita on parks and recreation. A five-year detail of per capita expenditures is shown in the accompanying chart.

The following chart compares Titusville City to other municipalities of similar size and nature. Data for this chart comes from the DCED Annual Municipal Reporting Statistics. The most recent data available for all municipalities is from 2010.

The chart shows that Titusville spends more per capita than Farrell, Edinboro, and Arnold City but less than Clarion and Franklin. However, the average per capita parks and recreation expenditures among the five municipalities is \$17.42 compared to Titusville’s \$14.05.



| Comparison to PA municipalities of Similar Size and Nature 2010 Parks and Recreation Comparisons | | | | | | |
|---|-----------------|-----------------|----------------------------|------------------------|-------------|--------------------|
| Municipality | County | 2010 Population | 2010 Parks/Rec Expenditure | 2010 Parks/Rec Revenue | Net Expense | Per Capita Expense |
| Farrell City | Mercer | 5,111 | \$42,159 | \$0 | \$42,159 | \$8.25 |
| Edinboro | Erie | 6,428 | \$50,194 | \$22,525 | \$27,669 | \$4.30 |
| Arnold City | Allegheny | 5,157 | \$59,971 | \$0 | \$59,971 | \$11.63 |
| Clarion Borough | Clarion Borough | 5,276 | \$87,340 | \$0 | \$87,340 | \$16.55 |
| Franklin City | Venango | 6,545 | \$146,120 | \$26,500 | \$119,620 | \$18.28 |
| Average | | 5,911 | \$116,730 | \$13,250 | \$103,480 | \$17.42 |
| Titusville City | Crawford | 5,601 | \$78,690 | \$0 | \$78,690 | \$14.05 |

Source: DCED Municipal Statistics 2010 <http://munstatspa.dced.state.pa.us/Reports.aspx>

| Analysis of Per Capita Spending on Parks and Recreation Communities of Similar Size | | | |
|--|---|------------|--------------------|
| Measure | Municipality | Population | Per Capita Expense |
| Mean | | 5,911 | \$17.42 |
| Median | Arnold City | 5,157 | \$11.63 |
| High | Franklin City | 6,545 | \$18.28 |
| Low | Farrell City | 5,111 | \$8.25 |
| Titusville City | | 5,601 | \$14.05 |
| Per Capita Expenditure Comparison to Titusville City Parks and Recreation | Communities that spend more than Titusville | | 2 |
| | Communities that spend less than Titusville | | 3 |

ADEQUACY OF FUNDING

In recent years, both the City and the TLSB have struggled to fulfill their respective purposes with the available funding. At the same time, costs, mostly related to staffing, continued for the school district. One of the purposes of developing the new agreement and subsequently the new Commission was an attempt to restructure the financial commitments for all three entities. Both the City and the School District are now committed to a defined annual amount for recreation management and programming. Additionally, they have each committed, independently of the Agreement, to provide maintenance for the City's and the District's recreational facilities.

Under the new system, the new Commission is expected to operate in a more businesslike manner needing to acquire sufficient revenues through program fees and other sources to cover more of its costs. At the same time, the structure



allows the Commission to have access to additional revenue sources that were not previously available to them. The greater autonomy from the City and the District opens new opportunities for grants, contributions, fundraising, and revenue production. At the same time, the Commission has been freed from the responsibility of maintaining parks and recreation facilities.

The Commission will need to adhere closely to business principles that will move it towards financial sustainability.

Chapter 3: Public Participation

PUBLIC PARTICIPATION

Public participation was a key component to the development of the Titusville Area's Comprehensive Recreation, Parks, and Open Space Plan. Six venues were used to collect input from area residents. A Study Committee was used throughout the process to represent the community in meetings with the Consultant; two public meetings were held; a focus group meeting was held with City and School District officials; an Internet-based recreation questionnaire was used; and key person interviews were conducted. Each sought to collect input that related to the Comprehensive Recreation, Park, and Open Space Plan.

The public input was used throughout the planning process to understand the needs, desires, concerns and issues of Titusville area residents. This process allows the final analysis and recommendations of these plans to be responsive to community needs.

This chapter describes the public participation process and results for each venue. Details of each public input venue are in the Appendices.

Study Committee Meetings

The Study Committee was involved throughout the entire planning process assisting the Consultant to understand community characteristics and to provide community interaction at each step of the Plan. The seventeen-member Study Committee met seven times throughout the fifteen-month planning process. The committee comprised Titusville area residents representing senior citizens, educators, sports organizations, City Council, TASD Directors and staff, environmental concerns, recreation volunteers, Leisure Services Board Members, and staff. The varied interests of the Committee provided a balanced outlook at recreation, parks, and open space in the Area.

Committee members' functions included:

- acting as a sounding board for ideas as the plan was developed
- representing the community throughout the process
- assisting in the development of the public input forums
- providing feedback as existing recreation facilities and programs were inventoried
- identifying issues and concerns about parks and recreation
- discussing vision, goals, and strategies for implementation of the Plan

As part of the first study committee meeting, members discussed parks and recreation issues that they believed were important to area residents. After brainstorming, the committee came up with a list of parks and recreation issues they identified as essential and important. They ranked them according to their importance. This list shows the twenty-six issues and their rankings. Several issues were tied in the ranking process.

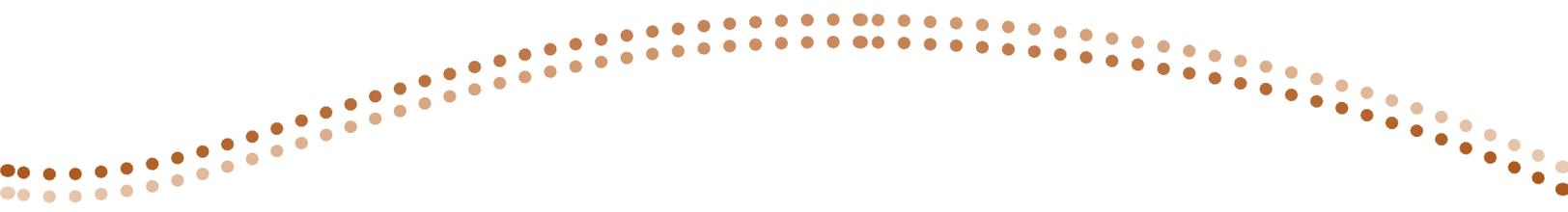
Parks, Recreation, & Open Space
Public Meeting

Titusville Area Residents
Come and tell us what you think
About our parks, recreation,
and open space

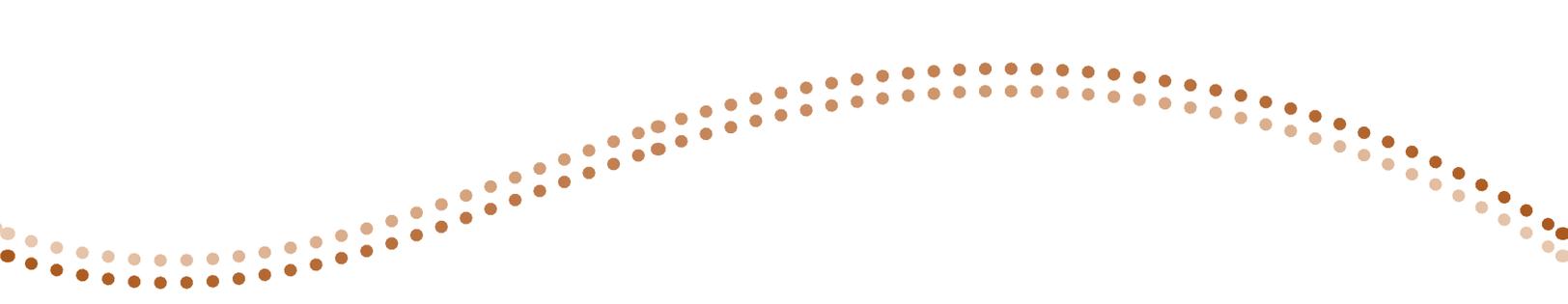
Find our Recreation Survey at
www.titusvilleleisureservices.com
Just click on the link

Or comment on our blog at
recreationandlogpost.com

Thursday
March 8, 2012
6:30 P.M.
Titusville High School
Board Room



| No. | Issue |
|-----|---|
| 1 | There are lots of parks and recreation opportunities in the Titusville region. |
| 2 | Financing of parks and recreation is an issue. <ul style="list-style-type: none"> • Funding uncertainty for the Titusville Leisure Services Board (TLSB) • TLSB may have lost its focus – moving away from parks and recreation to more social services. • TLSB needs to become self-supporting – possibly under a recreation authority. • TLSB Memoranda of Understanding is outdated and ineffective. A new MOU is needed with a new organization. • Clearly define what TLSB is. • Needs area-wide representation. |
| 3 | Insufficient programming at the Ed Myer Complex |
| 4 | Need continued growth in recreation programming |
| 5 | Optimizing resources and avoiding duplication of services |
| 6 | Facilities at Ed Myer Complex need upgraded. |
| 7 | Find ways to better maintain existing facilities. |
| 8 | There is a great regional opportunity with the Erie-to-Pittsburgh Trail system – great potential economic impact. |
| 9 | Facilities are clean and safe. |
| 10 | Reduce the number of parks in the region |
| 11 | Focus on what currently exists before developing new facilities. |
| 12 | Upgrade facilities within parks. |
| 13 | Determine what the communities want for recreational opportunities. |
| 14 | Offer incentives to get kids to sign up for programming. |
| 15 | Connect schools and parks via trails and walks. Consider using the Safe Routes to Schools program. Reduce bussing to schools. |
| 16 | Enhance and promote Blueways – connect people to Oil Creek. |
| 17 | Create a dog park or area. |
| 18 | Right-size recreation programming. |
| 19 | The City of Titusville foots the bill for the majority of recreation facilities for surrounding municipalities. |
| 20 | If facilities are expanded, what can be taken away to live within our means. |
| 21 | How can park responsibilities be shared among all municipalities? |
| 22 | Are existing opportunities adequately publicized? |
| 23 | Consider recreation as an economic tool. |
| 24 | Encourage cross-promotion and collaboration. |
| 25 | Remove some of the trees at Roberts Grove Park. |
| 26 | Sports programs have moved from teaching to competition. |



Public Meetings

The public meetings provided input opportunities for all residents of the Titusville Area. Extensive publicity was used to inform local residents of their chances to share their thoughts and feelings about recreation, parks, and open space in the Titusville Area. These public meetings were made available for the general public to provide input toward the plan; as a result, valuable input was gathered through two public meetings. At the first meeting, the Consultant gave an overview of the planning process and held brainstorming sessions to provide residents with an opportunity to voice their opinions and identify key issues. At the second meeting, the Consultant presented the findings of the study and the key recommendations. Attendees were given the opportunity to ask questions and/or provide comment.

At the first meeting, held March 12, 2012 at the Titusville High School Board Room, thirty-five people were in attendance. Of the forty-five issues identified, the top issues were:

Maintain and repair existing facilities; ensure that existing facilities are properly cared for before looking to expand. Renovate and upgrade City parks and ballfields.

Expand the planned Queen City Trail through the City and at least to the Walmart store location. This not only provides a local recreation opportunity but also extends the Erie-to-Pittsburgh Trail that will have an impact on the area's economy, and provides a walking transportation route from the City to the store.

Improve the process of management and decision-making among the three entities that currently make up the Titusville Leisure Services Board. From the resident's perspective, it is often difficult and cumbersome to get things done under the current system. Find a way to get through the political, liability, and labor barriers that keep volunteers from donating time, equipment, and supplies to the parks.

Identify additional funding opportunities for recreation, parks, and open space. Funding should focus on existing facilities and programming as well as ways to improve recreation.

Improve the system of providing community recreation and other public events information to residents. Create a consolidated, single, community calendar. There are many groups and organizations that provide a host of community activities that often conflict with one another. A master calendar should be able to reduce such conflicts.

