



Danville, IN

Five-Year Parks and Recreation Master Plan

2022-2026



Prepared by



ZEC EIGHT INSIGHTS^{LLC}
PUBLIC SPACES, PLACES, AND PROGRAMS | CONSULTING

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Mike Nicholson, *Optimist Club of Danville*
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***The Danville Parks and Recreation board is a five-person bipartisan board. The composition of the board is no more than two individuals representing the same party and includes four members appointed by Town Council and one appointed by the Danville Community School Corporation.**

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Master Plan Acceptance Resolution



Park Board Master Plan Approval Resolution

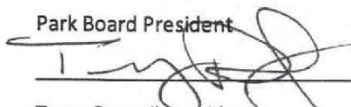
WHEREAS, the Danville Park and Recreation Board is aware of the parks and recreation needs of the residents of the Town of Danville, Indiana, and

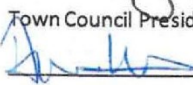
WHEREAS, the Board realizes the importance of sound planning in order to meet the needs of its citizens,

NOW, THEREFORE BE IT RESOLVED THAT THE DANVILLE PARK AND RECREATION BOARD, by unanimous declaration, does adopt the Park and Recreation Master Plan as its official plan for the next five years, for the growth and development of parks and recreation opportunities in Danville, Indiana.

Passed and signed this 27th ^{April} day of, 2022.

ATTEST: 

Park Board President


Town Council President


Attorney




Greg Beilfuss - Chief Planner
IDNR – State Parks
402 W. Washington St., W298
Indianapolis, IN 42204-2782
(317) 232-4071

March 16th, 2022

Tammy Dooley
Danville Park and Recreation Board
Danville Park Department
128 E. Market St.
Danville, IN 46714

Dear Tammy,

The DNR Division of State Parks planning staff has reviewed the final draft of the 2022-2027 Danville Five Year Parks and Recreation Master Plan. The plan meets the Department of Natural Resources' minimum requirements for local parks and recreation master plans. This letter certifies that your community **is eligible to apply for Land and Water Conservation Fund (LWCF) Grants through this office in the 2022 grant year**. A new plan will be due on January 15th, 2028 at which time your current LWCF grant application eligibility will expire.

If you haven't already, we strongly recommend that you contact Mr. Bob Bronson, our grant section chief, as soon as possible about future grant applications. Bob and his staff can assist in your grant application process. He can be reached by phone at: (317) 232-4075 or by e-mail at: bbronson@dnr.IN.gov.

We support your planning efforts and encourage your participation in the grant programs administered by the Division of State Parks. If you require further information regarding planning, do not hesitate to call me at: (317) 232-4071 or by e-mail at: gbeilfuss@dnr.IN.gov.

Sincerely,

Greg Beilfuss
Chief Planner - IDNR Division of State Parks, Community Grants and Planning

ECC – Austin Hochstetler; Zec Eight Insights

Chapter 1 - Introduction

1.1 Master Plan Overview

The Town of Danville, Indiana, is the county seat of Hendricks County. Incorporated in 1835, Danville covers 7.04 mi² and is located 20 miles west of downtown Indianapolis on US 36. The Town’s population has continued to grow over the past 10 years and planning for parks and recreation services is paramount to keep pace with the Town’s projected future growth. As a result, this *Five-Year Parks and Recreation Master Plan* aligns the community’s vision for parks and recreation services in Danville and the Department of Parks and Recreation’s strategic goals for the next five-year reporting period.

1.2 Department Overview

The Danville Parks and Recreation Department (DPRD) was established in 1913 as a measure to safeguard the wellheads that provide the Town’s water supply. With over 100 years of history, the Department today has transitioned from a maintenance-based function (solely) to act as a more holistic catalyst for inducing the quality of life into the Danville community. The Department maintains over 165 acres of park land spread across seven park sites, over 20 miles of paved and recreation trails, a 28,000 ft² community center (Danville Athletic Club), an outdoor aquatic center, and many more recreation-related amenities and facilities.

Operated by six full-time staff positions and 45 part-time/seasonal employees (**Figure 1**), more than 50 events and programs are delivered to the Danville community each year.

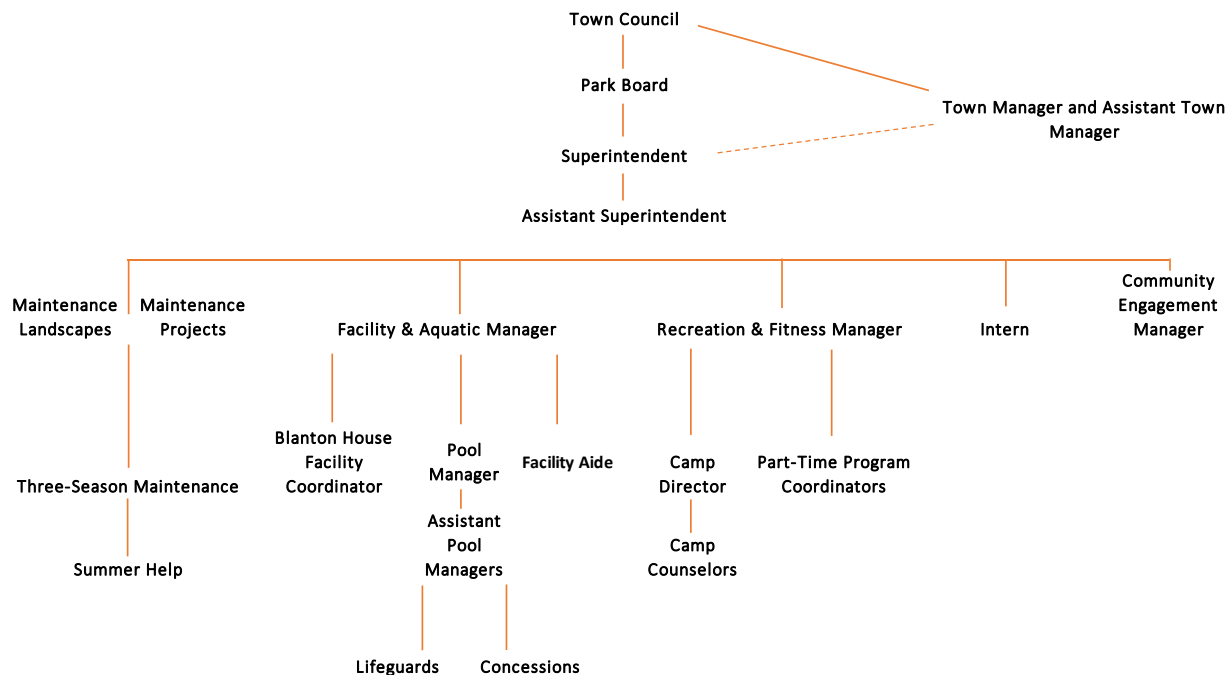


Figure 1: Organizational Chart

1.2.1 Vision

“The Danville park system shapes the character of Danville, its residents, and visitors alike through its outstanding recreational experiences, focus on sustainability, preservation of natural resources, and how it promotes connectivity to both the land and each other.”

1.2.2 Mission

“In partnership with our citizens, the Danville Parks and Recreation Department provides comprehensive programs, facilities, and services which respond to changing needs within our community and the capacity to preserve, enhance, and protect our open spaces for present and future generations.”

1.2.3 Axiom

“Creating community through people, parks and programs!”

1.2.4 Core Values

1. **Customer Service.** Utilize a responsive, customer-centric, resident-driven professional approach to all areas of service delivery, which includes transparency, strong communication, and public outreach.
2. **Safety.** Put the safety of all our park users at the forefront of all that we do and provide to the community.
3. **Community.** Ensure the needs of our community are heard and addressed through programs, services, facilities, and amenities.
4. **Quality.** Hold ourselves to a high standard as it relates to service provision and system operations to meet the desired expectations of our community.
5. **Play.** Instill a sense of freedom within our park system to allow residents to recreate and enjoy their interaction with public spaces.
6. **Natural Space.** Dedicate resources to preserving and enhancing the natural environment to allow for continued appreciation, use, and prevalence of our community’s natural resources.
7. **Opportunity.** With equity in mind, we strive to facilitate a park system that enables all residents access to appreciate, engage, play, and recreate.

1.3 Master Plan Goals and Objectives

The *Five-Year Parks and Recreation Master Plan* development process began in March 2021. At the project’s onset, the consultant met with elected officials and parks department staff to understand their goals and objectives for this planning effort. The following overarching goals and objectives resulted:

Town Council and Park Board

- System and Town connectivity enhancement and expansion;
- Complete Gary Aiken Park; and
- Expand the system’s park land inventory.

Parks and Recreation Department Staff

- Next five years

- Inform elected officials as to what we are going to do and why;
- Identify supplemental funding sources if possible;
- Identify community vision and direction for our system; and
- Develop a land acquisition strategy.
- Master Plan
 - This plan needs to establish the community's vision and create the support mechanisms; (operational, funding, staffing, etc.) for implementing it;
 - Continue to tell the story and create buy-in/alignment from elected officials; and
 - Create an implementable Master Plan (actionable).



Chapter 2 - Danville Community Features

2.1 Natural and Landscape Features

Hendricks County in general boasts low rolling hills largely devoted to agriculture or urban development. The terrain in this area was formed by glacial erosion and deposition, resulting in till being left behind, which forms the most common soil material found. As glaciers receded, large volumes of water were released, cutting deep valleys and ravines across the landscape. Today, the West Fork of White Lick Creek (a tributary of the White River) cuts through Danville. Stemming from historic glacial activity and today's resulting landscape, there are areas that are suitable for development, not suitable for development, and areas that are subject to erosion challenges and flooding.

Due to previous assessment throughout the area, the floodplain and floodway occupying the White Lick Creek basin might present the best area for park and recreation development. Resulting park system improvements would boast natural features and may not require extensive site modification or landscaping to recreate/create this type of setting. The most notable result of this topography would be Danville's centralized park sites Ellis Park, Blanton Woods Nature Park, and the soon-to-be developed (at the writing of this plan) Gary Eakin Community Park.

There is also a 25-acre lake on the east side of Danville that is owned by the Danville Conservation Club (DCC). At the writing of this plan, there are discussions between the Town and DCC to perhaps manage some or all of the site and make it publicly accessible by converting it to park land. This process is being explored via a land swap, allowing the DCC to move out of the urban setting (due to land development over the years) and into a more rural setting on the edge of town. This opportunity would facilitate the park and recreation department's ability to offer more water-based recreation services such as canoeing, kayaking, stand-up paddleboarding, fishing, boating, and possibly even winter activities such as ice fishing and ice skating. In addition, there is an opportunity to be awarded grant monies to help remediate the land.

2.1.1 Natural Resource Challenges

The main challenge to the park system is the prevalence of ash trees. The emerald ash borer (EAB) was first detected in the United States in 2002, although some research indicates it may have appeared the decade prior. EAB can infest both healthy and stressed ash trees, causing widespread tree mortality. As a result of the EAB's presence, park systems are having to reactively fell ash trees throughout parks, invest in costly treatments for infested trees, and/or proactively remove and thin ash trees. At the writing of this plan, ash trees are impacting DPRD's operations due to the need to address the EAB's impact on the system. With this in mind, a wider and more comprehensive natural resources plan should be developed by the department.

The second most prevalent challenge to the park system is the wear and tear of natural turf. Ellis Park is the most popular park in the system (in terms of usage), and it has also benefited from having the most amenities developed over the years. As a result, there are turf erosion challenges due to limited parking for the amenities present (and events offered) and athletic field overuse. By not having prescribed "rest" periods, turf management and overall quality will continue to be a challenge. A consideration should be made for transitioning some existing amenities to future park developments to help alleviate the usage pressure placed on Ellis Park in particular.

2.1.2 Climate

Average temperatures in Danville have ranged from a low of 18 °F in January to a high of 86 °F in July. The record low (-17 °F) was recorded in January 1994, and the record high (106 °F) was recorded in July 1936. Average monthly precipitation ranges from 2.4” in February to 4.4” in July.

Danville’s growing season is a little less than 180 days on average, making the area adequate for a wide range of trees, shrubs, and grasses. Additionally, as a four-season community, parks and recreation facilities, programs, and services should accommodate a wide variety of weather conditions and patterns, allowing Danville residents opportunities to engage in the natural world 365 days each year. This results in a need for both indoor recreation space(s) along with winter activities that get people outside and active.

2.2 Man-Made, Historical, and Cultural Features

2.2.1 Trails and Pathways

With US 36 running through the heart of Danville, Town officials have put more emphasis on pedestrian access in recent years. Danville approved the *Danville Pedestrian Pathways & Trails Master Plan* in November 2020. The study focused on the current corporate limits, but also explored connections to nearby communities (Avon, Brownsburg, and Plainfield) as part of a regional perspective. Existing conditions show many areas within Danville that lack sidewalks, have low pedestrian visibility, and have narrowing of sidewalks in some areas (among other existing conditions).

The *Danville Pedestrian Pathways & Trails Master Plan* has several implications for parks and recreation planning, but may have the biggest impact on level of service (LOS) measurements and walkability. First, LOS measurements are an industry standard (and/or benchmark) that indicate the degree to which a park agency is providing park land and trails to its community. Having trails for pedestrian use including transportation and recreational purposes is paramount as an expected community amenity. Second, park utilization (including events and programs) is impacted by the ability to walk, bike, etc., to the location. With an already limited ability for parking within the parks currently, there is a need to alleviate parking concerns with increased pedestrian access. This could also have a positive impact on program participation. Therefore, implementing key findings produced in the *Danville Pedestrian Pathways & Master Plan* correlate to the growth of the park system and resident access.

After reviewing existing conditions, the study team proclaimed that Danville has very few paved trails (almost exclusively located in existing parks) and sidewalks are narrow and most likely insufficient for the community’s needs. As a result, the plan calls for more pedestrian infrastructure and connectivity (for both travel and recreation purposes). These improved corridors would help reduce pedestrian barriers throughout the town generated by US 36. Potential focus areas include:

- N. Washington Street
- Columbia Street
- Main Street/US 36
- Main Street/Old US 36
- Lincoln Street

2.2.2 Signature Events/Programs

Residents appreciate DPRD's focus on creating *Communitas* (referencing the very spirit of community). DPRD produces an Evening in Ellis program that includes movies and a summer concert series that is well-attended and highlights area musicians, the Winterland Light Show held at Ellis Park during the holiday season and patronized by thousands of people, and the Rubber Ducky Race that utilizes White Lick Creek. These events, among many others, help meet the annual expectations of Danville residents. Residents enjoy the small town feel associated with Danville, and signature events and programs that help facilitate "togetherness" are a critical component to the park system's recreational offerings. Additionally, partnerships and collaborations with the Downtown Danville Partnership, Danville Chamber of Commerce, Optimist Club, Kiwanis Club, and Rotary Club help DPRD bring signature recreational offerings to residents.

2.2.3 Significant Man-Made Features

Museums

The Hendricks County Historical Museum was erected in 1866 and served as the county jail until 1974. The two-story brick structure is listed on the National Register of Historic Places and is the only surviving example of the Second Empire style of architecture in the county. The Museum's collection includes items related to domestic life, agriculture, military history, education, and other aspects of Hendricks County's heritage.

Education

Danville is home to the Danville Community School Corporation, which operates Danville Community High School, Danville Middle School, South Elementary School, North Elementary School, and Opportunity House. Danville was also home to Indiana Central Normal College (later called Canterbury College from 1878 until 1951. Today, Hargrave Hall, C.C. Bostick Gymnasium, Danville Athletic Club (DAC), and Town administration are located in the original facilities.

Danville is also home to the Danville-Center Township Public Library. The library was founded in 1903 with a grant from Andrew Carnegie and has remained at the same location since its inception, with three building expansions (the most recent completed in 2017). The library's holdings include over 61,000 books and over 63,000 ebooks through the eIndiana Digital Consortium. According to the *Danville-Center Township Public Library Long-Range Plan (2021-2023)*, three goals in particular have implications for parks and recreation services within Danville:

1. The library will enhance existing services in the adult services department;
2. The library will enhance existing services in the youth services department; and
3. The library will collaborate with Danville Community Schools, other libraries in the county, local businesses, and service organizations.

With such a rich history of education in Danville and the library's increased focus on service expansion and collaborations, there is an opportunity for the parks and recreation department to increase service provision related to this area.

Transportation

The Hendricks County Airport, also known as Gordon Graham Field, is located in Danville and serves as a reliever airport for Indianapolis International Airport. In 2016, the airport had 10,848 aircraft operations

(an average of 30 per day) across the following categories: general aviation (94%), military (4%), and air taxi (2%).

2.3 Social and Economic Factors

The Town of Danville, Indiana, is the county seat of Hendricks County. Incorporated in 1835, Danville covers 7.04 mi² and is located 20 miles west of downtown Indianapolis. The population has changed over the last ten years, and data from the American Community Survey highlight the differences.

2.3.1 Population

Danville has experienced significant population growth since the 2010 Census (up 12%) and currently has 9,923 residents. Projecting ahead, it is estimated Danville will welcome approximately 6,400 new residents into its boundaries by 2031. The population projections are based on a planned unit development (PUD) estimate based on existing and future housing trends.

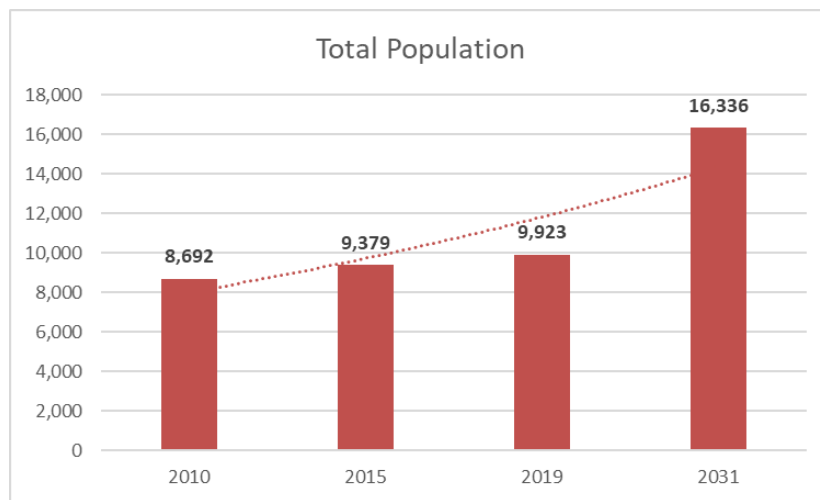


Figure 2: Population Statistics (2010-2031)

2.3.2 Age Segmentation

Danville is experiencing an aging trend over the last 10 years as the median age has increased by four years (34.2 to 38.2). The largest age segment for the Danville population is the 35- to 59-year-old group, more than double the next largest age segment (20- to 34-year-olds). There is a noticeable youth population within the Town, as approximately 29% of the total population is under 20 years old.

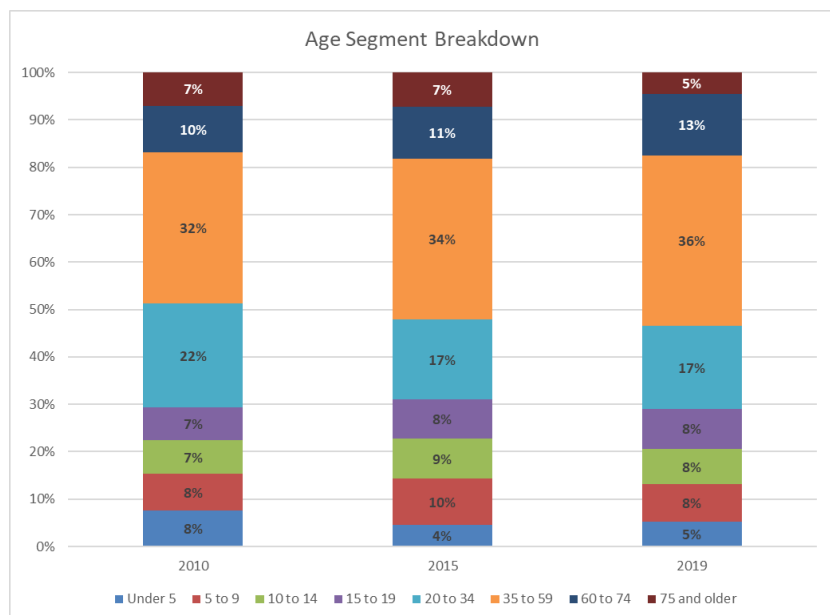


Figure 3: Age Segmentation Breakdown (2010-2019)

2.3.3 Race and Ethnicity

Danville has been diversifying since 2015. Black or African American and Asian populations have increased while the overall White population has decreased. Projections indicate the Town will continue diversifying as more residents begin to call Danville “home.” In terms of ethnicity, Danville has remained consistent. Only 2% of the total population is recorded as Hispanic or Latino. It should be noted that the Census provides separate statistics for race and ethnicity as people who identify their origin as Hispanic, Latino, or Spanish may be of any race.

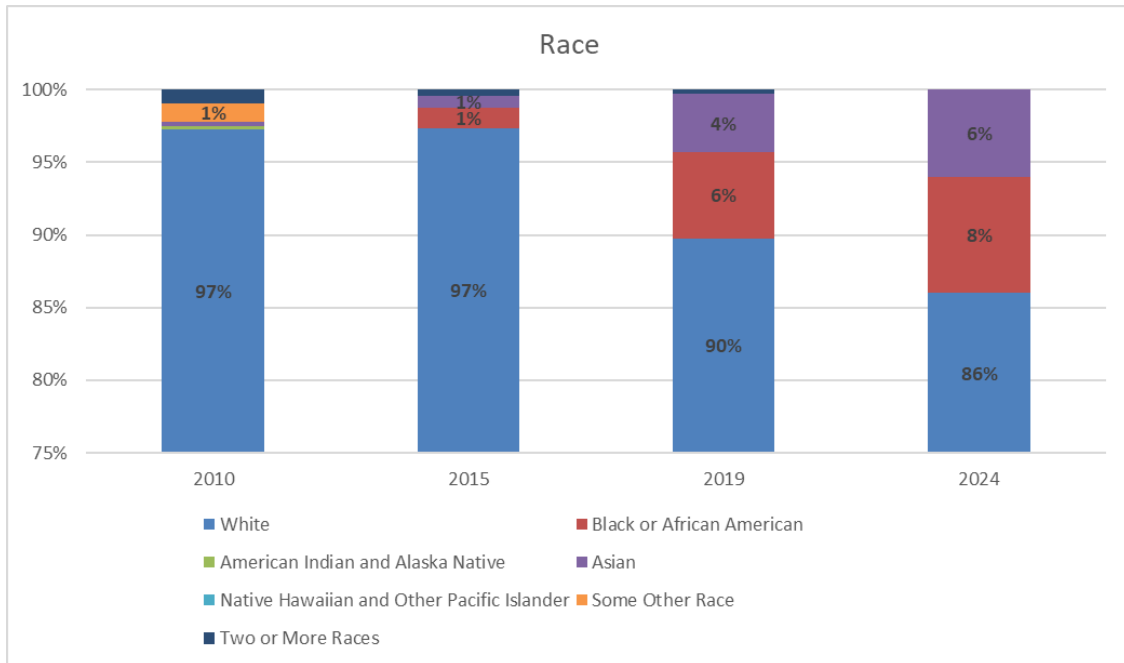


Figure 4: Race Statistics (2010-2024)

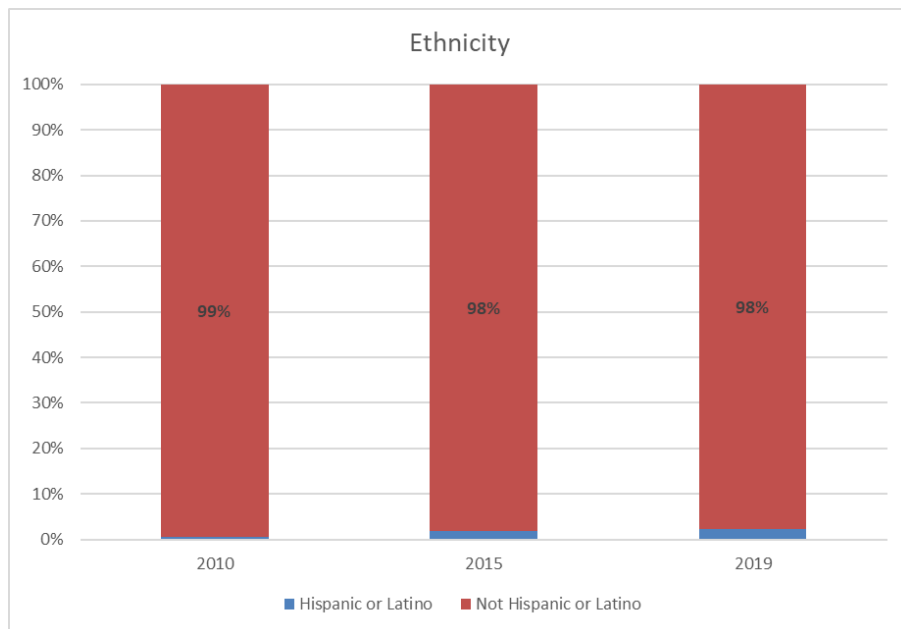


Figure 5: Ethnicity Statistics (2010-2019)

2.3.4 Household Characteristics

As community populations change, household compositions change as well. Specifically, the number of households, household sizes, and family sizes all change. Danville’s number of households has remained consistent over the last 10 years; however, both average household size and average family size have increased. Currently, it is estimated that the Town’s population of 9,923 is living within 2,542 households, which equates to an average household size of 2.78 and an average family size of 3.27.