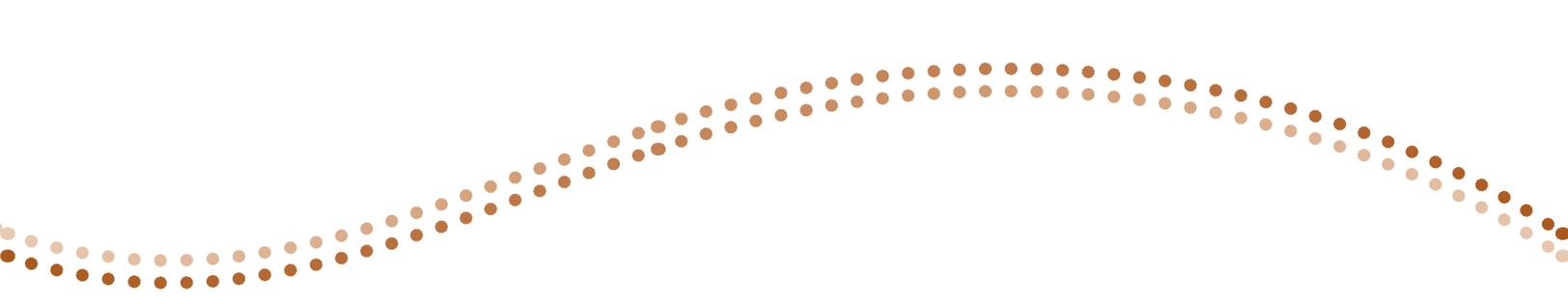
Work to re-charge the baseball and softball leagues to increase participation. Participation levels have dropped significantly in recent years.

Encourage the development of trailheads that are easy to recognize and access and include benches, restrooms, bike racks, parking, and informational kiosks.

Better utilize the Ed Meyer Complex and improve access to it.

The following is a complete list and ranking of all issues identified at the meeting.

| Rank | Issue | Total Points |
|------|---|--------------|
| 1 | Maintain and repair existing facilities | 42 |
| 2 | Expand the bike trail to Walmart | 25 |
| 2 | Improve the process of management and decision-making among the three entities that currently make up the Titusville Leisure Services Board... City of Titusville, Titusville Area School District, and Leisure Services Board. | 25 |
| 3 | Identify additional funding opportunities for recreation, parks, and open space. | 19 |
| 4 | Improve the system of providing community recreation and other public events information to residents. Create a consolidated, single, community calendar. | 18 |
| 5 | Need to re-charge the baseball and softball leagues to increase participation. | 17 |
| 6 | Provide better communication as to what is being offered. | 16 |
| 7 | Renovate/upgrade Titusville City parks and ballfields. | 15 |
| 7 | Encourage the development of trailheads that are easy to recognize and access and include benches, restrooms, bike racks, parking, and informational kiosks. | 15 |
| 8 | Find a way to get through the political, liability, and labor barriers that keep volunteers from donating time, equipment, and supplies to the parks. | 13 |
| 9 | Better utilize the Ed Meyer Complex and improve access to it. | 11 |
| 10 | Build collaboration among the municipalities within the Titusville Area School District. Together they make up the service area of the Titusville Leisure Services Board. | 10 |
| 10 | Install score boards at the Ed Meyer Complex fields. | 10 |
| 11 | Bring back the winter recreational sports that used to be offered at Burgess Pa... ice skating, cross-country ski and skate rental, sled riding. | 9 |
| 12 | Control wasps and bees in all park areas. | 7 |
| 12 | Extend the biking, hiking, walking trails. | 7 |
| 13 | Municipal governing bodies need to connect regionally, creating a formal group/connection. | 6 |
| 13 | Live within our financial means, maintain existing parks before adding new facilities. | 6 |
| 14 | Develop an adopt-a-park program to assist with maintenance and up-keep. | 5 |
| 14 | Coordinate rest areas/trailheads among bike/ped trails and water trails (kayak). | 5 |
| 14 | Coordinate planning and development of equine trails with Oil Creek State Park. | 5 |
| 14 | Develop a better way to publicize recreation programs. | |
| 15 | Create more recreational opportunities for family interactions – open the lodge in Burges Park, sledding, park activities. | 4 |
| 15 | Create a list of tasks for volunteers. Adopt a program for volunteers to assist with these various tasks. | 4 |
| 15 | Enhance the use of softball fields with adult softball tournaments. Issue alcohol use permits for these tournaments | 4 |



| | | |
|----|--|---|
| 15 | Clean up Burgess Pond and keep it clean. | 4 |
| 15 | Develop a location for a dog park. | 4 |
| 16 | Identify what the new governing body will look like. | 3 |
| 16 | Provide programs for persons with physical disabilities. | 3 |
| 16 | Install bike racks at every school and park. | 3 |
| 16 | Ensure that recreation facilities and programs are reflective of the demographics of the community. | 3 |
| 16 | Provide more historical events to attract people. | 3 |
| 16 | Work to provide a tourism guide for the City. | 3 |
| 17 | Protect and maintain usable open space. | 2 |
| 17 | Create a brochure with a description of each park. | 2 |
| 17 | Update the recreation website or community event posting board. | 2 |
| 17 | Organizations providing recreation programs need to be more in tune with public needs. | 2 |
| 18 | Define where the recreational program has been throughout its history. It has always been very strong. | 1 |
| 19 | Return to the collaboration between the Leisure Services and the golf program. | |
| 19 | Revert back to the original philosophy of the recreation programs of instruction and participation. | |
| 19 | Need a staff person to oversee administration, management, programming volunteers, etc. | |
| 19 | Coordinate the clean-up of the various parks with volunteers. | |
| 19 | Maintain and enhance senior citizen programming. | |
| 19 | Review other community's recreation plans to see what works. | |
| 19 | Define where we are, where we want to be, and how we get there. | |

Community Recreation Questionnaire

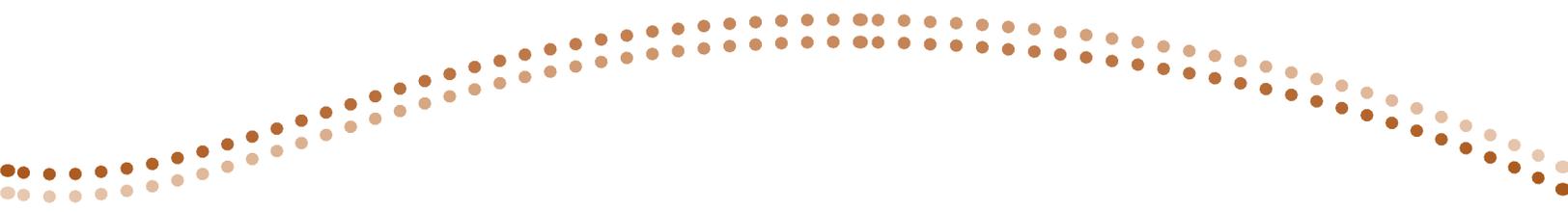
The Consultant and Study Committee worked together to develop a twelve question on-line survey to allow residents to express their thoughts and concerns about a number of recreation, parks and open space issues. Four hundred eighty households responded to the questionnaire. The following summary describes the significant findings of the questionnaire.

The questionnaire respondents were demographically comparable with the make-up of the Titusville Area. The 274 responses represented just under 1,100 Area residents. The following summary does not address every question in the survey but summarizes its highlights.

Ninety-five percent of the respondents live within the Titusville Area School District boundaries with over half residing in the City of Titusville. The oldest respondent was 78 and the youngest was 9.

Ninety-seven percent of the respondents indicated that parks and recreation are important to them while 86% said recreational programming is important to their family. Residents also said that both land and water trails are very important to them, showing 90% and 78% respectively.

Most respondents (86%) indicated that they feel there are sufficient parks in the area while fewer (65%) said there is adequate recreational programming. Just over 60% thought the Area's parks are adequately maintained.



| Please answer yes or no to the following statements. | | |
|--|-----|-----|
| Answer Options | Yes | No |
| Parks are important to my family. | 243 | 8 |
| Recreational programming is important to my family. | 215 | 35 |
| Recreational trails are important to my family. | 226 | 24 |
| Recreational waterways are important to my family. | 195 | 55 |
| There are sufficient parks in the Titusville area. | 213 | 35 |
| There are sufficient recreational programs available in the Titusville area. | 158 | 87 |
| It is easy to find information about Titusville area recreation programs. | 130 | 112 |
| Parks are adequately maintained. | 148 | 96 |
| I feel safe when I visit the parks. | 225 | 21 |

Most residents find out about parks and recreation activities through the local newspapers or on the School District website.

Residents seem to be attracted to parks because of their multi-use trails (69%), picnic facilities (57%), playgrounds (55%), programs and activities (52%), and open spaces (52%).

There is a high demand for recreational programming. Respondents indicate these needs:

- Art/music/theater – elementary age through seniors
- Aerobic exercise – mostly teens, adults, and seniors
- Arts and crafts – preschool, elementary, middle school ages
- Preschool activities
- Indoor and outdoor sports – primarily for elementary age through teens with some demand for adults
- Sports camps – elementary, middle school, and teens
- Swimming lessons – preschool through middle school
- Community special events – all ages
- After-school programs – elementary, middle school, teens
- Summer day camps – elementary and middle school
 - Summer playgrounds – pre-school and elementary school
 - Senior programming
 - Nature and environmental programs - elementary through adults
 - Concerts in the parks – teens, adults, and seniors

When asked about recreational facilities, respondents were given options to identify which needed improved, what facilities there needs to be more of; and what facilities there do not need to be any more of. The following shows the highest rankings in each category.

Facilities that need to be improved – playgrounds, tennis courts, all parks

Facilities where more are needed

- Environmental education areas
- Dog parks
- Sledding/tubing areas
- Horseshoe courts
- Kayak access points to Oil Creek

Facilities of which there are sufficient (60% or more indicated they are sufficient)

- High school swimming pool
- Soccer fields
- Softball fields
- Football fields
- Bocce courts
- Hiking trails
- Horseback riding trails
- Greenways
- Baseball fields
- Skateboard areas

When asked about the importance of a series of natural resource base protection and preservation options, respondents strongly supported all. An average rating between 2.5 and 3.4 ranks the item as very important. As can be seen in the chart below, all items fall within that range.

| How important are each of the following in the Titusville area? | |
|--|----------------|
| Answer Options | Rating Average |
| 1. Protect water resources including streams, rivers, ponds, and lakes. | 3.41 |
| 2. Promote Oil Creek as an economic benefit to the area. | 3.26 |
| 3. Improve access to Oil Creek in Downtown Titusville. | 2.89 |
| 4. Improve recreational access to Oil and Pine Creeks. | 2.88 |
| 5. Develop parklets with pavilions, kayak launch, picnic areas, etc. along Oil and Pine Creeks. | 2.93 |
| 6. Complete the Queen City Trail. | 3.07 |
| 7. Create trailheads and connecting trails to provide easy access to the regional trail system. | 3.04 |
| 8. Promote the trail system as an economic benefit to the area. | 3.12 |
| 9. Protect open space such as steep slopes, woodlands, and fields. | 2.96 |
| 10. Protect linear corridors of open space (greenways) that may include trails, streams or protected natural areas and habitats. | 3.00 |

Questionnaire respondents wrote 156 other comments as part of their responses. These comments are listed in the Appendices.

Internet Blog

An internet blog was made available for residents to offer written comments concerning recreation, parks, and open space in the Titusville Area. The Blog had 274 page views. Blog users were asked to offer comments concerning parks and recreation issues.

All comments spoke to the abundance on both quantity and quality of parks and recreation in the Titusville area over the years. The following excerpts exemplify the tone of the comments on the Blog.

“We are so incredibly blessed with the abundance of natural parks and resources within our community and region.”

“Opportunities exist, right now, to expand our recreational systems to improve launch access for kayaking on Oil Creek/Pine Creek...along with continuing the Queen City Bike Trail so that it will be able to connect with northern/southern systems clear down through Pittsburgh and Washington, DC.”

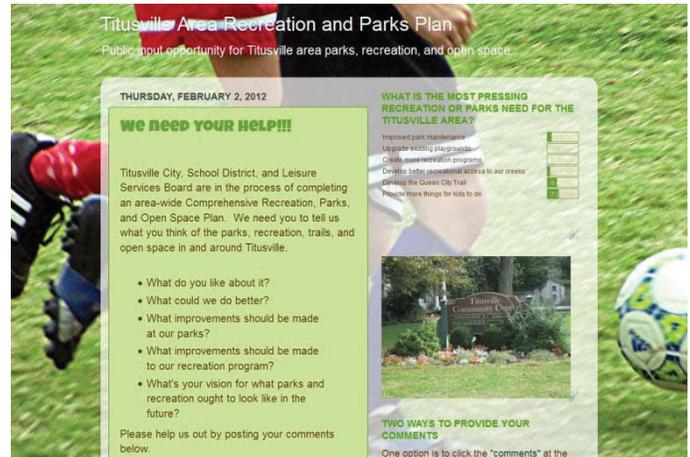
”When I was a kid, we constantly lived at Burgess Park. It was full of daily activities-the arts and crafts in the basement of the Tyc Toc. The swimming in the pool, the sled riding in the winter, the toboggan run ran constantly and was a huge hit. It is now covered with weeds and is not even noticed -they also used to rent toboggans and ice skates at the Tyc Toc. The ice skating was in the tennis courts on the main street side. Wow! Did we have a great time ice skating-I know these are winter ideas but they were awesome and they were great memories of my childhood.”