Household Statistics			
Characteristic	2010	2015	2019
Total Households	3,409	3,570	3,542
Avg. Household Size	2.53	2.6	2.78
Avg. Family Size	3.09	3.08	3.27

Figure 6: Household Statistics (2010-2019)

2.3.5 Household Income

Danville’s median household income has fluctuated since 2010. In 2019, Danville’s median household income was \$77,806, a figure approximately \$20,000 higher than the median household income for the entire state of Indiana (and \$12,000 higher than the US median). The largest household income category in Danville is the \$50,000-\$99,999 range.

Approximately 32% of households report making more than \$100,000 annually, a figure almost twice as much as reported in 2015. Additionally, Danville experiences a 7.1% poverty rate, which is down from 9% in 2010.

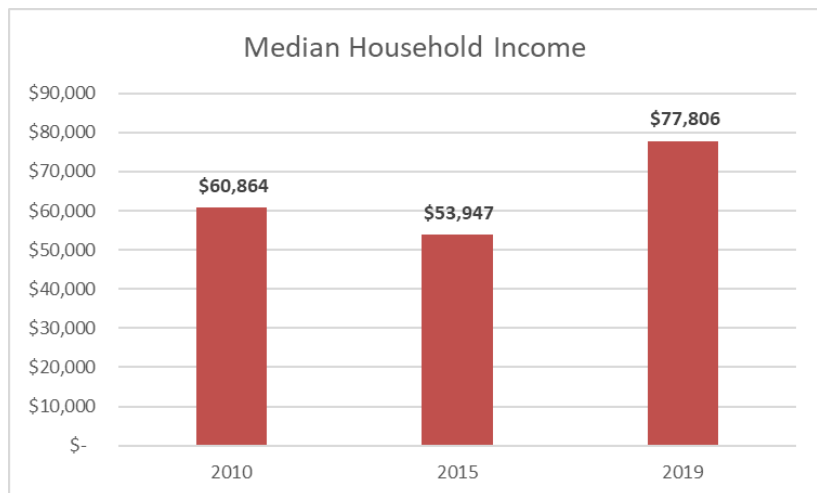


Figure 7: Median Household Income (2010-2019)

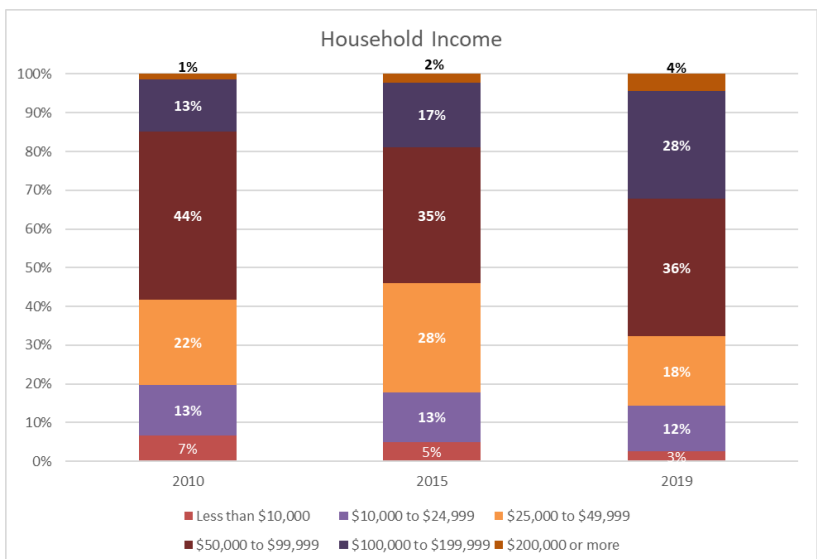


Figure 8: Household Income by Category (2010-2019)

2.3.6 Educational Attainment

Danville’s largest educational attainment category (for the population 25 years and older) has been a high school diploma (or equivalent) since 2010. That figure has dropped by 10% in 2019 along with those reporting having some college, but no degree. However, both no high school diploma (or equivalent) and graduate degree categories have increased since 2010. These statistics indicate a volatile education attainment trend within the Town.

Educational Attainment			
Education	2010	2015	2019
No High School Diploma	6%	8%	10%
High School Diploma	41%	29%	31%
Some College	23%	28%	20%
Associate's Degree	8%	8%	9%
Bachelor's Degree	17%	20%	20%
Graduate Degree	5%	8%	10%

*For population 25 years and older

Figure 9: Educational Attainment Statistics (2010-2019)

2.3.7 Disability Status

Approximately 12% of the Danville population reports having some sort of disability, a figure remaining consistent since 2015. A total of 8% of those 18 years old and younger report having a disability (the same statistic for the 18- to 64-years-old population); however, the percentage increases dramatically for those 65 years old and older, as 39% of this age demographic in Danville report having some sort of disability. Disability statistics were not recorded in the 2010 Census.

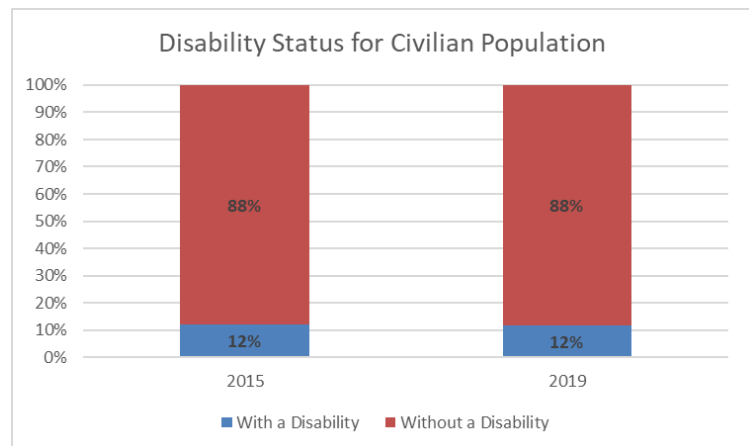


Figure 10: Disability Statistics (2015-2019)

2.3.8 Unemployment

Danville’s unemployment rate has decreased dramatically since 2010. The unemployment rate was 2% reported in 2019, half of the Indiana unemployment rate of 4%.

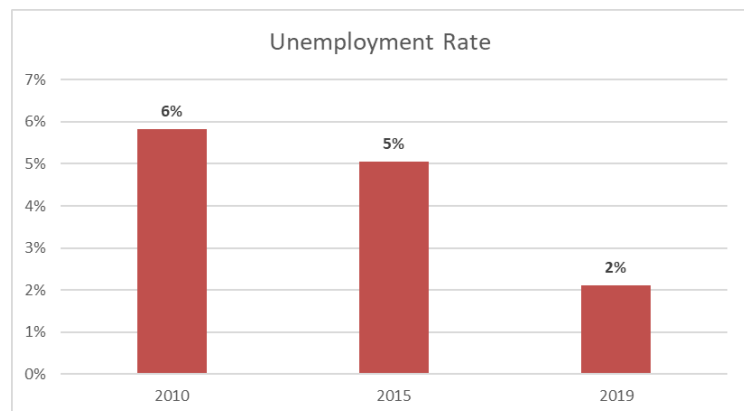


Figure 11: Unemployment Rate (2010-2019)

2.3.9 Industry and Occupation

Danville’s three leading industries combine to represent slightly more than half of all industries within the Town:

- Educational Services, and Health Care and Social Assistance (23%);
- Retail Trade (19%); and
- Manufacturing (10%).

When examining the Danville population’s occupational statistics, the majority of residents work in either Management, Business, Science and Arts (36%) or Sales and Office (25%) positions.

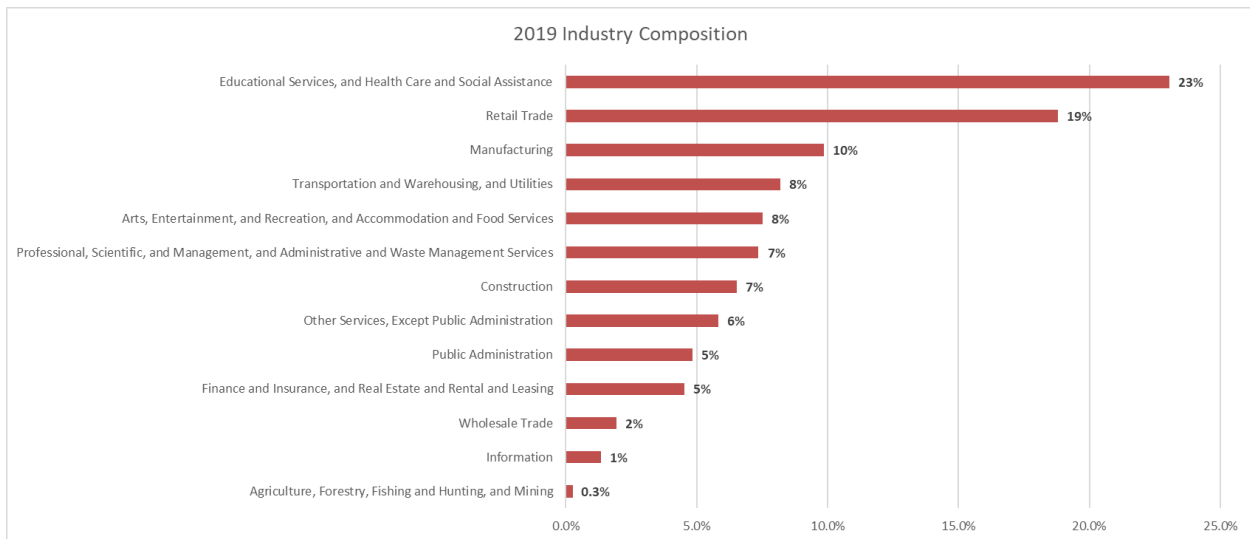


Figure 12: Industry Composition (2019)

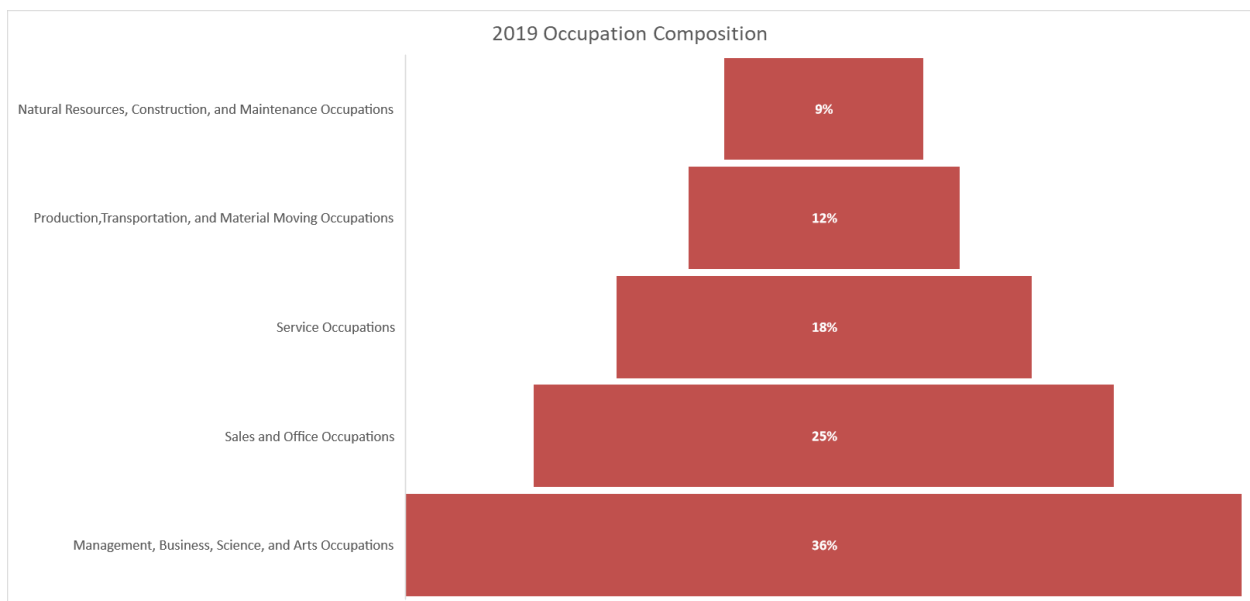


Figure 13: Occupation Composition (2019)

2.3.10 Demographic Implications

Population Growth

The most influential demographic trend for DPRD is the population growth projection. Danville's population has grown since 2010, but 10-year projections moving forward estimate as many as 6,400 new residents will be moving into the Town. This has several implications for the parks system, including but not limited to:

- **Level of service (LOS) standards:** If park land acres, trail mileage, and recreation amenities do not increase commensurate with the population, the Town's LOS will decrease even if everything is well-maintained.
- **Operations and maintenance:** With an increased population, there is a reasonable expectation that park and facility usage will also increase (although to what level is uncertain). Therefore, there will be increased operation and maintenance costs associated with maintaining the existing system due to increased use.
- **Capital improvement planning:** Developing a capital improvement plan (CIP) that accounts for both existing facility and amenity replacements and developing new facility and amenities is paramount, as the existing system will need to be expanded.
- **Financing:** Danville has a Recreation Impact Fee (RIF) funding mechanism in place. It will be imperative to use these funds to help offset and prepare for future growth. Additionally, the Food and Beverage Tax monies allocated to the Town will need to be wisely used once available.

Residents with Disabilities

Another important demographic trend to pay close attention to is the number of residents who report having some sort of disability. The fact that 39% of the 64-years-old-and-older population have a disability has a resounding influence on Americans with Disabilities Act (ADA) improvements and accessible programming. Therapeutic Recreation is a focus more and more parks and recreation systems across the country are providing.

Race, Ethnicity, and Age

As the population diversifies (both in terms of race and age segmentations), the Department will need to be mindful of different public spaces uses and preferences. Planning for a parks and recreation system that provides public spaces, places, and programs for *all* residents will be a point of emphasis because the Danville population is aging and is projected to continue changing moving forward.



2.4 Parks and Recreation

The Danville parks and recreation system consists of 170.29 park land acres spread across several parks. The system also includes indoor recreation space and other specialty facilities. As the Town continues to acquire more land and grow in population, it will be paramount to continue expanding the park system beyond the central portions of Danville (**Figure 14**).

TOWN OF DANVILLE PARKS & RECREATION MASTER PLAN

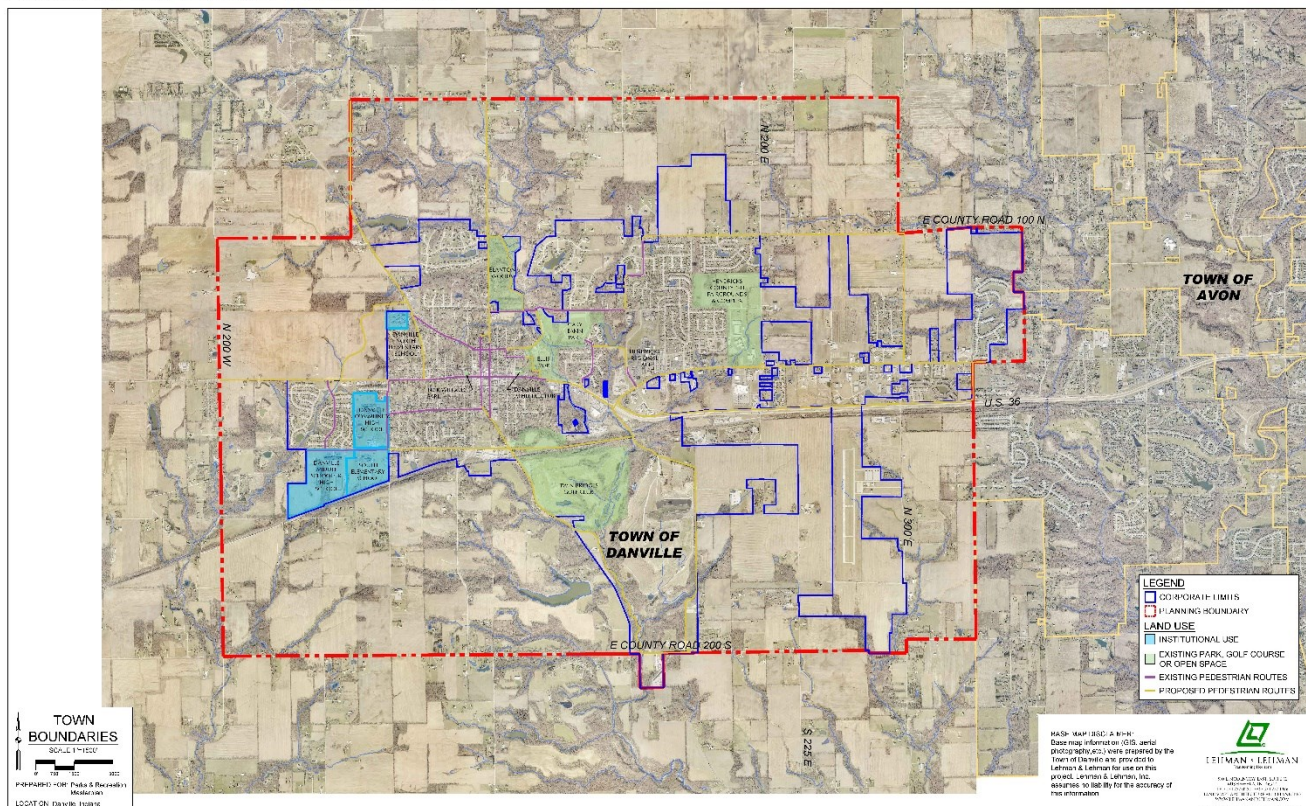


Figure 14: Town of Danville Planning Area with Park System Highlighted

2.4.1 Parks and Facilities

Blanton Woods (894 N. Washington Street)

Blanton Woods offers 53 acres of woodlands. There are 5+ miles of wooded trails throughout the grounds. It follows White Lick Creek and has several other small streams meandering through the property. A small shelter makes up the only man-made amenities on the property. Adjacent to Blanton Woods, the Blanton House is an elegant Georgian Colonial Style mansion that has a capacity for functions of 250+ guests seated (or even more standing).

Department of Parks and Recreation (49 N. Wayne Street)

The Department of Parks and Recreation headquarters is located on the same campus as the Danville Town Office and Danville Metropolitan Police Department. Recreation facilities at the location include the Bosstick Gym, Danville Athletic Club (DAC), and Hargrave Gym.

The Bosstick Gym is an old-style basketball gym. The facility is approximately 4,800 ft² and hosts sporting-related activities. Amenities include: basketball hoops, wood flooring, restrooms, and bleachers. Events with less than 1,000 people can utilize the gymnasium as a rental.



The DAC includes a 5,000 ft² fitness center and two gyms (one has multiple basketball courts). Fitness equipment offered includes: treadmills, ellipticals, bikes, power rack, Smith Machine, and full-circuit free-motion equipment. The fitness area is open 24 hours per

day with a membership. Other features include a designated stretching area with medicine balls, stability balls, stretch bands, and yoga mats. Each year, the facility hosts several programs, tournaments, and leagues.

The Hargrave Gym is a vintage gym facility. It hosts several different sporting events, and most of the department's aerobics classes are held in this facility. Hargrave Gym is also available for community rentals.

Community Gardens (1111 W. Lincoln Street)

The Town of Danville, in cooperation with local organizations, has a 3-acre community garden available for public use. The garden is located on Mackey Road, just east of the South Elementary School. Gardeners are allowed to request their own plots when registering, and gardening activities begin in April of each year.

Ellis Park (600 E. Main Street)

Ellis Park was the foundational 51-acre piece of property set aside to begin the Danville parks and recreation system in 1913. It lies along White Lick Creek and is the heart of Town of Danville's beauty. Park amenities include: shelters, playgrounds, sports fields, restrooms, amphitheater, train station, the Gill Family Aquatic Center, and much more. Many park users associate Ellis Park with its historical swinging bridge.

The amphitheater is a recent addition to the parks system, and it is the site of weddings, performances, concerts, and festivals. The site is home to the department's summer concert series and annually holds large events such as the Indianapolis Symphony Orchestra's performance. The train station is located within Ellis Park and has a seating capacity of 100 people. This is largely a rental facility and includes: a full-service kitchen, tables, chairs, and a fireplace.

The Gill Family Aquatic Center (GFAC) is a great place to bring the family and spend the day. Its features include: zero depth entry, play feature, lazy river, hydrotherapy, vortex, two 120-foot water slides, and a splash pad. Daycare is also provided. The GFAC is a seasonal facility and is open to Danville residents and non-residents alike.

Gary Eakin Community Park (600 E. County Road 50 North)

At the writing of this plan, Gary Eakin Community Park is the newest addition to the park system. Currently, there are 42 acres of undeveloped park property that include trails, but will be developed over the next several years to include many more community recreation amenities.

Jack Willard Community Park (292 W. Main Street)

Jack Willard Community Park is a 1-acre property with a firefighter theme. Located adjacent to the Danville Fire Department, this park is named after the first fire chief in Danville and amenities include: benches, a playground, and a poured-in-place surface.



Chapter 3 - Facility and Program Supply Analysis

3.1 Benchmark Comparison

No two municipalities, or park systems, are alike; however, the National Recreation and Park Association (NRPA) compiles data from municipalities and parks and recreation agencies across the country annually. NRPA’s Park Metrics provides insights into “average” statistics in terms of: park land provided per 1,000 residents, trail miles, full-time equivalents (FTEs), budget allocation, and much, much more. This comparison provides a baseline understanding of the DPRD in terms of how it “stacks up” to agencies of similar scope. All metric standards represent the *median* statistic based on the NRPA’s park and recreation agency performance benchmarking tool. It should also be noted that this process is self-selected, meaning park and recreation agencies choose to participate *and* upload their own information.

3.1.1 Park Land and Trails

Danville is close to or exceeds national park land and trail metrics. In terms of the number of residents per park, Danville is close to the national median while surpassing the median of agencies based on specific characteristics. Danville residents have a high level of service related to park land acres and the number of trail miles. It should be noted that the total number of trail/pathway miles in the Town are included in the comparison.

Estimated 2021 Population: 10,499

Total Existing Park Acreage: 170.29

Total Number of Parks: 6

Total Trail Miles: 7.75 (parks) and 2 (other)

Metric	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Residents per Park	2,100	2,277	1,235	1,840	1,948	1,707
Acres of Park Land per 1,000 Residents	16.2	9.9	12.4	8.8	8.2	12.4
Miles of Trail	9.75	12	3	3	3	12

Figure 15: Park Land and Trails Inventory and Benchmark

3.1.2 Outdoor Facilities

Park systems have varying amenities and levels of service compared to each other. Danville provides many outdoor facilities for its residents. Additionally, Danville exhibits a higher level of service compared to the NRPA median average along with any cross-tabular characteristic presented. This indicates that Danville offers a diverse offering of parks and recreation facilities at a very high level compared to industry standards.

Facility	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Baseball Diamond (Adult)	3	51%	42%	37%	47%	48%
	1/3,500	20,159	7,989	7,989	9,013	15,130
Baseball Diamond (Youth)	5	78%	75%	67%	81%	74%
	1/2,100	6,763	3,000	3,533	3,892	4,425
Dog Parks	0	65%	44%	43%	33%	58%
	N/A	46,000	11,148	12,709	15,423	42,628
Multi-Purpose Fields	5	66%	64%	60%	61%	54%
	1/2,100	8,750	3,895	4,900	4,683	6,103
Outdoor Basketball Courts	6	87%	88%	82%	90%	86%
	1/1,750	7,187	4,051	4,236	5,500	5,234
Outdoor Swimming Pool	2	53%	70%	31%	58%	0%
	1/5,250	43,100	67,004	-	36,922	-
Outdoor Tennis Courts	10	81%	75%	69%	74%	80%
	1/1,050	5,089	2,748	3,500	4,134	3,705
Playgrounds	7	94%	97%	93%	93%	93%
	1/1,500	3,607	2,132	3,017	3,250	2,435
Soccer Fields (Adult)	10	44%	35%	29%	35%	47%
	1/1,050	12,943	7,541	9,000	10,452	10,895
Softball Diamond (Adult)	3	66%	54%	48%	53%	63%
	1/3,500	13,510	5,663	7,748	8,495	11,028

Figure 16: Outdoor Facilities Inventory and Benchmark

Additional Facilities

In addition to the outdoor facilities listed above, Danville also offers the following amenities that are not represented by a corresponding NRPA Park Metric median statistic: pickleball courts, outdoor volleyball courts, walking track, shelters, restrooms, sprayground/splashpad, golf course, and disc golf course.

3.1.3 Indoor Facilities

Indoor recreation facilities provide guaranteed access and program space regardless of weather conditions. Danville provides the Blanton House, Bosstick Gym, Hargrave Gym, Danville Athletic Club (DAC), and the Train Station as indoor recreation space options. For a community of its size, Danville has a much higher level of service for indoor recreation facilities than the national median. Additionally, Danville has an outdoor performance amphitheater. The comparison metrics provided are for indoor performance amphitheaters, as there is not a metric available for outdoor performance amphitheaters. The percentages represent the number of organizations that offer activities based on program area. The numbers represent the median level of service.