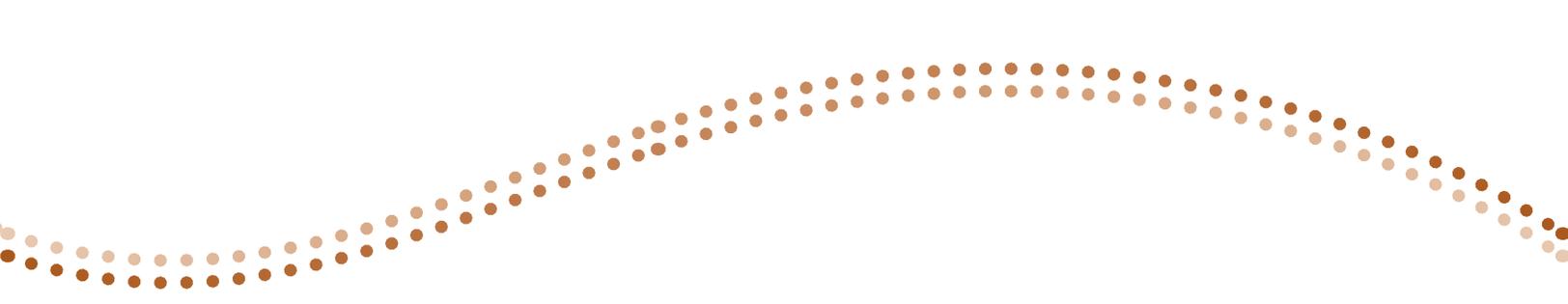
Key Person Interviews

Key Person Interviews were conducted with individuals who could provide valuable input regarding parks and recreation issues. Each person was questioned related to his/her particular interest or expertise in the regions parks, recreation, and open space. Interviews were conducted in one of four ways: in person, via telephone, via email or as part of a group meeting among with the Consultant.

The following is a list of the interviewees and topics discussed with each.

1. Ed Myer, Former TLSB Director – Discussed the history of the TLSB and problems it is encountering today. Mr. Myer feels very strongly that the Board needs to return to many of the practices of the past that have tied it to the community.
2. Leah Carter – Titusville Renaissance Committee – Discussion of environmental education, Oil Creek access points, Blue Heron Rookery environmental education area, trails, and more
3. Larry Manross, Manager, City of Titusville – Discussion of possible restructuring of the TLSB and the City’s role on the Board.
4. City of Titusville Focus Group – Mayor Ester Smith, Councilman Keith Bromley, City Manager Larry Manross – Discussion of the City’s perspective on the future of parks and recreation and the TLSB.
5. Titusville Area School District Focus Group – Terry Kerr, Assistant Superintendent; Dwight Proper, School Board President; - Discussion of the School District’s role with the TLSB in the future.
6. Deb Frawley, Oil Region Greenways and Trail Coordinator – Trail connections and development from the existing segment of the Queen City Trail to the Crawford/Forest County border.



- 
7. Kim Harris, Oil Region Alliance/Queen City Trail Planning – Specific issues with the development of the Queen City Trail.
 8. David Hallman – Oil Creek State Park Manager – How the park relates to Titusville parks and recreation opportunities.
 9. Joint meeting of the Titusville City Council and the Titusville Area School District Board and staff – Presentation of possibilities to re-structure the TLSB. Resulted in the creation of a committee of the two boards to draw up an agreement based on the recommendations of this Plan.

Information gathered from these interviews is interspersed throughout this report as part of the analysis and recommendations.

Common Themes among Public Input Venues

The Study Committee and the Consultant worked together to identify common themes that occurred in multiple venues of public participation. To be considered a common theme, an issue needed to be included in at least three of the input venues. The following ten items were identified.

1. Maintain and upgrade existing parks
2. Re-structure the Titusville Leisure Services Board to clarify the role of the T ASD and the City and to establish clearly defined funding of the organization
3. Establish systems, policies, and procedures to make the TLSB more functional in the community
4. Identify and secure sources to adequately fund the TLSB
5. Seek ways to reach out to smaller municipalities within the T ASD to improve their community parks and build support for the TLSB
6. Expand programming options
7. Remember the history of parks and recreation in Titusville. Recreate the best recreational programs and opportunities of the past to enhance the future.
8. Support the development of the Queen City Trail and its role as a component of the Erie-to-Pittsburgh Trail
9. Capitalize on the economic potential of the existing and proposed trail systems
10. Create appropriate trailheads for the Queen City Trail and the Oil Creek Water Trail

These common themes were used as the basis to develop the vision, goals, and implementation strategies which are detailed in Chapter 4.

Chapter 4: Vision, Goals, & Implementation Strategies

LOOKING TO THE FUTURE

Implementation of this plan is based on the developed mission statement, vision statement, goals, and implementation strategies. Each plays a significant role in ensuring that this plan becomes a useful tool in moving the Titusville area towards meeting its current and future recreational needs.

Mission Statement

One of the recommendations of this Plan was the creation of a new intergovernmental commission. As of the writing of this report that commission has been created and is called the Titusville Area Leisure Services Commission. It replaces the former Titusville Leisure Services Board (TLSB). The new Commission will develop its own Mission Statement based on the purposes described in the intergovernmental agreement.

Vision Statement

The vision statement paints a picture of where the Titusville area wants its recreation, parks, and open space to be five to ten years down the road. The vision statement anticipates what the municipalities and the school district would like to achieve or accomplish in parks and recreation in the long-term. It is intended to be more visionary than specific. Some of the thoughts and ideas described in the vision statement will be easy to accomplish in a relatively short amount of time. Other parts of it will require greater effort to achieve.

The vision statement has been created based primarily on the public input and the inventory and analysis of recreational resources. The Study Committee played a key role in identifying the vision for the future.

It was developed as the consultant worked with the study committee to analyze the results of the public participation process, including study and focus group meetings, public input sessions, key person interviews, and the results of the recreation questionnaire. During the course of this analysis, the committee and the consultant identified common elements that were consistently mentioned in various forms of public participation as well as through the inventory and analysis process. These issues and ideas were developed into the narrative that describes the vision for the future of recreation, parks, and open space in the Titusville area.

Goals

The key issues that were used to develop the vision statement have been refined into a series of goals that are intended to move the region toward fulfilling its vision. The goals are broad in nature, designed to be all-encompassing, and based upon community ideas and issues raised through the planning process. The goals reflect the themes that were identified through the public input process and illustrated in the vision statement. These goals also provide the organizational structure for the implementation of the recommendations and direction for the future of recreation, parks, and open space in the Titusville area. The implementation strategies of this plan are organized according to the goal statements developed following the visioning process.

Implementation Strategies/Recommendations

The recommendations are detailed implementation strategies that are described under individual goals. Information collected through both the public participation process and the professional assessment was utilized to develop these



implementation strategies, which sets forth a step-by-step plan for accomplishing each goal and ultimately fulfilling the community's vision for the future of recreation, parks, and open space.

Titusville Parks, Recreation, and Open Space Vision Statement

It is the Vision for the Titusville area that:

- Through the Titusville Area Leisure Services Commission, high quality recreational programming will be made available to area residents
- All municipal parks will be maintained to a high level of safety, quality, and usability
- Trails, greenways, and open space will be developed, maintained, and preserved for current and future residents

GOALS AND IMPLEMENTATION STRATEGIES

The following describes the seven goals for fulfilling the Vision for the future of Parks, Recreation, and Open Space in the Titusville area. With each goal is a listing of strategies for implementation along with supporting information. The narrative description is followed by implementation strategy charts that depict the strategy, its priority, projected cost, and likely funding source.

GOAL #1

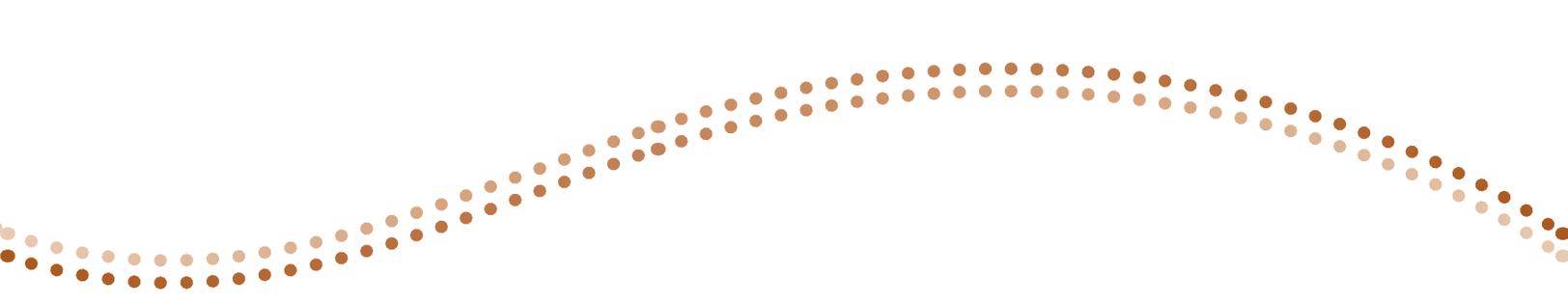
Maintain and upgrade the existing parks system that provides recreational opportunities throughout the area while being sensitive to the financial constraints of each community.

City of Titusville

Adopt a policy to maintain and manage the City parks under the following three-tiered system.

Primary Parks – Burgess Park, Ed Myer Sports Complex, Roberts Grove, Scheide Park

- a. These serve as the primary recreation facilities for residents of the City of Titusville and, in some cases, residents of surrounding municipalities.
- b. These parks should be the top priorities for maintenance, rehabilitation, and sustainability.



Burgess Park – This is an older park that needs significant repairs and upgrades to address many deferred maintenance issues dealing with building standards, safety, usability, and aesthetics. There are many high maintenance items that, if fully upgraded or repaired, would significantly reduce on-going maintenance expenses. This Plan will identify an approach to bring the park back into good condition.

Ed Myer Sports Complex – As a newer park, a maintenance plan needs to be developed and adopted quickly to avoid long-term maintenance issues. The Plan should establish standards and maintenance techniques that will ensure long-term sustainability. A sample plan will be included in this report.

Roberts Grove – This is currently a high maintenance park. Maintenance could be significantly reduced by: removing the pathways between various pieces of playground equipment; using the herbicide to control grass growth close to trees, walkways, equipment, etc.; and eliminating the seldom used fitness stations. An overall maintenance plan should be developed to establish maintenance standards and practices to meet those standards.

Scheide Park – This facility is well maintained and should continue to be maintained and operated as it is now. There seems to be a commitment to this park from various outside organizations.

Establish and maintain an appropriate capital and operating budget to sustain these priority parks in good condition.

Secondary Parks – CyTemp Field, Waterworks Ballfield

- a. These parks meet the recreational needs of specific user groups.
- b. These should be of secondary priority.
- c. Maintain for safety, usability, and sustainability.
- d. Encourage user groups to help provide for capital investments in these properties.

Tertiary Parks – Robert Fleming, Longeway, and Sunset Heights Parks

- a. Each of these parks serves a small segment of the City's population.
- b. Remove the remainder of the equipment from Longeway Park. Maintain it as open space. Consider alternate uses for the future.
- c. Retain Sunset Heights as undeveloped green space. Remove any remaining park equipment.
- d. Maintain for safety and to meet City ordinances and deed restrictions. These parks may be developed in the future if demand dictates and finances are available.

Recommendations

1. Create a maintenance management plan that establishes standards to ensure all parks will be maintained to a high level of quality and safety. Include a safety and risk management component.
2. Implement preventative maintenance practices that reduce continual labor intensive tasks. Examples include:
 - a. annual or semi-annual application of pesticide to reduce string trimming
 - b. remove un-needed pathways between play equipment in Roberts Grove to reduce push mowing
 - c. limit deferred maintenance to avoid major repairs and upgrades
3. Construct and upgrade facilities in ways that reduce on-going maintenance.
4. Utilize volunteers to assist in caring for parks.