Facility	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Performance Amphitheater*	1	35%	21%	18%	21%	35%
	1/10,499	62,927	11,000	10,000	10,500	49,324
Recreation Centers and Gyms	3	64%	53%	30%	49%	51%
	1/3,500	30,709	9,800	9,701	12,186	21,283

*Danville has an outdoor amphitheater.

Figure 17: Indoor Facilities Inventory and Benchmark

3.1.4 Programming

Danville provides over 50 different programmatic opportunities each year (pre-COVID). Current offerings are concentrated in the following areas: aquatics, fitness, golf, health and wellness, sports (individual, team, and racquet), martial arts, running/cycling races, social recreation events, and themed special events. The metrics provided in the table below represent the percentage of organizations that offer activities based on program area.

Program Area	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Aquatics	<input checked="" type="checkbox"/>	71%	59%	35%	49%	68%
Cultural Crafts	<input type="checkbox"/>	62%	41%	33%	45%	57%
Fitness Enhancement Classes	<input checked="" type="checkbox"/>	83%	69%	61%	63%	77%
Golf	<input checked="" type="checkbox"/>	48%	28%	25%	14%	50%
Health and Wellness Education	<input checked="" type="checkbox"/>	82%	71%	61%	67%	79%
Individual Sports	<input checked="" type="checkbox"/>	76%	64%	55%	65%	74%
Martial Arts	<input checked="" type="checkbox"/>	62%	44%	33%	49%	56%
Natural and Cultural History	<input type="checkbox"/>	62%	39%	30%	29%	61%
Performing Arts	<input checked="" type="checkbox"/>	65%	48%	38%	37%	67%
Racquet Sports	<input checked="" type="checkbox"/>	70%	59%	43%	55%	65%
Running/Cycling Races	<input checked="" type="checkbox"/>	48%	39%	31%	33%	50%
Safety Training	<input type="checkbox"/>	72%	63%	46%	51%	67%
Social Recreation Events	<input checked="" type="checkbox"/>	88%	81%	76%	82%	84%
Team Sports	<input checked="" type="checkbox"/>	87%	82%	82%	88%	81%
Themed Special Events	<input checked="" type="checkbox"/>	89%	84%	76%	82%	86%
Trips and Tours	<input type="checkbox"/>	61%	47%	39%	39%	57%
Visual Arts	<input type="checkbox"/>	62%	43%	33%	37%	59%

Figure 18: Programming Inventory and Benchmark

3.1.5 Staffing

The national median for the number of FTEs is 44.3. This means that the median agency has approximately 92,144 staff hours available across full-time, part-time, and seasonal employees. Danville’s FTE is better represented when compared to agencies with similar characteristics (excluding the regional median).

Metric	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Full-Time Equivalent (FTE)*	8.1	44.3	10.9	5.4	7.3	41.9
FTEs per 10,000 Residents	7.7	8.2	10.3	3.8	5.9	9.1

*6 full-time (12,480); 4 part-time (2,788); 9 seasonal (810 hours); and 1 Blanton House part-time (750)

Figure 19: Staffing Levels and Benchmark

3.1.6 Budget Metrics

Danville’s annual operating expenditures are around \$900,000 annually. When looking at budgetary metrics, Danville exceeds the national median (and comparable characteristic organization median) in many categories. Of note, Danville has a much higher “revenue as a percentage of operating expenditures” than other median statistics. This indicates a high “return on investment” in general.

Metric	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Annual Operating Expenditures	\$885,660	\$4.9 million	\$1.2 million	\$650K	\$720K	\$4.8 million
Operating Expenditures per Capita	\$84.36	\$88.30	\$114.62	\$51.25	\$55.66	\$100.90
Operating Expenditures per Acre	\$5,200	\$7,556	\$7,959	\$4,939	\$5,079	\$7,582
Operating Expenditures per FTE	\$109,341	\$99,016	\$95,913	\$120,690	\$91,155	\$101,976
Revenues per Capita	\$49.29	\$19.38	\$28.41	\$7.00	\$12.81	\$31.89
Revenue as a Percentage of Operating Expenditures	58.4%	22.9%	25.3%	16.2%	25.9%	33.6%

Figure 20: Budget Metrics and Benchmark

3.1.7 Distribution of Operating Expenditures

When examining the distribution of operating expenditures, Danville is in a similar range to comparable metrics; however, there is a noticeable difference between the percentage of expenditures attributed to personnel services and operating expenses. Danville is on the higher end of personnel services and on the lower end of operating expenses.

Function	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Personnel Services	62%	55%	51%	47%	54%	53%
Operating Expenses	32%	38%	41%	44%	40%	39%
Capital Expense (Not In CIP)	5%	5%	6%	7%	5%	6%
Other	1%	3%	2%	2%	1%	2%

Figure 21: Distribution of Operating Expenditures and Benchmark

3.1.8 Sources of Operating Expenditures

The majority of park systems across the country receive large operational support from the General Fund via taxes and augment the support by creating revenue-generating opportunities. Danville exhibits an inverse trend as it relates to national median statistics. The majority of Danville’s operational support comes from earned/generated income and is then followed by general fund tax support. This indicates a high reliance on user fees, rentals, memberships, etc.

Source	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
General Fund Tax Support	38%	60%	60%	71%	65%	42%
Earned/Generated Income*	57%	23%	26%	17%	26%	31%
Dedicated Levies	4%	8%	6%	5%	4%	19%
Other Dedicated Taxes	N/A	3%	2%	1%	1%	2%
Grants	N/A	2%	2%	3%	2%	2%
Sponsorships	N/A	1%	1%	1%	1%	1%
Other	1%	2%	2%	2%	1%	2%

*Not all Department-generated revenues are returned to the Department; some are deposited back to the General Fund.

Figure 22: Sources of Operating Expenditures and Benchmark

3.1.9 Capital Budget

Capital spending varies greatly from park agency to park agency. The national median statistic for capital improvement spending is \$6 million over a five-year period. During 2016-2020, Danville spent approximately \$2.4 million on park capital improvement projects. These projects included items such as park site development, new vehicles/equipment, signage, new amenities, trail enhancements, and amenity renovations.

Metric	Danville	All Agencies	Jurisdictions Serving Less Than 20,000 People	Less Than 10 FTEs	Agency Budget \$500K-\$1 Million	Great Lakes Region Parks and Recreation Agencies
Five-Year Capital Budget Spending	\$2.4 million	\$6 million	\$1 million	\$500K	\$405K	\$5 million

Figure 23: Capital Budget and Benchmark

3.2 Existing Supply Implications

3.2.1 High Level of Service

As shown by the benchmark statistics, the Town of Danville maintains a high level of service (LOS) of outdoor facilities for its size, as it exceeds all industry medians (with the exception of dog parks since the Town does not offer one). Indoor recreation space also exceeds median benchmark statistics. And with over 50 different programmatic opportunities offered each year, the Town of Danville provides a lot of recreational opportunities for residents and non-residents alike. However, challenges are present when maintaining a high level of service.

3.2.2 Funding and Financing Challenges

Danville’s annual operating expenditures per capita align with the national median; however, the revenue generated per capita far exceeds national metrics. When matched with the Department’s sources of operating expenditures, the challenge of relying on earned/generated income is apparent. The Department’s recreation program/experience success in recent years has allowed them to have high performance measures when compared to the national level, but they also experience a much lower percentage of support from general fund tax dollars comparatively.

Additionally, not all earned/generated income produced by the Department stays within the Department’s budget. Some revenues go back into the Town’s overall general fund, which then are allocated through that process. This funding scenario is a double-edged sword. On one side, there is great opportunity for the Department to “support itself,” but on the other side, not having all earned/generated income return to the Department provides an inherent disincentive to focus on more revenue generation (not to mention already having a comparatively lower percentage of baseline financial support from the general fund). Not to mention, factors outside of the Department’s control (such as the COVID-19 Pandemic) highlight what relying on revenue generation looks like because without users/participants, it is difficult to generate revenue and self-support.

3.2.3 Operational Constraints

Maintaining a high level of service also poses challenges in terms of general operations and capital development/redevelopment. Operationally, DPRD functions annually with 8.1 FTEs. The FTE count

aligns more closely with agencies its size (budget and jurisdiction population); however, as mentioned previously, DPRD offers more facilities, amenities, and experiences than counterparts of similar size. Therefore, the Department’s FTE count is realistically “stretched” more than ideal to maintain the current system. When considering capital development and/or redevelopment, there will generally be a need to invest more money into the existing system than agencies of similar size because of the types of facilities and amenities Danville offers.

Additionally, continuing to expand the system based on community unmet need and expectations will continue to rely on a more comprehensive capital improvement plan (CIP) program. It should also be noted that the population projections will dramatically decrease Danville’s existing LOS metrics because there will physically be more density relying on the same number of facilities and amenities. By not adding additional development, Danville’s LOS will decrease solely due to population growth and densification.

In general, Danville does an impressive job providing as many facilities, amenities, and experiences as it does for its community. Moving forward, a better funding source balance will need to be considered along with appropriately increasing staffing levels and operational support. This is to both maintain and enhance the existing system’s assets appropriately while continuing to add new features to the system based on community need.

3.3 Recreation Programs

The DPRD implements a wide variety of programs and events for residents. On average, DPRD implements 50+ programmatic opportunities each year (it should be noted that many programs have multiple offerings, activities, or are part of a series of events). DPRD’s average annual program portfolio includes:

- 3v3 Basketball
- Blanton Woods 5K
- Coed Volleyball
- Creek Stomp
- Downhill Derby
- Euchre Leagues
- Fair on the Square Half Marathon/5K
- Family Game Nights
- Flag Football League and Tournament
- Golf Clinics
- Hendricks County Half Marathon/5K
- Intro to Pickleball Clinics
- Kid’s Fun Run
- Pickleball Leagues and Tournaments
- Race Across Danville
- Soapbox Workshop
- Summer Park Program
- Tennis Camps
- Youth Sports Camps
- 4v4 Dodgeball
- Coed Softball
- Community Gardens
- Daddy Daughter Ball
- Easter Egg Hunt
- Evenings in Ellis (Concerts, Movies, etc.)
- Family Campout Night
- Fishing Derby
- Gill Pool Events
- Haunted Hargrave Hall
- Hendricks County Programs
- Kickball Tournaments
- Monster Mash Block Party
- Police and Fire Summer Camp
- Rubber Ducky Race
- Summer Fun Run
- Swim Lessons
- Tomahawk Trail Run

Over 12,000 users were served through DPRD programming during 2017-2019. Interestingly, 40 communities were represented over that three-year period. The majority of users come from Danville, followed by Avon, Indianapolis, Brownsburg, Plainfield, and Coatesville. **Figure 24** represents the wide draw that DPRD programming has on the surrounding region.

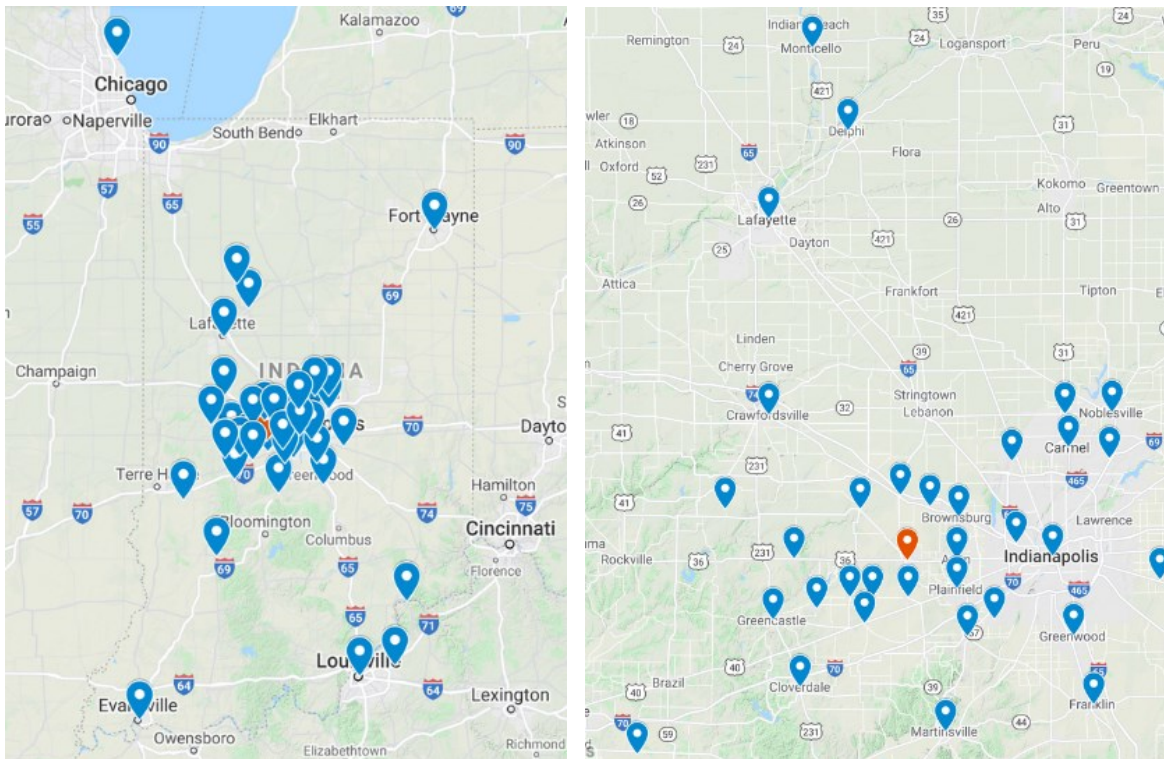


Figure 24: DPRD Program Participant Draw (2017-2019)

3.4 Memberships

DPRD’s largest membership-driven facility is the Danville Athletic Club (DAC). Existing DAC membership (2021) equals 863 individuals, which represents 18 unique communities. The most popular membership categories are Family of 4: 1-year (356), Single: 1-year (187), and Family of 2: 1-year (136).