- 
5. Provide training for park maintenance personnel in turf management, athletic field maintenance, playground safety, building care, swimming pool maintenance, fleet/equipment management, landscaping, mechanical repair, etc.
 6. Provide sufficient tools and equipment that will improve efficiency and effectiveness in caring for parks and facilities.
 7. Bring all facilities into compliance with the standards of the Americans with Disabilities Act.
 8. Comply with all recommendations of the playground safety audits.
 9. Retain a sufficient maintenance staff that is trained in methods of caring for parks and facilities. Staffing should include, at a minimum, a Park Maintenance Manager; 1-2 full-time, year-round staff; 1-3 supplemental staff from PW crew or hired as seasonal workers. Additional staff will be needed for maintenance and custodial care of the community center.
 10. Address current maintenance concerns identified in the parks analysis portion of this plan.
 11. Construct and upgrade facilities in ways that reduce on-going maintenance.
 12. Develop a safety and risk management plan for the parks.

Quality of Parks Maintenance

One of the top priorities of the Study Committee was to improve area parks and recreation facilities to a high standard of care.

The quality and kind of materials used are essential to the long-term maintainability, repair, and upkeep of recreation facilities. Investments in the key areas of facilities such as turf, hard surfaces, playground apparatus, lighting, electric, plumbing, fencing, and court and field amenities could yield long-term savings and reduce vandalism.

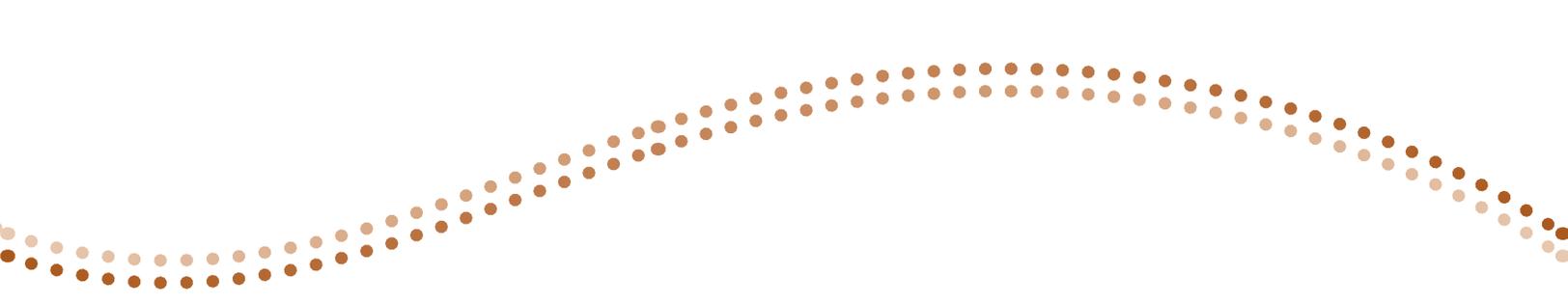
Quality in construction, maintenance, appearance, management, and operation has a great effect on the overall budget. It is imperative that good quality and high standards are a part of all aspects of the maintenance. A lack of quality in any one of these areas can have a dramatically negative effect on the budget. This does not mean that every product must be the most expensive. Quality must be balanced with a reasonable budget. An investment in quality materials will certainly reduce the facilities' long-term maintenance costs.

Maintenance and Risk Management Plans

To ensure an appropriate standard of care, the City should develop a Park Maintenance and Risk Management Plan that establishes maintenance standards for all parks. Maintaining these standards will keep recreation facilities attractive, useable, and safe. It will also reduce liability risks and plan for prevention of accidents. All facilities should be scheduled for regular inspection and assessment. In the spring and summer, these inspections may be performed when a site is visited for mowing. A written inspection form should be completed, and minor repairs should be made immediately. Areas or equipment needing major repairs or having parts missing should be posted as unsafe, reported in writing, and repaired as soon as possible.

Examples of preventative maintenance practices that reduce continual labor intensive tasks

- Conduct annual or semi-annual application of herbicide to reduce string trimming
- Perform spring maintenance on seasonal facilities to reduce time spent during the summer months
- Limit deferred maintenance to avoid major repairs and upgrades
- Replace gravel floors in picnic shelters with concrete or asphalt to reduce weekly maintenance time
- Perform regular preventative maintenance of machinery to reduce down-time
- Repair and re-build picnic tables and other summer items during the off-season to limit repair time during the busy season



Projects should be prioritized according to existing condition and usage. Work on these projects should be scheduled around the regular mowing, inspection, and repair schedule.

Routine equipment maintenance and servicing must be scheduled and performed on a regular basis. Maintenance equipment is expensive and should last a long time. With proper care, replacement of maintenance equipment can be kept to a minimum. An equipment and tool inventory should be kept accurate and up-to-date to assure the availability of proper tools when they are needed. A fund should be established to provide for new maintenance equipment and a regular replacement program.

Regular review of legal requirements and inspections for conformance to sanitary regulations, criteria for licensing, fire laws, building codes, pesticide applications, and safety procedures should be a priority for the maintenance staff. The City should keep up-to-date with safety standards such as those published by the American Society for Testing Materials and the Consumer Product Safety Commission.

Maintenance staff should be trained in play equipment safety assessment and in the operation of hazardous maintenance equipment. At least one person should be trained by the National Playground Safety Institute playground safety inspector. The City should obtain a playground equipment safety kit (such as the one manufactured by Little Tikes Commercial Playground Equipment for the National Playground Safety Institute) and use it on an ongoing basis to monitor playground safety. An alternative would be to contract with a Certified Playground Safety Inspector to conduct a playground safety audit whenever playground equipment is changed or damaged.

In addition to planning for risk management, a maintenance plan will set standards of care for all facilities. This allows for a measure of productivity in park and facility maintenance.

Park maintenance should be monitored and compared to the “Park Maintenance Standards” published by the National Recreation and Parks Association. This publication assists in determining the appropriate level of maintenance of park facilities, based on size and usage, and provides productivity standards which are useful in determining the efficiency of park maintenance staff. This publication is also a valuable tool for estimating maintenance requirements of proposed projects and, with current cost estimating guides, can assist one in establishing park maintenance budgets.

A set of sample maintenance standards is in the Appendices.

Maintenance Staffing and Training

Maintaining parks to the desired level of care requires the appropriate number and types of staff. The City has chosen to create a new Park Maintenance Department and hire a person to conduct the majority of its maintenance. The maintenance person should be supplemented with seasonal staff as needed. Probably, in the first year under this system, the City will be able to discern whether or not the parks can be adequately maintained.

Surrounding Municipalities’ Parks

Centerville, Hydetown, and Pleasantville all have local parks within their respective communities. Generally speaking, these municipal facilities should meet the same standards as described in the accompanying narrative for the City of Titusville. Some may need to be modified to meet the various needs of each community but the concepts are the same. All municipal parks should be developed and maintained to ensure safety, ADA compliance, and usability.

Both Centerville and Hasbrouk Park should pay particular attention to safety and playground upgrades and to ADA compliance.



The park maintenance person should be well trained in all aspects of park maintenance. Attendance at a park maintenance management school is highly recommended. The National Recreation and Park Association sponsors several such schools across the country. The closest is held at Olgebay Park in Wheeling, West Virginia in January or February each year.

The same maintenance person should also be a member of the Pennsylvania Recreation and Park Society. They regularly sponsor, one- and two-day training sessions in most areas of park maintenance. As well, the National Recreation and Park Association also provides publications dealing with current maintenance issues in parks and recreation.

He or she should be well trained in ball field maintenance, turf care, vehicle and equipment maintenance, and building and facility maintenance. Other training for specific programs and facilities may also be necessary.

He or she will also need a Pesticide Applicator Certification from the PA Department of Agriculture in category 23 for parks. Another option is to be certified as pesticide technician under the supervision of a Certified Pesticide Applicator within the Public Works Department.

ADA Compliance

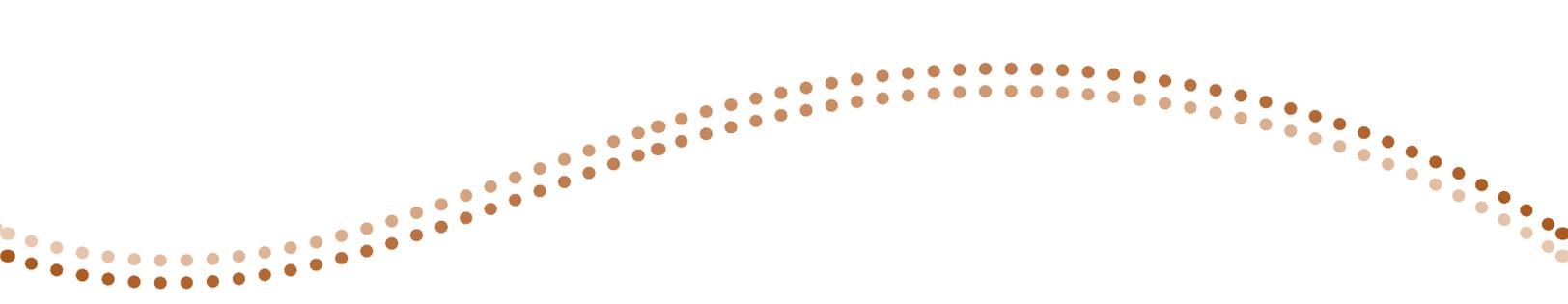
Ensuring accessibility to all facilities not only accommodates those with disabilities, but also makes it easier for the general public to use the facilities. It is imperative that the City of Titusville and all other municipalities take steps to provide accessibility for all park users.

Accessibility, in design terms, is described by the Americans with Disabilities Act (ADA), which guarantees equal opportunity for individuals with disabilities to participate in the mainstream of public life. To do so, the ADA sets requirements for facilities to prevent physical barriers that keep people with disabilities from participating.

Titusville and other municipalities should move to bring all recreational facilities into compliance with these standards. When recreational facilities are built or altered, they must comply with the ADA standards. This includes providing an accessible route to the area of use and to spectator areas. With regards to complying with ADA, these standards must be taken into consideration:

- *Americans with Disabilities Act (ADA), 2010 ADA Standards for Accessible Design*, enforced by the Department of Justice. Title II defines the requirements for providing accessible buildings, accessible routes, parking, playgrounds, drinking fountains, seating areas, and many other items associated with the recreation environment. www.ada.gov
- *Draft Final Accessibility Guidelines for Outdoor Developed Areas*, October 19, 2009, www.access-board.gov sets minimum requirements for accessible trails, access routes, resting opportunities, benches, trash receptacles, and other outdoor recreation opportunities. To date these guidelines have not been incorporated in the Department of Justice accessibility standards and are, therefore, not enforceable.
- *American Society of Testing Materials (ASTM) "Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment"* (ASTM F 1951) - defines minimum requirements for accessible protective surfacing materials.

Generally speaking, all recreation facilities must provide the appropriate number of ADA compliant parking spaces, an accessible route from the parking space to each facility, and each facility must meet certain ADA standards for use by persons with disabilities.



Playground Safety

According to the Consumer Product Safety Commission (CPSC), an estimated 200,000 injuries that require some type of medical care occur each year on public playgrounds across the US. While the Commonwealth of Pennsylvania does not have mandatory laws governing playground safety, the CPSC and the American Society of Testing Materials (ASTM) have established voluntary standards that have been generally accepted around the globe. National Recreation and Park Association (NRPA) through the National Playground Safety Institute (NPSI) works to ensure that communities are constructing and maintaining safe public playgrounds. As part of their commitment to playground safety, NRPA in conjunction with the NPSI provides playground inspector training and certification.

Playground Standards and Guidelines used to Audit Titusville Parks

- *Consumer Product Safety Commission’s “Handbook for Public Playground Safety”* – establishes recommendations for equipment, use zones, and protective safety surfacing.
- *American Society of Testing Materials “Standard Consumer Safety Performance Specification for Public Playground Safety” (ASTM F 1487)* - establishes access route, equipment, use zone, and protective safety surfacing requirements.
- *American Society of Testing Materials “Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment” (ASTM F 1951)* -defines minimum requirements for accessible protective surfacing materials.
- *American Society of Testing Materials “Standard Specification for Impact Attenuation of Surface Systems Under and Around Playground Equipment” (ASTM F 1292)* – defines minimum requirements for impact attenuation of protective surfacing materials.