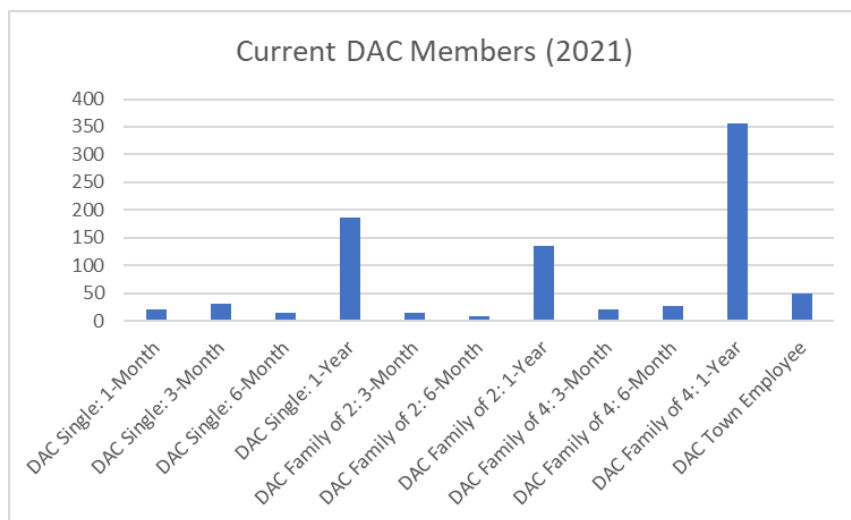


Figure 25: DAC Membership (2021)

There is a noticeable seasonality to DAC usage. When examining the average highest daily traffic by month during 2017-2019, membership usage peaks in January and February and then begins a steady decline until November, later in the year. This trend is most likely connected to the weather patterns of Indiana and living in a four-season state. As the weather becomes nicer outside, more individuals start to exercise outdoors.

Corroborating this trend, the average new DAC membership numbers by month during 2017-2019 follow a similar monthly timeline with the exception of February. February has the highest average daily use of any month, but it also has a sharp decrease in average new memberships. This indicates DAC membership is largely “set” or established by March of each year. Additionally, DPRD implements winter and summer hours that support this trend and help maximize staff time and operations concurrently. It may benefit DPRD to examine alternative ways to promote the DAC during the warmer months of the year, such as discounted membership sales, discounted use/trial days, and free guest passes.

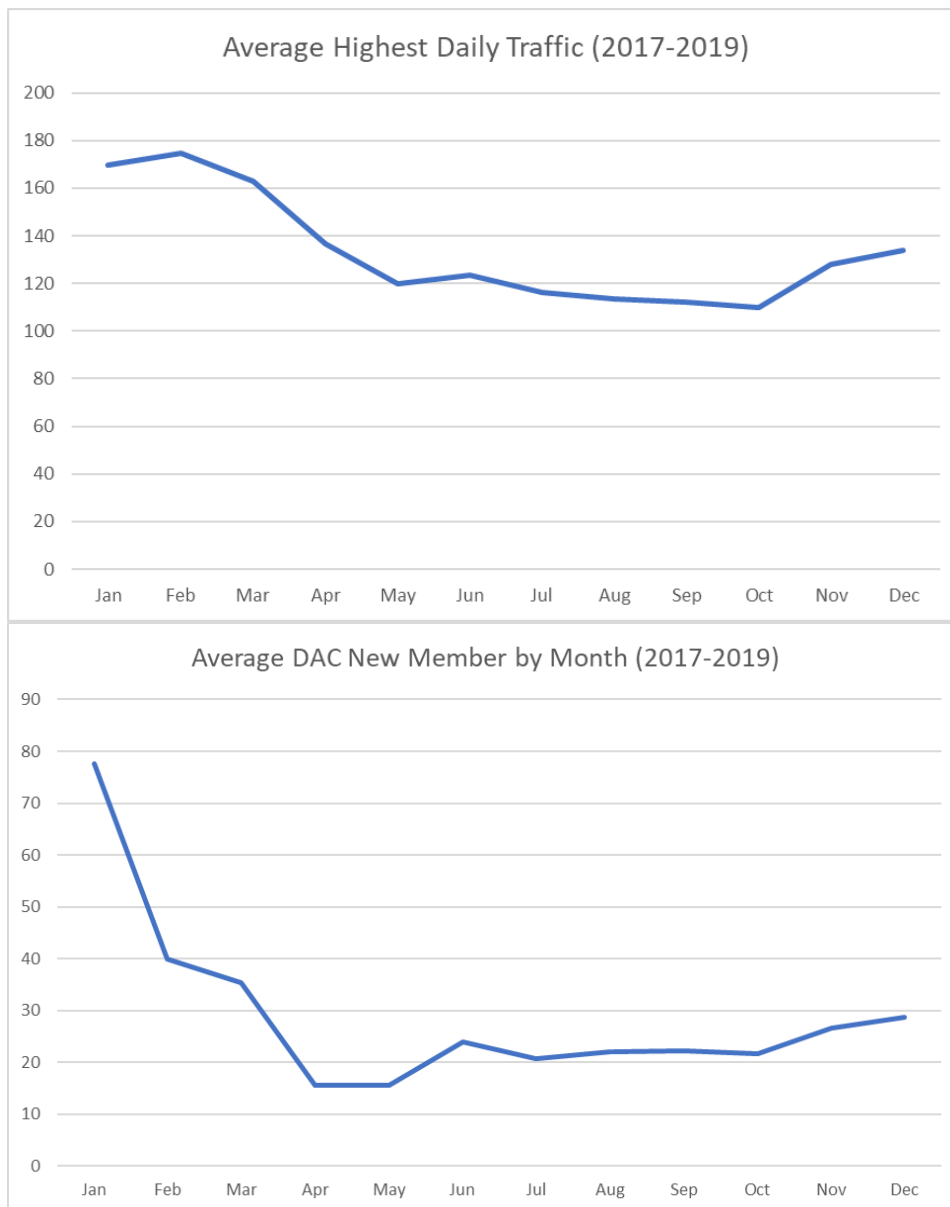


Figure 26: DAC Average Daily Traffic and New Members by Month (2017-2019)

The Gill Family Aquatic Center (GFAC) was renovated in 2005 and uses both a resident and non-resident fee structure. The following fee schedule represents the 2021 season:

Type	Resident	Non-Resident
Daily Pass	\$5	\$7
Twilight Pass (4-7pm only)	\$3	\$3.50
Ages 3 & Under	FREE	FREE
Spectator Pass	\$3	\$3.50
Summer Park Program (F 9-11am)	\$2	\$2
20+ Large Group Rate	\$3	\$3.50
Single Membership	\$75	\$100
Family of 2 (in same household)	\$125	\$150
Family of 4+ (in same household)	\$175	\$200
Swim Lessons (Ages 6-12)	\$45	\$50
Little Guppies (Ages 3-5)	\$45	\$50
Rentals	\$150/hour	\$175/hour

Figure 27: GFAC Fee Schedule (2021)

The GFAC had 1,849 members during 2017-2020. The largest membership category is Family of 4 (1,079), followed by Family of 5 (282), Family of 2 (142), and Family of 6 (101).

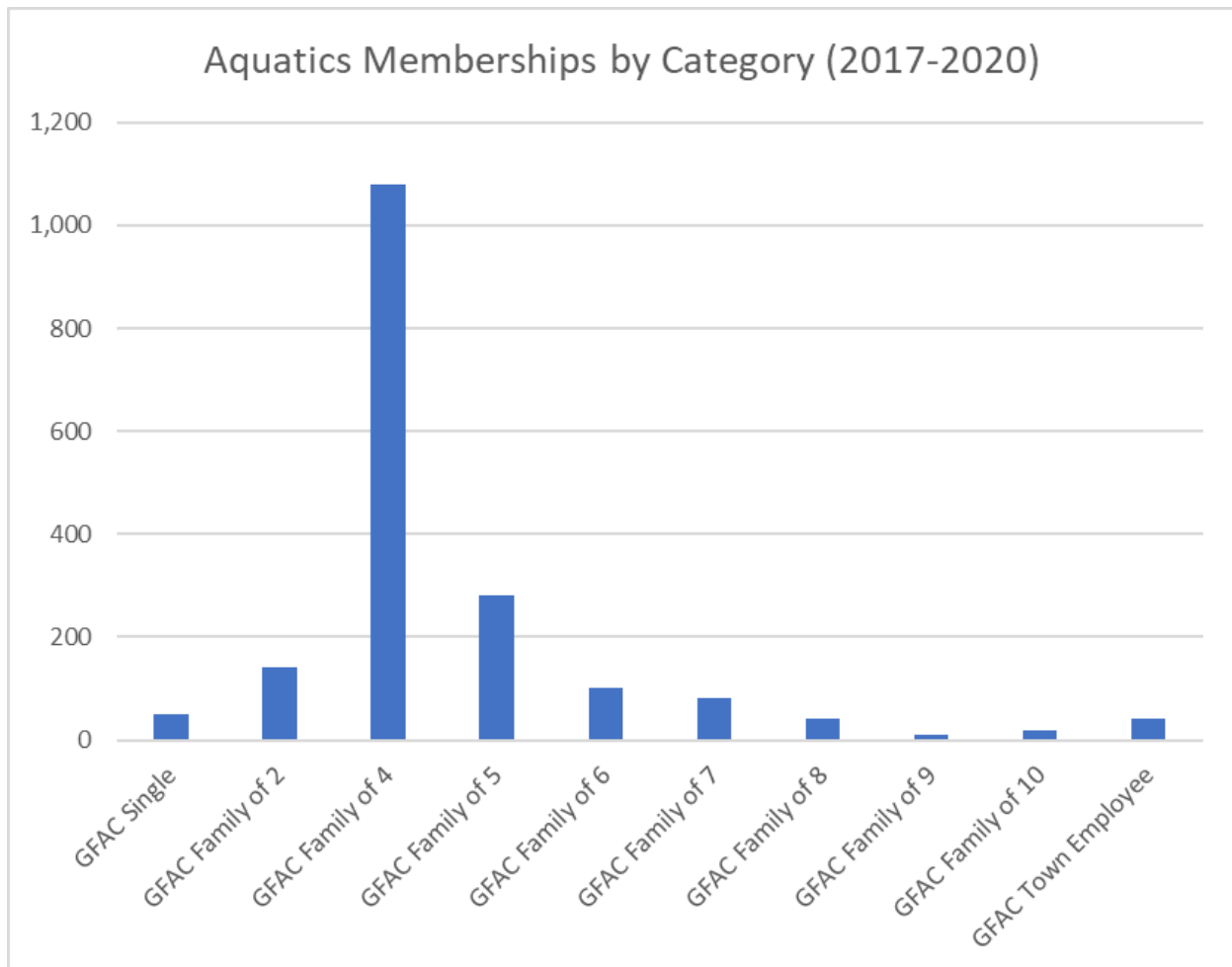


Figure 28: GFAC Membership by Category (2017-2020)

3.5 Accessibility and Universal Design

The DPRD strives to provide reasonable accessibility under the law for people with disabilities to all programs, activities, and services. Moreover, the Town of Danville has a dedicated ADA coordinator, Fire Chief Rob Roberts:

Rob Roberts
1010 E. Broadway Street
Danville, IN 46122
rroberts@danvilleindiana.org
(317) 745-5970 ext. 5972

3.5.1 Grievance Procedure

Any person who believes that he or she has been excluded in participation, denied the benefits of, or otherwise subjected to discrimination under any Town of Danville service program or activity may file a complaint. For a complaint to be considered timely, it must be filed within 180 calendar days after the alleged incident has occurred. Complaint forms are available online at www.danvilleindiana.org using the "Report It!" online citizen portal. Additionally, any person may contact the ADA coordinator to request a copy of the complaint form via email, facsimile, or US mail. Copies of complaint forms in alternative formats are available upon request.