GOAL #2

Re-create the existing organizational structure to better serve the needs of the school district and the participating municipalities and the recreational needs of their residents.

The priority recommendations for this goal were to:

1. *Clarify the purpose, role, and function of the organization*
2. *Clearly define the roles of the Commission, City, School District and other participating municipalities*
3. *Create a new Recreation Commission that would be supported by but be somewhat autonomous from the City of Titusville and the Titusville Area School District*

Prior to the completion of this report, the City and the School District created the new Titusville Area Leisure Services Commission. The details of the Commission are described in Chapter 2 of this report. Therefore, the recommendations for this strategy focus on implementation for the new Commission.

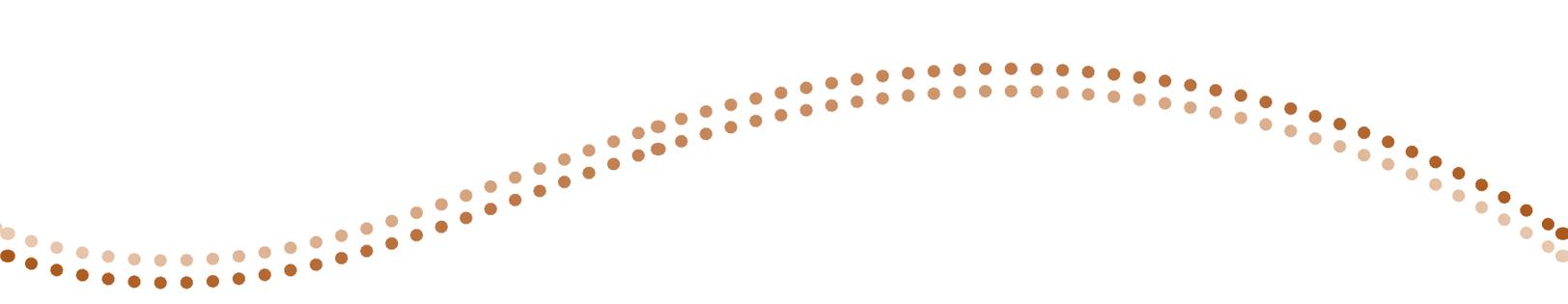
Recommendations

1. Planning
 - a. Adopt this Plan as the blueprint for the future of recreation, parks, and open space in the Titusville Area.
 - b. Utilize the proposed three-tier process for implementation of this Plan

- c. Utilize future planning efforts to support implementation of this Plan, i.e. master site plans, design plans, and feasibility studies
- 2. Recreation Staffing
 - a. Hire the following staff:
 - i. Parks and Recreation Director
 - ii. Clerical Support Person
 - iii. Program and maintenance staff
 - b. Create and adopt job descriptions for each position
 - c. Develop a personnel policy
 - d. Provide Professional Membership for the Parks and Recreation Director in the Pennsylvania Recreation and Parks Society (PRPS) and the National Recreation and Parks Association (NRPA)
 - e. Provide continual training for Parks and Recreation Director and other staff at the - PRPS and NRPA Conferences or other professional training events
- 3. Finances and Business Operation
 - a. Operate the Commission using sound not-for-profit business principles.
 - b. Develop and adopt a revenue policy that will serve as a tool for decision-making in relation to all fees charged and revenues produced. (A sample plan is included in the Appendices.)
 - c. Utilize the following four DCNR publications to enhance parks and recreation administration and operation of the Titusville Area Leisure Services Commission.
 - i. Community Recreation and Parks: An essential Government Service in Pennsylvania
 - ii. Recreation and Parks Board Handbook
 - iii. Financing Municipal Recreation and Parks
 - iv. A Guide to Funding Recreation and Conservation Project

A single copy of each has been provided to the City as part of this Plan. Additional copies may be obtained at <http://www.dcnr.state.pa.us/brc/publications/pubreq.aspx> .
- 4. Facilities
 - a. Determine what facilities fall under the newly formed organization and what responsibilities it has over each.
 - b. Hire the appropriate maintenance/custodial staff to provide for daily care of the community center and other facilities to the highest level of cleanliness, functionality, and safety.
 - c. Ensure that all facilities under the management and/or maintenance of the Commission meet current ADA standards and follow the general recommendations of this plan for facility safety, care, and maintenance.
- 5. Publicity
 - a. Focus on electronic media outlets to publicize programs and parks – email, website Facebook, Twitter, Instagram, Blogspot, Issu, and others
 - b. Adopt an email blast system to stay connected with residents



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- c. Improve the parks and recreation website to make it more accessible to the public, informational, and interactive
 - d. Establish a web-based community-wide events calendar
 - e. Supplement the electronic media with printed fliers and publications
6. Interagency Cooperation
 - a. Evaluate the relationships with local and regional arts, conservation, recreation, and community based organizations and agencies, making changes that will help the Commission to better meet its program and financial goals.
 - b. Seek out ways to strengthen cooperation with the Titusville YMCA

Planning

Planning is an important part of maintaining the parks and recreation facilities and programs in the Titusville area. Proper planning analyzes existing conditions, identifies the needs, collects relevant information, draws conclusions, and establishes guidelines from which to implement the proposed project. It helps to ensure that community needs are being met, that Parks and facilities are being properly designed, that facilities or programs will be sustainable, and that a well thought-out systematic approach is being followed to achieve the end goal.

Planning enhances opportunities to acquire project funding, provides clear direction for implementation, establishes benchmarks from which to measure success, and fosters community support. Several types of plans may need to be utilized in the future:

1. Master site plans, which provide vision and direction for park improvements
2. Design plans that establish standards for development of park and recreation facilities
3. Feasibility studies that evaluate the likely success of a program or facility and create a successful implementation plan

Failure to plan can result in poor design, excessive costs or financial failure.

Business Practices

The financial expectation of the newly created Titusville Area Leisure Services Commission (TALSC) is that it be fiscally successful year after year by producing operating revenues in excess of operating expenses. It is further expected, that from the beginning, the TALSC will be subsidized by City and School District contributions as declared in the intergovernmental agreement.

Municipally operated recreation facilities have long been considered community services. Often, such facilities are operated using financial principles of government that tend to focus on providing a community service at the lowest possible cost. They tend to look to be subsidized by government funds and fundraising rather than establishing a financial structure in which expenses incurred are covered by revenues produced. They are seen as providers of services rather than operators of a business.

Adhering to solid business principles rather than simply operating as a community service will help in making good, long-term financial decisions and provide the best opportunity to produce revenues in excess of expenses.

All aspects of the Commission's operation will affect its financial position. While revenue production and containment of expenses will play a large role in financial success, staffing, programming, publicity, maintenance and upkeep, user-



friendliness, recordkeeping, staffing, community partnerships, quality of facilities, board function, volunteers, public perception, and more will play a significant role in success.

All decisions need to point toward meeting the Commission’s goal of providing a well-balanced recreational program to the Titusville area residents while being financially successful.

The PA Department of Conservation and Natural Resources has produced several publications that will help the Commission to better understand the operations of community parks and recreation. These publications are identified in Recommendation 3c on page 62.

The Pennsylvania Recreation and Park Society and the National Recreation and Park Association

The Pennsylvania Recreation and Park Society (PRPS) is the primary organization promoting quality recreation and park opportunities for all Pennsylvania citizens. It is a tremendous support for local municipalities and parks and recreation agencies. PRPS provides education, training, technical assistance, and other support to local, county, state, and federal recreation and park providers. The Society can be of tremendous value to the Commission.

The National Recreation and Park Association (NRPA) serves as the national voice for parks and recreation across the U.S. It provides tremendous support to local parks and recreation agencies. Membership in both of these agencies is essential to assure that local agencies are keeping abreast of current programs and issues in parks and recreation.

Social Media

Programs are publicized through the Recreation Department’s website, seasonal brochures, newspaper releases, and program flyers through the area school district. While these will continue to be important publicity venues, web-based social media will become the market of the future.

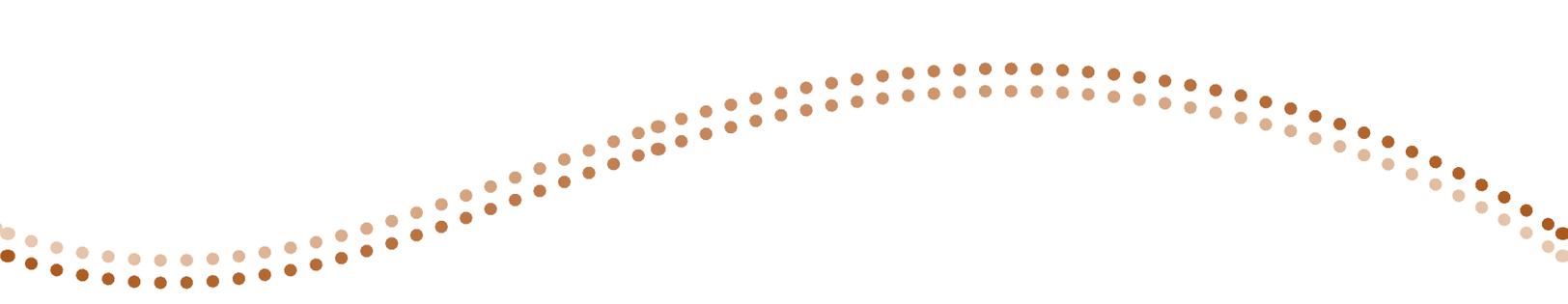
In recent years, the social media has begun to have a significant impact on how people find out about parks and recreation opportunities. Many recreation departments are using multiple social media outlets to get the work out about programming, facilities, special events, and more. The number and types of social media outlets has grown significantly and so has the number of users.

According to a new report from Forrester Research,

“The Broad Reach of Social Technologies,” takes a look at the growth of social over the last three years. And guess what? It’s growing!

The demographic data follows the trend we see overall—younger people are more heavily involved, but over-35s and over-55s are becoming more and more active in social networking. While 10% or less of online adults aged 18-34 are “socially inactive,” the older age ranges are showing high growth. Among adults 35-54, participation grew 60% over last year:

Now more than half of adults ages 35 to 44 are in social networks. Adults ages 45 to 54 grew their Joiner behavior nearly as much, but still lag behind the 35- to 44-year-olds; 38% of those ages 45 to 54 use social network sites regularly. These consumers also increased their Creator activities to the point where one in five produce social content. With this age group including nearly 70% Spectators,



marketers can now safely create social media marketing for people ages 35 and older.

And in the 55+ category, 70% of online adults use social tools monthly, while 26% use social networks.¹

Marketers from all sectors of business are using these opportunities as tools to reach their customers. Community recreation programs should be no different. Facebook, Twitter, You Tube, Instagram, Blogs, Four Square, Issu, and many other sites will keep the department in touch with potential users. The department should start out using just a few of these opportunities and grow as they see results.

Titusville Area Leisure Services Commission, the YWCA, and the YMCA

Predecessors to the TALSC, along with the YWCA and the Titusville YMCA, have been successfully providing for the recreational needs of the area for decades. In recent years, the YWCA has refocused to place more emphasis on women's social issues. Their mantra is "Empowering Women; Eliminating Racism." Recreation serves only as a supplemental service in meeting those objectives.

While some of the YMCA's services have shifted to address social service issues such as daycare, education, and nutrition programs, recreation is still a primary focus. In fact, it is such a focus that they have recently undertaken a major campaign to construct a new \$9 million facility that will enhance their recreational offerings. Included in the new facility will be a gymnasium, fitness center, exercise studio and youth areas, and a natatorium. If they are successful in the completion of this building, the YMCA will likely be the largest provider of recreational programming in the area. The construction of a building of this size suggests that they are prepared to meet a majority of the recreational needs in the Titusville area.

As the new TALSC inaugurates its tenure in serving the parks and recreation needs of the community, it will be immediately faced with the YMCA as a major competitor. For many years, the two have adhered to an unwritten, de facto agreement to generally not offer the same types of programs to the community. That is, they have tried not to compete with each other. However, with a significantly larger facility and anticipated program expansions, the YMCA and the TALSC will now likely be competing for the same program participants, the same fundraising dollars, and the same volunteers. This observation is not intended to be negative in any way nor is it intended to criticize. Rather, it is simply proposed to point out that as the recreational conditions have changed in the Titusville area, this is an issue that must be addressed.

The recommendation of this plan is simply that the two organizations need to meet together to discuss how they can best serve the needs of the Titusville community in the future. It is very likely that there will continue to be a need for both. Each offers recreational activities not available through the other. Many of the programs of the TALSC are offered outdoors while many of the Y's programs are indoor-based. The TALSC supports many of the local youth organizations, the arts, and school related recreation. The Y has a strong emphasis on fitness, swimming, gymnastics, daycare, after-school education, and gymnasium programs.

This plan does not suggest how the two agencies might work together in the future but simply proposes that to be successful they will likely need to work together.

1 <http://www.marketingpilgrim.com/2009/08/over-80-of-americans-use-social-media-monthly.html>



GOAL #3

Offer a balance of recreational programming that meets the needs of the residents of the Titusville area.

Recommendations

1. Build programming on a business-based model as identified in Goal #2
2. Build on past programmatic successes and eliminate programs that do not meet the Commission's participation or financial objectives
3. Strengthen and expand programming in the following categories to better serve the recreational needs of Titusville area residents.
 - a. Concerts in the park
 - b. Community special events
 - c. Outdoor sports
 - d. Indoor sports
 - e. Youth sports development programs
 - f. Youth music development
 - g. Art programs
 - h. Swimming lessons
 - i. Nature/environmental programs
 - j. Sports camps
 - k. Summer day camps
 - l. Aerobic exercise
 - m. Bus tours – seniors
 - n. Computer classes and access
4. Identify some of the nostalgic programs of Titusville's past that could be revived. Implement if feasible
5. Keep programming fresh and new. Experiment with programs that have been successful in other communities
6. Work with the YMCA and YWCA to coordinate programming efforts and reduce duplication
7. Implement an electronic program registration system that allows registrants to use credit cards or PayPal to pay for programs
8. Create a database of program users to track participation, interests, ages, history of participation, family information, addresses, and other useful information. Utilize the database to improve publicity about programs, facilities, and services and to offer justification to funding organizations.

Computerized Registration and Management

The use of a simple computerized registration and management system can dramatically improve the Commission's efficiency and effectiveness in parks and recreation operations. There are a number of computerized recreation registration systems on the market. Most integrate a number of management features such as program registration, facility scheduling, inventory control, coordination of instructors and officials, maintenance management, and much more. Once a system is up and running, the Commission may be able to save time and money, be more organized, reduce scheduling errors, and improve staff efficiency.

With the limited staff in the Commission, such a system will boost productivity and improve efficiency. Registrations will be easier and quicker, a benefit to both the staff and the customer. Some systems accept online registrations and payment. Some will also accept payment by credit card, debit card or PayPal.

Most programs contain complete financial accounting and point-of-sale capabilities as well as full integration with municipal accounting systems.

One of the other benefits of such a program is the creation of a database as described below.

Database of Program Users

The TALSC should create a database of program and facility users. Such a data base can provide many benefits to the community.

While the mass distribution of brochures conducted seasonally informs residents of program offerings, many people simply do not respond readily to such advertising or they need to receive more than one notification of a program before they will respond. Tracking users in a database allows the Department to do selective mailings according to a person's interest, age, gender, or previous participation. For instance, persons who register for an art class would likely be interested in other similar programs. Children who attend after school programs will likely be interested in summer day camps. The database allows special interest mailings to be sent to individuals who are most likely to register for programs.

Marketing strategists tell us that it is easier to keep current users coming back than it is to recruit new users. Through the use of a user database, the Department can encourage users to continue in other programs by offering incentives such as reduced rates, early bird registration, coupons, or even "bring a friend for free." Marketing possibilities are endless if the right information is available to track users.

Additionally, a user database can make the registration process easier. Many registration programs utilize a database to maintain information that is collected each time a user registers. By having that information already on file, the registration process operates more quickly and efficiently.

Frequent program participants can be used to solicit support for new programs or facilities. When the Department wants to know how many people really support development of a specific facility, the database can provide information about how many people currently register for programs that utilize the facility. It also can provide a means of contacting users to notify them that the Parks and Recreation Department is interested in their opinion or to invite them to a public meeting.

The opportunities provided by tracking users are endless and provide tremendous benefit to both the resident and the Department.

GOAL #4

Complete the trail system within the Titusville area and its supporting amenities.

Recommendations

1. Complete the Queen City Trail as proposed in the feasibility study
2. Establish an active trail organization to assist with the development, management, and maintenance of the Queen City Trail



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3. Provide connections from existing and future trails to the Titusville business district and various recreational amenities
 4. Develop and promote Titusville as a Trail Town
 5. Evaluate the feasibility of the following opportunities along Oil Creek between South Franklin Street and Brown Street:
 - Kayak launch and Picnic Pavilion at Black Bridge Trailhead at the end of S. Martin St.
Potential partners: McDonald's, South Woods Assisted Living
 - Outdoor classroom on the river behind Titusville Middle School (TMS)
Potential partners: Titusville Area School District (TASD), Trout Unlimited
 - Tree Identification Walk along the trail behind TMS
Potential partners: TASD & Shade Tree Commission
 6. Continue and/or become supporting partners with the Venango and Crawford County Council on Greenways and Trails.

Queen City Trail

The feasibility study for the Queen City Trail from South Martin Street in Titusville to Gresham Hydetown Road identified a primary route from one end to the other. Based on the Study, Crawford County received a \$700,000 grant to begin the construction process on that route. Unfortunately, due to changes in the Pennsylvania Transportation Enhancement Program, from which the funds were awarded, the proposed project is no longer eligible to receive the funding. Alternative routes are now being considered.

As the proposed trail was originally funded, the Oil Region Alliance followed up with a grant.

Council on Greenways and Trails

The Council's website describes their history and purpose as follows:

“Those associated with trail and open space planning, development and operation throughout the Oil Heritage Region identified the need for a staff person to assist in the coordination of greenway and trail work as well as serve as a central point of contact and to give professional technical assistance. A partnership was formed by fifteen municipalities and organizations and a Coordinator was hired to serve the Oil Heritage Region and areas with contiguous greenways both to the north and to the south. The Council on Greenways & Trails serves as the managing entity of the organization

Greenways and Natural Systems Recommendations from the Crawford County Greenways Plan

- Complete feasibility study for a non-motorized Oil Creek Water Trail
- Implement greenways recommendations through existing agencies, with existing Crawford County Planning Department staff, or by hiring a county greenway coordinator.
- Complete Trail Town audits and begin to establish Trail Town philosophy into Titusville, Meadville, and Conneaut Lake businesses

Queen City Trail identified as demonstration project

The Titusville Queen City Trail serves as part of the spine of the proposed, and regionally significant, Erie to Pittsburgh Greenway. With approximately one half mile of the Titusville Queen City Trail completed, efforts must be focused on planning for and extending the trail north, approximately four miles, to Hydetown Borough where it will meet the East Branch Trail. Further, with the recommendation of the City of Titusville and Spartansburg Borough also being a Trail Town Demonstration project, these opportunities provide the potential for expanded economic development activities along this corridor.

with one representative from each of the partners. It will be responsible for coordination, prioritizing, planning, design, development, and maintenance of all the efforts related to greenways and open space in the region.

The Council works directly with affiliated organizations such as local municipalities, trail and conservation organizations, governmental agencies, private businesses, and non-profits to help them fulfill their objectives in greenway and open space planning, design, development, and maintenance. These organizations provide direct input back to the Council concerning their interests as well. The Greenways and Open Space Coordinator focuses attention on bringing the appropriate agencies and nonprofit organizations to the table, interfacing with municipal officials and providing technical assistance where needed.

The goal of this partnership is to maintain and operate the premier greenways system throughout this region and to plan and implement projects that create and build on the groundwork for future acquisition, development and/or management of greenways and open space, natural areas, rails-to-trails, and river/watershed corridors. Technical assistance will be given to meet statewide and local needs and for educating the public on recreation and conservation opportunities.”²

Trail Town

According to the Trail Town Manual, a project of the Allegheny Valley Trail Alliance:

A “Trail Town” is a destination along a long-distance trail. Whether on a rail trail, towpath, water trail, or hiking trail—trail users can venture off the trail to enjoy the scenery, services, and heritage of the nearby community with its own character and charm. It is a safe place where both town residents and trail users can walk, find the goods and services they need, and easily access both trail and town by foot or vehicle. In such a town, the trail is an integral and important part of the community.

A Trail Town is a vibrant place where people come together. It may have a bike shop, an ice cream parlor, casual restaurants, a grocery store, and quaint local shops.

Voluntary Property Owner Natural Features Protection Options

LANDOWNERS

- *plant native species of trees and shrubs*
- *stop mowing to the stream's edge*
- *join your local watershed association*
- *protect buffers through conservation easements*

FARMERS

- *fence streams*
- *enroll buffers in set-aside programs*
- *partner with local watershed and sporting associations*
- *consider alternatives to cropping that also provide economic returns while preserving buffers*

DEVELOPERS

- *avoid removing streamside trees and shrubs*
- *incorporate conservation into your subdivision designs*

BUSINESS OWNERS

- *plant native species of trees and shrubs*
- *consider sponsoring a school or community organization that wants to plant trees*
- *consider options for limiting business activities that impact buffers*

VOLUNTEERS

- *plant native species of trees along streams*
- *partner with agricultural landowners and municipalities*
- *organize volunteers and work parties to help maintain buffers*

MUNICIPAL OFFICIALS

- *adopt zoning that protects and improves stream corridors*
- *support landowners who protect their buffers*
- *partner with neighboring municipalities to promote consistent ordinances*
- *create recreational greenways*

TEACHERS AND STUDENTS

- *conduct research to help further define buffer values and maintenance techniques*
- *incorporate buffer protection activities into lesson plans*
- *establish a buffer on school premises if you have a stream or pond*

REGIONAL, STATE, OR FEDERAL AGENCY

- *develop new information and act as a clearinghouse for existing information*
- *develop guidelines for establishing and maintaining buffers, and provide technical assistance*
- *establish incentives for participation*

2 <http://www.ficda.org/greenways/>



It has wide sidewalks, clean streets, bike racks, and benches at convenient locations. It has places to rest for the night. It generously meets the needs of both the trail users and the town residents. A Trail Town is a friendly place that encourages trail users to visit and welcomes them with warm hospitality.

Trail Towns are not stand-alone communities; they are linked by the trail corridor. Trail users may be passing through a town on a day trip or long-distance trek, or may drive to a community and park to access a river or trail. No matter their purpose, trail users want to explore interesting places in their travels and will need services that your town can provide.

The City of Titusville is in the process of completing its Trail Town Feasibility Study. Over the past months, the feasibility study has considered ways to make the City attractive to trail users for the purpose of boosting its economy.

Recently, at its final public meeting, the project consultant presented the top twenty Trail Town Projects for implementation. Implementation begins by establishing a Trail Town Action Team (TTAT) to lead, direct, delegate, and promote implementation of recommendations

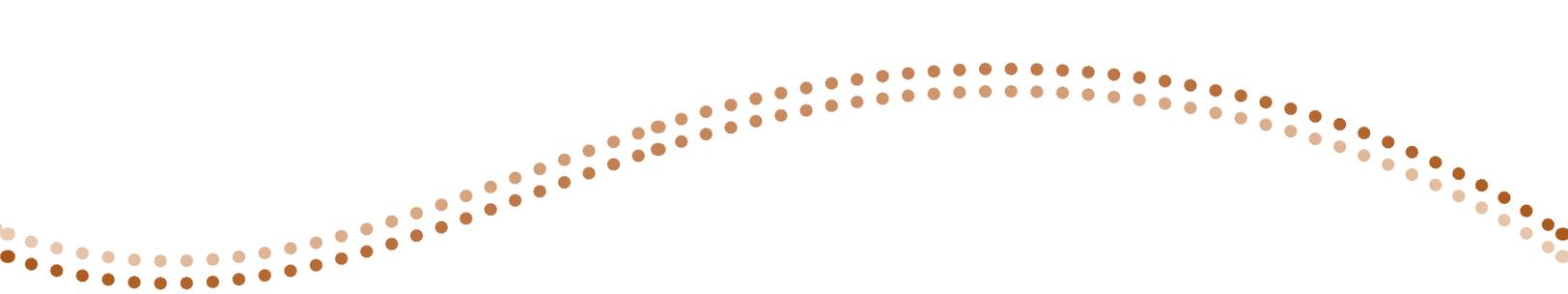
A complete list of the twenty recommendations is included in the Appendices.