The ADA Coordinator will process all complaints and will:

- Maintain a log of all complaints;
- Acknowledge receipt of a complaint and inform the complainant of the action taken or proposed action to be taken to process the complaint;
- Inform respondent of allegations and request a position statement and response to all aspects of the complainant's allegations;
- Coordinate investigation and assign a staff member to the case; and
- Contact the complainant at the conclusion of the investigation.

If the Town of Danville recommends corrective action, the Town will give the respondent 30 calendar days to inform the Town of the actions taken for compliance. Corrective action may include actions that the respondent will complete at a future date of the initial 30 days and must include a project time in which the respondent will complete the action.

3.5.2 ADA Compliance

Progression of ADA compliance has been an important factor over the years in Danville. As a result, all park rental features, play features, and facilities have been evaluated for compliance with ADA guidelines. The Town of Danville has accessible walkways, shelter houses, picnic areas, and restrooms in parks and facilities. Every activity available in the Danville parks has also been developed to be accessible to as many people as possible. Extra planning goes into every upgrade or new facility, bringing DPRD above the basic standards. The following areas are fully ADA compliant:

- Recreation programs and activities
- Play features
- Gill Family Aquatic Center pool deck
- Trails

The Town of Danville has the *Title VI Implementation Plan* available online (https://www.danvilleindiana.org/egov/documents/1458063878_655670.pdf), and it is updated on a recurring basis. The next scheduled update is 2022. All plan modifications and/or updates are publicized through public meetings, social media, and the Town website.

3.5.3 Future ADA Compliance Tasks

Most of DPRD play structures are up-to-date with current ADA guidelines. Future focus will center on facilities recently acquired and some of their rental facilities. Funds are expected to come from grants, donations, impact fees, and food and beverage taxes. **See the Priorities and Action Schedule later in this plan for a proposed timeline for completion of this facility redesign/redevelopment.** The following future improvements are identified to bring DPRD to full ADA compliance:

- Parks
 - Blanton Woods
 - Designate a fully-accessible nature trail
 - Community Gardens
 - Work with the schools to add a raised garden area
 - Ellis Park
 - Add ADA picnic tables
 - Upgrade trails to add transition pads and crosswalks for road sections
 - Gary Eakin Community Park
 - Upgrade trails to add transition pads and crosswalks for road sections
- Facilities
 - Blanton House
 - Add ramps to gain access to the restroom
 - Danville Athletic Club
 - Accessible automated doors
 - Accessible locker rooms and showers
 - Accessible access to gym space
 - Gill Family Aquatic Center
 - Upgrade entry access
 - Train Station
 - Restroom amenities set to ADA standards
 - Accessible automated doors

3.5.4 Playground Accessibility

DPRD contains three playgrounds in its parks. With the exception of Jack Willard Park playground, the other two playgrounds utilize sofstep playground material in which DPRD received ASTM F1292-18 (Section 4.2), ASTM F3351-19, and ASTM F2075-15 validation in April 2021.

Ellis Park “Playscape”

Playscape was built by the community in 1998 via park staff and volunteers. The build was designed for people of all abilities. The landscape architect who designed the playground was Leathers and Associates based out of Ithaca, New York. For the installation, it sent an installer to supervise the build, which took seven full days. The material used for the safety surface is sofstep mulch, and soft rubber cushion mats are used under the swings, allowing wheelchairs to maneuver in the play area. The

sidewalk leading to the playground is ADA compliant, and there are no steps anywhere in the playground; in fact, even the drinking fountain is ADA compliant.

Ellis Park Playground

Located next to Shelter #1, the sidewalk from the parking lot to the playground is all flat (with no steps). The surfacing within the playground is softstep mulch. There are play features that are accessible for those that utilize a wheelchair.

Jack Willard Park

The playground located at Jack Willard Community Park was part of a bicentennial project with Danville Rotary Club and DPRD. The playground was designed as a fully-accessible Pocket Park, with the paved pathways, benches, and picnic tables all being ADA compliant.

3.5.5 Swimming Pool Accessibility

The swimming pool was built in 2005 and is completely ADA compliant. It has a zero-depth entry, which allows those that utilize a wheelchair to navigate directly to the water. A hydraulic lift is also on-site in order to lift people into and out of the water if needed. A ramp was installed from the bath house to the water's edge. Bath house compliance includes the entry ticket gate area, restroom toilet stalls, concession area, picnic tables, shower stalls, and sinks. The pool also has a spray pad, which has twelve water features and utilizes a flat pad that is ADA compliant.

3.5.6 ADA Accessibility Sign-Off Sheet



ASSURANCE OF ACCESSIBILITY COMPLIANCE WITH:

ARCHITECTURAL BARRIERS ACT OF 1968 (As Amended); SECTION 504 OF THE REHABILITATION ACT OF 1973 (As Amended); AND TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990 (As Amended)

The Danville Parks and Recreation Department has read the guidelines for compliance with the Architectural Barriers Act of 1968 (As Amended); Section 504 of the Rehabilitation Act of 1973 (As Amended); and Title II of the Americans with Disabilities Act of 1990 (As Amended) and will comply with the applicable requirements of these Acts.

SIGNATURE 

APPLICANT PARK BOARD PRESIDENT

Amy Dooley

(President's printed name)

SIGNATURE 

PARK BOARD SECRETARY

Elizabeth Whitaker

(Secretary's printed name)

DATE 4/27th day of May, 2022

Chapter 4 - Community Engagement

4.1 Stakeholder Interviews and Focus Groups

Zec Eight Insights conducted four stakeholder focus groups and 11 interviews in April and May 2021 as part of the Parks and Recreation Master Plan update process. Focus groups were developed based on topic and included: civic groups, Town groups, and existing users/renters. Specific representation included: youth sports leagues (football and baseball), martial arts, Rotary Club, Optimist Club, Downtown Danville Partnership, and the Redevelopment Commission. A total of 22 individuals and 10 organizations participated in the interview and focus group process. The following key themes were derived from the stakeholder focus group process. Of note, the themes are not presented in any particular order of magnitude or importance. A complete listing of focus group responses can be found in the **Appendix**.

4.1.1 Key Themes

People enjoy the centrally-located park system. The park system's mainstay is Ellis Park, and stakeholders highlight the nostalgia associated with that park along with the high visitor use, park expansion over the years, and the walking trails.

Users would like to see enhanced maintenance and space improvements. Diamond field maintenance can be improved to increase their playability and overall quality. Indoor facilities would benefit from better restroom space/changing rooms/locker rooms and dedicated site parking.

Programs and services can be promoted better. Stakeholders want to continue seeing methods to enhance marketing and promotions of what DPRD offers currently.

The Downtown area is a great opportunity for the system. Stakeholders acknowledge there is a central hub missing downtown that connects the existing park system to shopping/commerce areas. To do this, a focus on broadening the pedestrian pathways and trail system is needed.

There are several maintenance challenges that need to be addressed. Stakeholders would like to see updated restroom facilities throughout the park system. Additionally, providing increased trash and recycling receptacles would help address refuse and litter.

The park system helps make Danville what it is. Stakeholders acknowledge that the park spaces are a great Town asset and are what help promote the Town. However, stakeholders want to see redevelopment of areas that can continue to help bolster the Danville quality of life.

Partnership opportunities exist. Stakeholders noted how better coordination can exist between service providers. This can result in funding opportunities, scholarships, and event coordination (among other things). Stakeholders identified focusing on meal assistance/nutrition, youth-centered programming, and activities for senior citizens as important collaboration areas. Additionally, there is a potential need to coordinate regularly recurring similar provider/partnership meetings to ensure everybody knows what everyone else is doing to address community need and how to potentially collaborate to do so.

As the community grows, so too should the park system. Stakeholders envision a park system that grows commensurate with residential growth. This means new facilities/amenities will be added, but it also means building out/completing existing parks (such as Gary Eakin Park) and ensuring existing facilities and amenities are well-maintained and refreshed.

4.2 Community Intercept Opportunities

4.2.1 Summer Concert

Zec Eight Insights utilized one of Danville’s summer concerts as a public input opportunity. Approximately 200 people were in attendance on June 11, 2021, for The Warrior Kings concert. Before and during the concert, attendees were informed of the Master Plan process from the main stage. The consultant utilized a user intercept survey and comment cards to collect citizen feedback; 23 completed surveys and/or comment cards were collected. Attendees had approximately two hours to provide feedback before the rain came and shortened the outdoor concert. Main feedback received focused on more concerts and events:

- A petting zoo, circus, bounce houses, etc. – a summer extravaganza for the kids would be awesome.
- A food truck festival would be awesome for the adults.
- More concerts; more events.

4.2.2 General Facility Use

DPRD staff intercepted facility and park users and asked them to participate in the community feedback process. Staff members were able to collect 112 completed questionnaires from facility users. The intercepts largely focused on Danville Athletic Club (DAC) and Gill Family Aquatic Center (GFAC) users.

4.3 Community Survey

4.3.1 Methodology

Zec Eight Insights implemented an online community survey that launched Friday, June 11, and closed on Friday, July 16. A total of 504 responses were collected via SurveyMonkey (369) and user-intercept questionnaires (135). Social media, direct email blasts, and conversations with staff were the primary marketing methods employed. The mixed methods approach allowed individuals to complete the survey on a computer, tablet, phone, or hard copy form. This process helped boost overall survey responses. Community surveying is a great way to provide another input method for both system users and non-users (along with residents and non-residents).

4.3.2 Findings

The following sections represent the community survey findings from the combined user-intercept and online surveying process. Open-ended responses can be found throughout the survey findings.

Residency

Respondents were asked to indicate if they are current Town of Danville residents. As this was an open surveying process and was not restricted to the Town boundaries, and understanding Danville serves many non-residents through their park system offerings, it was expected that the survey would attract non-resident responses. Approximately 81% of respondents live in Danville with the other 19% coming from outside the Town limits.

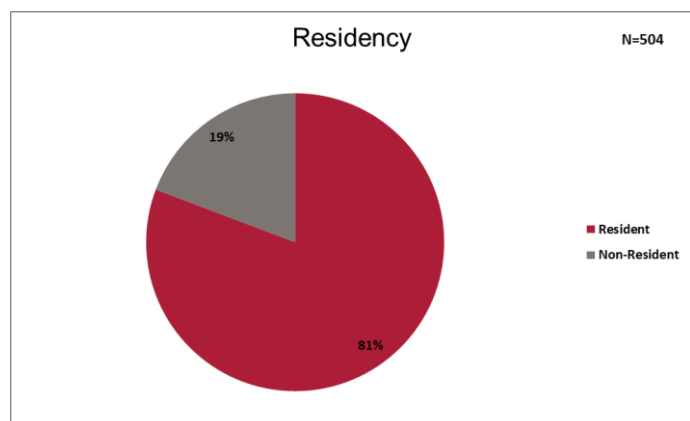


Figure 29: Respondent Residency

Non-Resident Locales

The 19% of respondents that indicated they were not Danville residents provided their resident zip codes. **Figure 30** shows that most of the survey’s non-resident respondents came from Avon, Indianapolis, and Brownsburg.