GOAL #5

Protect and preserve the natural features of the Titusville area in a way that provides for their long-term sustainability.

Recommendations

1. Utilize the Crawford County Greenways Plan as the basis for sustainability of major natural systems corridors.
2. Maintain a system of ordinances intended to preserve and protect natural features. A sample ordinance is included in the Appendices.
3. Encourage private landowners to adopt conservation efforts on their own properties – enhanced riparian buffers, conservation easements, Clean and Green (see the chart to the right)
4. Evaluate the opportunity to develop an Eco-Educational Center & Bird Observation Walk at Heron Rookery at back of Titusville Opportunity Park. Potential partners: TRA, TASD, UPT



Benefits of Greenways

Economic Benefits

- Increase value of adjacent properties
- Foster new & expanded business opportunities related to greenway use

Recreation Benefits

- Foster public recreation, Active Living, and Healthy Lifestyles
- Provide opportunities to hike, bike, jog, or pursue other outdoor activities
- Provide connections between parks, trails, or other recreation resources

Social Benefits

- Promote awareness of historical and cultural features
- Increase awareness of natural resources
- Improve general health and wellness through Active Living

Transportation Benefits

- Provide safe alternative transportation opportunities for pedestrians & bicyclists
- Reduce roadway congestion through redistribution of would-be motorists to alternative transportation routes

Ecological Benefits

- Protect habitat
- Absorb and filter flood waters
- Protect air and water quality

Environmental Education Benefits

- Foster an awareness of and appreciation for the surrounding environment
- Explain environmental issues and best management practices to the public

GOAL #6

Secure funding for operations, planning, development, acquisition, and preservation through a variety of sources.

Recommendations

Develop a balanced approach to revenue production utilizing a variety of funding sources to include:

- a. Municipal and School District funding
- b. Fees and charges
- c. State and Federal Grants
- d. Local support
- e. Shared projects
- f. Cooperative funding
- g. Leveraging of funding sources
- h. Gifts, foundations, private sources
- i. Fundraising
- j. Community Parks Foundation

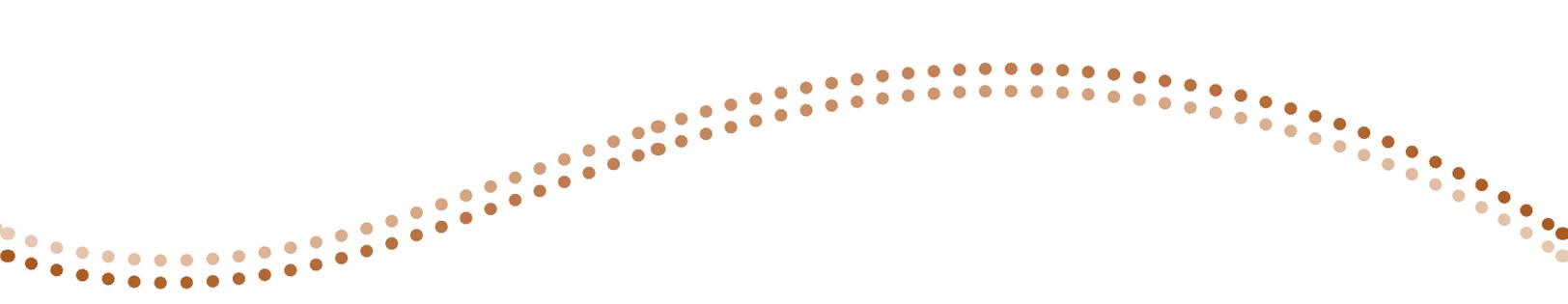
Funding Strategies

A balanced approach to funding parks and recreation offers the greatest opportunities to local residents while reducing the financial burden to the municipality. While municipal support and will continues to be the staple of funding on-going operations, many other options are available to assist with a variety of needs.

It is important to consider multiple funding sources for most major projects. Identify the possible groups, organizations, or grants agencies that may have an interest in a specific project. Consider the following potential sources of funding.

- ❖ *Grants Agencies* – These may include foundations, state and federal agencies, community groups, and private entities. A list of potential grant sources is provided in the Appendices of this report. It is wise to consider more than one grant source for multifaceted projects. Different agencies may be willing to provide funding for different portions of your project. For example, if a project includes construction of trails and development of a neighborhood park, there are agencies that will fund trails and others who will fund parks. Applying to both types of agencies for funding that meets their specific criteria enhances the likelihood of receiving a grant.
- ❖ *Community Parks Foundation* – While this is a foundation, it warrants a description of its own. Many local parks and recreation departments are creating their own Community Foundation that raises funds specifically for parks and recreation. One of the primary advantages of this funding is its specific designation for parks and recreation. Funds raised through this source cannot be used for other activities.
- ❖ *Surrounding Municipalities* – In some cases surrounding municipalities have a specific interest in park facilities located within the City. In these cases there may be interest in making a financial contribution toward the project.



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- ❖ *Local Organizations* - Often, local recreation organizations are willing to raise funds to be used for upgrades to their facilities. These funds should be considered as part of the local match for grant funding. For example, if a football organization is already investing \$10,000 to \$15,000 annually into upgrading of facilities, they may be willing to utilize several years' worth of that investment toward a major renovation of the football facility. This could mean as much as fifty or seventy-five thousand dollars available to be used as matching funds for a grant.
 - ❖ *Funds Already Planned for Use* - It is also helpful to consider funds that may already be allocated for use in or near a park that may be used as a source of matching funds. For instance, if a water or sewer line is being planned to run through a park, tapping into that line could make the money spent for its installation an eligible match for a park project. The same could be true of parking areas, roads, trails, trailheads, and other projects.
 - ❖ *Fundraising events* – Often, municipal parks and recreation departments hold fundraising events to support specific programs or projects.
 - ❖ *Private gifts* – These can include the sale of advertising in brochures or on display boards; sponsorship of specific events; or contributions toward facility development. These gifts may come from personal, business or commercial contributions.
 - ❖ *Creativity* - Creativity is key to finding and leveraging funding sources with one another. The intent is to reduce the local share as low as possible while accomplishing the goals of the project. Consider as many options as you can identify. Then contact the funding agencies to determine whether or not your plan meets their requirements.

DCNR and other State and Federal Grants

Both the state and federal governments offer a variety of grant opportunities for local municipalities and agencies. The PA Department of Conservation and Natural resources has long been the source of most parks and recreation grant funding in Pennsylvania. DCNR's objective is to help communities build connections between citizens and the outdoors. They offer grant assistance for planning, acquisition, development, and technical assistance projects related to recreation and conservation projects.

DCNR's primary funding program is the Recreation and Conservation Grant Program. This program is funded with state and federal monies from the Keystone Recreation, Parks, and Conservation Fund (Keystone), the Environmental Stewardship and Watershed Protection Fund (Growing Greener), the Federal Land and Water Conservation Fund (LWCF), and the Pennsylvania Recreational Trails Program (PA Rec Trails).

In November 2012, DCNR published a summary of information related to their programs, as well as a host of other state, federal, and private funding opportunities available to municipalities and local agencies. This report is critical to understanding the complexities of grant funding in Pennsylvania. A copy of the report is located in the appendices of this report.

In addition to DCNR, the publication identifies the following agencies as having available grants:

- Department of Agriculture
- Department of Environmental Protection
- Fish and Boat Commission
- Department of Transportation
- PENNVEST
- Department of Community and Economic Development (New PA)
- Historical and Museum Commission



More recently, funds have been made available through the impact fees levied for unconventional gas well drilling in Pennsylvania. Commonly referred to as Act 13, some of these funds are available for community recreation and conservation projects. Detailed information about this program is located in the appendices.

IMPLEMENTATION STRATEGIES TABLES

The implementation strategies are organized into tables. The information provided in each table includes categories for strategy, priority, responsible party, cost estimate, and additional comments or description. These strategies will provide guidance to the decision-makers of the Area and those organizations and staff designated to implement portions of the Plan. The successful implementation of these strategies will depend upon the fiscal and political climate in any given year. Therefore, it is essential that the appropriate officials monitor, review, and prioritize the strategies on an annual basis, prior to the budgeting process.

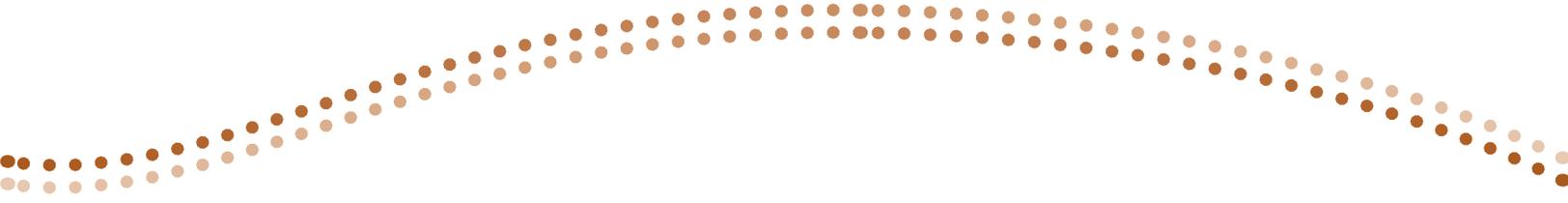
Each implementation strategy is assigned a ranking of short-term, mid-term, or long-term. A short-term (S) ranking suggests that the strategy be implemented in the first one to three years following the adoption of this Plan. Mid-term (M) ranked strategies are to be implemented in the fourth to eighth year, and long-term (L) ranked strategies are to be implemented in the ninth year and beyond.

Cost estimates are included for each strategy, where appropriate. It should be noted that the cost estimates are wide-ranging and should serve only as a starting point for project evaluation. Detailed costs will be developed as a particular project or strategy is selected for implementation. Potential funding sources for the completion of the recommendations are indicated where appropriate. The funding opportunities identified do not constitute an exhaustive list. Other possible resources should be continually sought. It will be important for the municipality to stay current on potential funding sources. The Implementation Strategy Charts, along with a list of potential funding sources are located on the following pages.

Titusville Comprehensive Recreation, Park, and Open Space Plan Summary of Recommendations

Goal #1 Maintain and upgrade the existing parks system that provides recreational opportunities throughout the area while being sensitive to the financial constraints of each community.

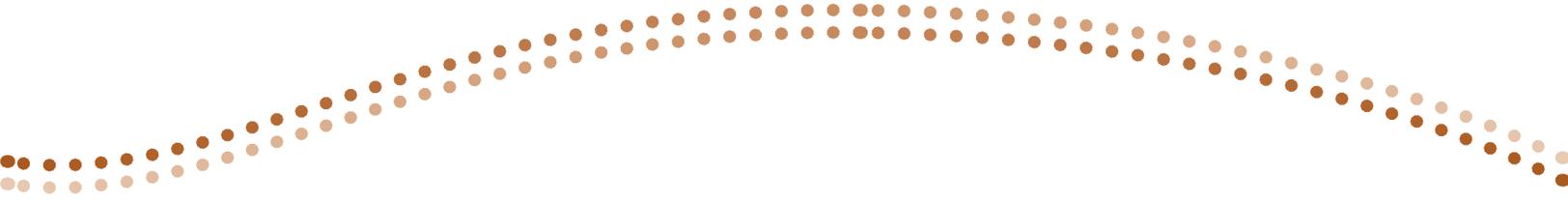
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments |
|--|----------|-----------------------------------|-------------------------------|--------------------|---|
| 1 Adopt a policy to maintain and manage the Titusville City Parks under the three tiered system described in The Comprehensive Recreation Plan. | S | Titusville City Council | | N/A | |
| 2 Create a maintenance management plan that establishes standards to ensure all parks will be maintained to a high level of quality and safety. Include a safety and risk management component. | S | Titusville City Council | N/A | N/A | |
| 3 Implement preventative maintenance practices that reduce continual labor intensive tasks. Construct and upgrade facilities in ways that reduce on-going maintenance. | On-Going | Titusville City Council | Cost savings | N/A | |
| 4 Retain a sufficient maintenance staff that is trained in methods of caring for parks and facilities. Staffing should include, at a minimum, a Park Maintenance Manager; 1-2 full-time, year-round staff; 1-3 supplemental staff from PW crew or hired as seasonal workers. Additional staff will be needed for maintenance and custodial care of the community center. | On-Going | Titusville City Council; TALSB | \$40,000 to \$80,000 annually | City of Titusville | This recommendation describes the optimal number of staff to fully maintain all City Parks. The City will begin with one full-time park maintenance person and a couple seasonal employees. |
| 5 Utilize volunteers to assist in caring for parks. | On-Going | Titusville City Council and TALSC | Cost savings | N/A | |
| 6 Provide training for park maintenance personnel in turf management, athletic field maintenance, playground safety, building care, swimming pool maintenance, fleet/equipment management, landscaping, mechanical repair, etc. | On-Going | Titusville City Council | \$1000 - \$1500 annually | City of Titusville | Recommended trainings re described in the text of the Comp Rec Plan |



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|---|---|---|-------------------------|--------------------|-----------------------------------|--|
| 7 | Bring all facilities into compliance with the standards of the Americans with Disabilities Act. | S | Titusville City Council | Varies by facility | City of Titusville; Grant funding | |
| 8 | Comply with all recommendations of the playground safety audits. | S | Titusville City Council | \$1000-\$5000 | City of Titusville | Remove equipment at Sunset Heights and Longeway Parks; repairs at Burgess Park |
| 9 | Develop a safety and risk management plan for the parks. | S | Titusville City Council | Staff time only | City of Titusville | Described in the text of the Plan. |

| Goal #2 Re-create the existing organizational structure to better serve the needs of the school district and the participating municipalities and the recreational needs of their residents | | | | | | |
|---|----------|---------------------------------|--|--|---|--|
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments | |
| 1 Adopt this Plan as the blueprint for the future of recreation, parks, and open space in the Titusville Area | S | City of Titusville | N/A | | | |
| 2 Utilize the proposed three-tier process for implementation of this Plan | On-going | TALSC; City of Titusville; TASD | N/A | | | |
| 3 Utilize future planning efforts to support implementation of this Plan, i.e. master site plans, design plans, and feasibility studies | On-going | City of Titusville; TALSC | Will vary by project | City of Titusville; TALSB; Grant funding | | |
| 4 Hire the following staff: i. Parks and Recreation Director ii. Clerical Support Person iii. Program and maintenance staff | S | TALSC | \$70,000-\$90,000 plus program staff | TALSC | Program staff wages should be offset by program fees. | |
| 5 Create job descriptions and develop a personnel policy. | S | TALSC | Staff time only | TALSC | | |
| 6 Hire the appropriate maintenance/custodial staff to provide for daily care of the community center and other facilities to the highest level of cleanliness, functionality, and safety. | S | TALSC | Included in Staff recommendation above | TALSC | | |

| | | | | | | |
|----|---|----------|-------|---------------------------|-------|--|
| 7 | Provide Professional Membership for the Parks and Recreation Director in the Pennsylvania Recreation and Parks Society (PRPS) and the National Recreation and Parks Association (NRPA) | On-going | TALSC | \$500 annually | TALSC | |
| 8 | Provide continual training for Parks and Recreation Director and other staff at the - PRPS and NRPA Conferences or other professional training events | On-going | TALSC | \$2,000 annually | TALSC | |
| 9 | <p>a. Operate the Commission using sound not-for-profit business principles.</p> <p>b. Develop and adopt a revenue policy that will serve as a tool for decision-making in relation to all fees charged and revenues produced. (A sample Plan is included in the appendices.)</p> <p>c. Utilize the following four DCNR publications to enhance parks and recreation administration and operation of the Titusville Area Leisure Services Commission.</p> <p>i. Community Recreation and Parks: An essential Government Service in Pennsylvania</p> <p>ii. Recreation and Parks Board Handbook</p> <p>iii. Financing Municipal Recreation and Parks</p> <p>iv. A Guide to Funding Recreation and Conservation Project</p> <p>A single copy of each has been provided to the City as part of this Plan. Additional copies may be obtained at http://www.dcnr.state.pa.us/brc/publications/pubreq.aspx</p> | On-going | TALSC | Staff and Board time only | N/A | |
| 10 | Ensure that all facilities under the management and/or maintenance of the Commission meet current ADA standards and follow the general recommendations of this plan for facility safety, care, and maintenance. | On-going | TALSC | N/A | | |

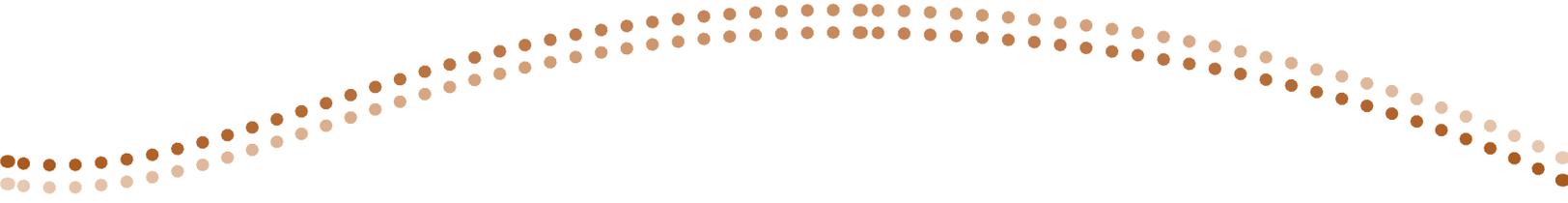


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|---|----------|-------|----------------------------|-------|--|
| <p>a. Focus on electronic media outlets to publicize programs and parks – email, website Facebook, Twitter, Instagram, Blog, Issu, and others</p> <p>b. Adopt an email blast system to stay connected with residents</p> <p>11 c. Improve the parks and recreation website to make it more accessible to the public, informational, and interactive</p> <p>d. Establish a web-based community-wide events calendar</p> <p>e. Supplement the electronic media with printed fliers and publications</p> | On-going | TALSC | \$2,000 - \$3,000 annually | TALSC | |
| <p>12 Evaluate the relationships with local and regional arts, conservation, recreation, and community based organizations and agencies, making changes that will help the Commission to better meet its program and financial goals. Seek out ways to strengthen cooperation with the Titusville YMCA</p> | S, M | TALSC | Staff and Board time only | TALSC | |

| Goal #3 Offer a balance of recreational programming that meets the needs of the residents of the Titusville area. | | | | | |
|---|----------|--------------------|----------------|----------------|--|
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments |
| 1 Build programming on a business-based model as identified in Goal #2 | On-going | TALSC | N/A | N/A | |
| 2 Build on past programmatic successes and eliminate programs that do not meet the Commission's participation or financial objectives | On-going | TALSC | No net cost | N/A | Costs to be off-set by revenues. |
| 3 Strengthen and expand programming to better serve the recreational needs of Titusville area residents. | On-going | TALSC | No net cost | TALSC | A list of recommended program areas is described in the text of the Plan. Program costs to be off-set by revenues. |

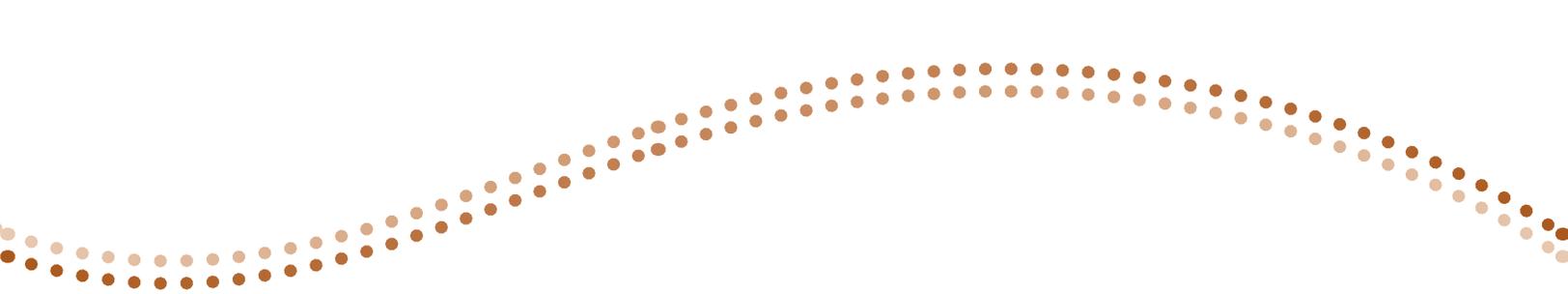
| | | | | | | |
|---|--|----------|-------|-----------------|-------|---|
| 4 | Identify some of the nostalgic programs of Titusville's past that could be revived. Implement if feasible | M | TALSC | No net cost | TALSC | Costs to be off-set by revenues. |
| 5 | Keep programming fresh and new. Experiment with programs that have been successful in other communities | On-going | TALSC | No net cost | TALSC | Costs to be off-set by revenues. |
| 6 | Work with the YMCA and YWCA to coordinate programming efforts and reduce duplication | On-going | TALSC | N/A | TALSC | |
| 7 | Implement an electronic program registration system that allows registrants to use credit cards or PayPal to pay for programs | M | TALSC | \$3,000 | TALSC | Should save staff time and costs in the future. |
| 8 | Create a database of program users to track participation, interests, ages, history of participation, family information, addresses, and other useful information. Utilize the database to improve publicity about programs, facilities, and services and to offer justification to funding organizations. | M | TALSC | Staff time only | TALSC | |

| Goal #4 Complete the trail system within the Titusville area and its supporting amenities. | | | | | | |
|--|----------|--|-------------------------------------|--------------------------------|---|--|
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments | |
| 1 Complete the Queen City Trail as proposed in the feasibility study | S | ORA, Greenways Council, TALSC, City, Crawford County | Identified in the Feasibility Study | Grants with local match | Oil Region Alliance and the Greenways Council are taking the lead in this project | |
| 2 Establish an active trail organization to assist with the development, management, and maintenance of the Queen City Trail | S | City, TALSC, Greenway Council | Staff time only | N/A | | |
| 3 Provide connections from existing and future trails to the Titusville business district and various recreational amenities | M-L | Various local agencies | Identified in the Trail Towns Study | City, local businesses, grants | | |
| 4 Develop and promote Titusville as a Trail Town | S-M | City, TALSC, Greenway Council | Identified in the Trail Towns Study | Grants with local match | | |



| | | | | | |
|---|----------|-------------------------------------|-------------------|-------------------------|--|
| <p>Evaluate the feasibility of the following opportunities along Oil Creek between South Franklin Street and Brown Street:</p> <ul style="list-style-type: none"> • Kayak launch and Picnic Pavilion at Black Bridge Trailhead at the end of S. Martin St. <p>Potential partners: McDonald's, South Woods Assisted Living</p> | M-L | City, TALSC, Greenway Council, TASD | Varies by project | Grants with local match | |
| <p>5</p> <ul style="list-style-type: none"> • Outdoor classroom on the river behind Titusville Middle School (TMS) • Potential partners: Titusville Area School District (TASD), Trout Unlimited • Tree Identification Walk along the trail behind TMS <p>Potential partners: TASD & Shade Tree Commission</p> | On-going | City of Titusville | \$1,000 annually | City of Titusville | |
| <p>6</p> <p>Continue and/or become supporting partners with the Venango and Crawford County Council on Greenways and Trails.</p> | | | | | |

| Goal #5 Protect and preserve the natural features of the Titusville area in a way that provides for their long-term sustainability. | | | | | |
|---|----------|-----------------------------------|---------------------------------|---|----------|
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments |
| 1 | On-going | All municipalities | Varies by project | Varies by project | |
| 2 | M-L | All municipalities | \$2,000-\$3000 per municipality | Municipality; possible grant assistance | |
| 3 | On-going | All municipalities | None | N/A | |
| 4 | L | No agency identified at this time | \$30,000 - \$50,000 | Grant with local match | |



| Goal #6 Secure funding for operations, planning, development, acquisition, and preservation through a variety of sources. | | | | | |
|--|----------|---------------------------|----------------|----------------|---|
| Recommendation | Priority | Responsible Agency | Estimated Cost | Funding Source | Comments |
| Develop a balanced approach to revenue production utilizing a variety of funding sources to include: Municipal and school district funding; fees and charges; state and federal grants; local support; shared projects; cooperative funding; leveraging of funding sources; gifts, foundations, private sources; fundraising; community parks foundation | On-going | TALSC, all municipalities | None | | Funding strategies and grant opportunities are described in great detail in the Plan. |