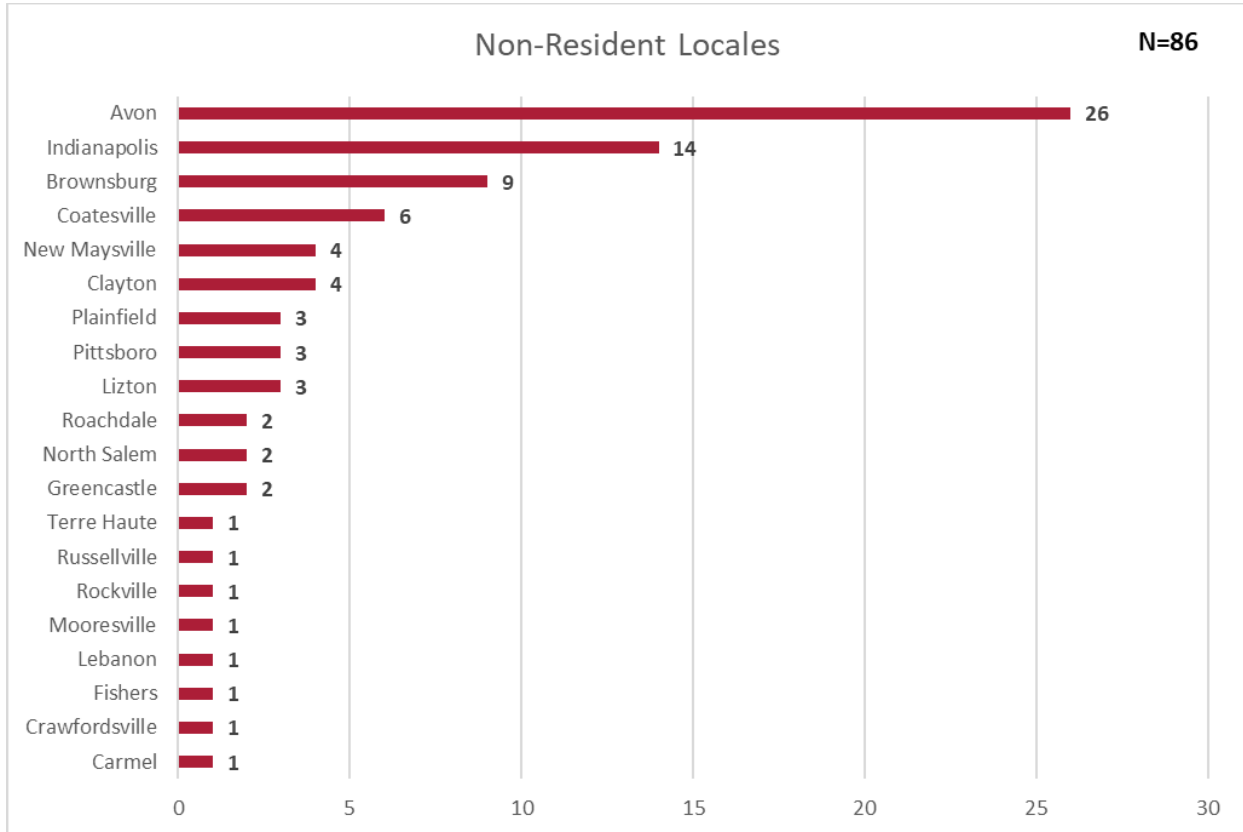


Figure 30: Non-Resident Locales

Program Participation

Respondents were asked to indicate if they have participated in any DPRD recreation program in the past 12 months. Approximately 47% indicated they did whereas 53% said they did not.

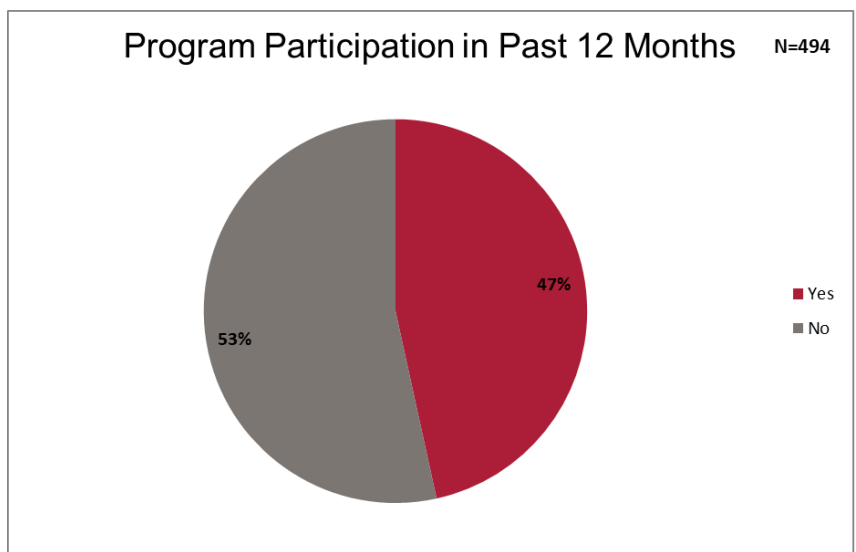


Figure 31: Program Participation

Number of Programs Participated In

Respondents that indicated they participated in a DPRD recreation program in the past 12 months were then asked to indicate how many programs they participated in. The majority of respondents indicated participating in 1-3 DPRD programs (87%), followed by 4-6 (10%), and 7+ (2%).

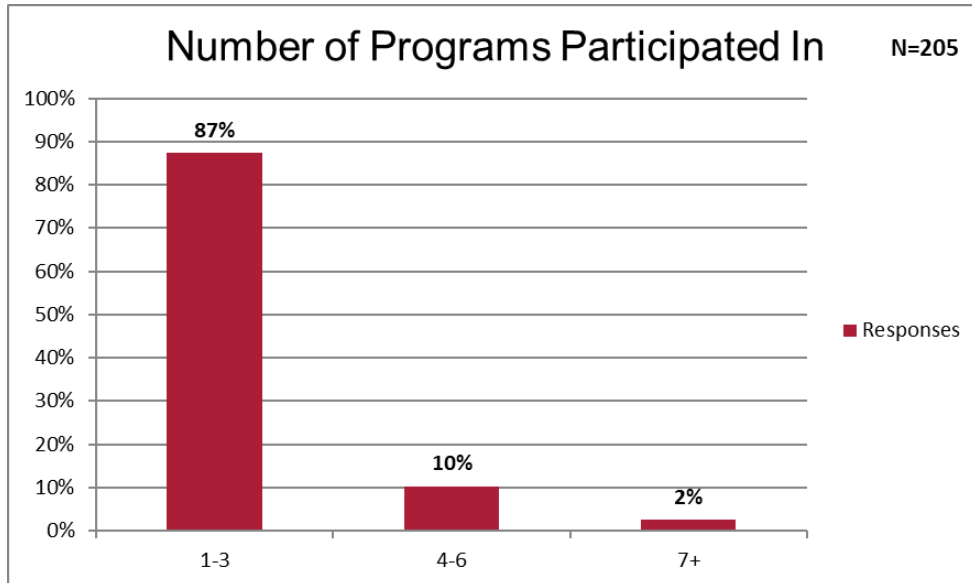


Figure 32: Number of Programs Participated In

Park/Facility Use

Respondents were asked to indicate which DPRD parks and facilities they have used in the past 12 months. The most-used park was Ellis Park (95%), followed by the Gill Family Aquatic Center (52%) and Gary Eakin Community Park (51%).

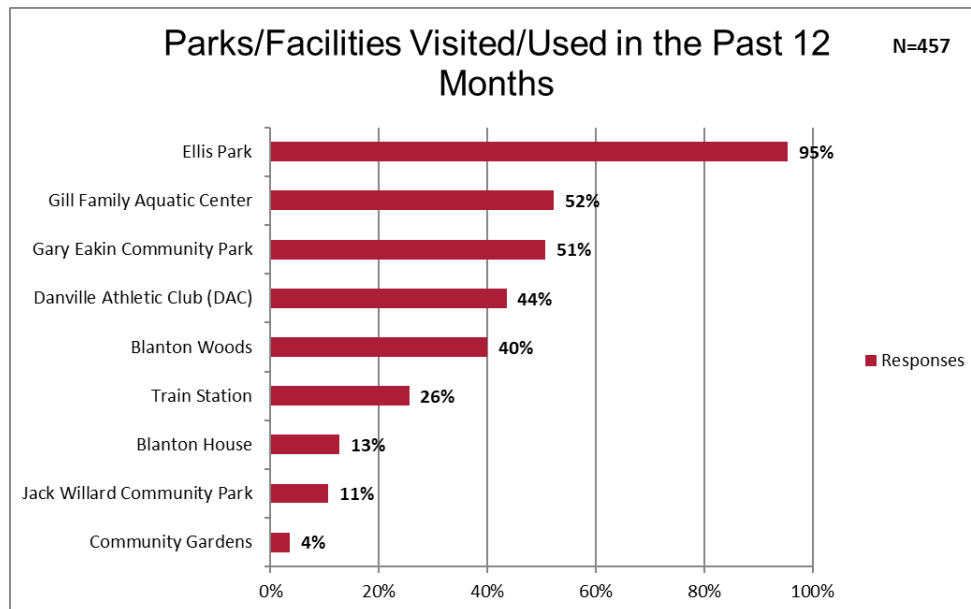


Figure 33: Park/Facility Use

Maintenance and/or Capital Improvement Needs

Respondents were asked to indicate if they believe there are any maintenance and/or capital improvement needs at the parks/facilities they used in the past 12 months. Approximately 44% indicated there is, and 56% indicated there is not.

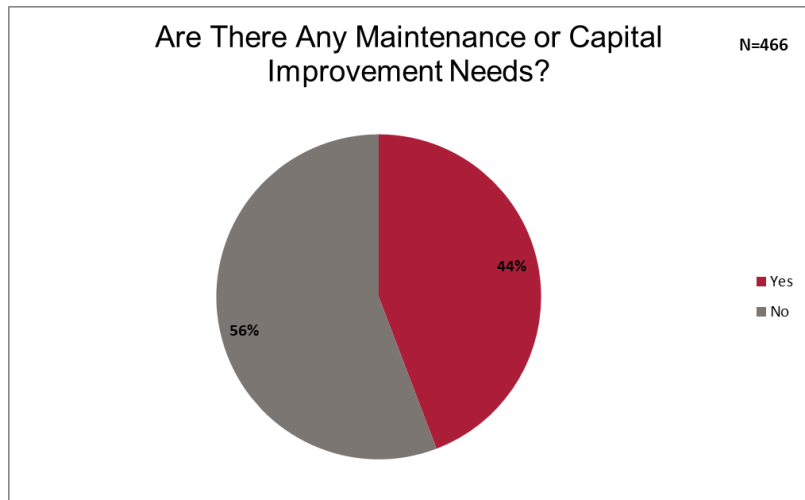


Figure 34: Maintenance and/or Capital Improvement Needs

Specific Maintenance and/or Capital Improvement Needs

Those respondents that indicated there was a need in the previous question were then asked to record what maintenance issues and/or capital improvement needs they have identified. The following table includes all the open-ended responses gathered from respondents. A total of 182 responses were recorded.

All Parks/General	
#	Need/Issue
1	I would like to see reclining containers in addition to trash cans offered at each location. I think there is great value in increasing the diligence and education regarding reducing our carbon footprint as a community--especially with a landfill so close in proximity.
2	More bike paths.
3	More advertising for kids' programs. More bike paths.
4	Aquatic center
5	Park/Parking
6	The mulch stabs.
7	The playground equipment could use some cleaning.
8	Bathrooms in all especially Train Station and GFAC need major improvements! Baseball diamonds need cleaned and upgraded in some way.
9	I was pleased with the workers and space to sit and watch my grandchildren. We had a great time!
10	Additional Pickleball Courts and wind screens
11	Water fountains that work/Restrooms/All the ball fields/More playground
12	Additional pickleball courts
13	Dog parks and walking trails and more parking
14	Restrooms, drinking fountains
15	General repair / trash cans
16	Walkway across 36 to the sidewalk by hardest is needed for safety.
17	Dead trees need cut
18	More pickleball courts

19	Cut grass, pick up the trash, check all the bolts and screws, make sure all the wood doesn't cause sliver, need more swimming pools.
20	The tennis courts need a serious update
21	Would also like to see more trails in Danville for walking/biking.
22	More paved trails needed connecting to county parks.
23	Need more play areas.
24	All Parks: I know most of us carry cell phones, but for those who choose not to, it would be nice to have access to an emergency use only phone/communication device(s) in park areas.
Blanton House	
#	Need/Issue
25	Major cleaning
Blanton Woods	
#	Need/Issue
26	Blanton Woods could definitely use a place for children! I'd love to see a natural playground where the shelter house is! (The shelter house needs a lot of help!)
27	It would be nice if the trails in Blanton Woods were maintained a little better.
28	Drinking water source at Blanton woods needs to be established.
29	Blanton Woods could use doggie bag stations. People let the dogs go and don't pick it up probably because they don't prepare. We take our own in.
30	Blanton Woods has many trees down across trails. The shelter house there could use improvements as well. The parking lot is very tight with the posts that were installed.
31	Trail maintenance.
32	Blanton Woods has quite a few widow-maker trees that need some attention near the trails.
33	Take out the dead trees
34	Blanton Woods needs maintenance, cleaning, monitoring more often. There are frequent path blockages, trash, litter, unleashed dogs, etc.
35	General trail maintenance, after all of the storms recently it didn't seem that there had been anyone out to clear branches at Blanton woods.
36	Blanton Woods is being frequently altered by teens and ramps are being put in with holes on the trails. Parts of trails have washed away. Stairs on one of the hills is becoming unsafe.
37	Repair the trails in Blanton woods. Especially near the river banks.
38	Trails.
Danville Athletic Club (DAC)	
#	Need/Issue
39	New machines (abductor - leg)
40	Rower and stair climber
41	AC improvement; personal trainers.
42	Needs deep cleaning (fans with dust caked on); several months before cleaned; window sills need cleaned - cob webs, never cleaned; need routine cleaning. Stairs landing areas full of dust. Cleaning should be done daily; weekly deep clean.
43	An updated locker room - four private showers - would create opportunity for mid-day basketball for those who work in town (and privacy) - see Planet Fitness locker room.
44	Restroom upgrades
45	DAC needs to be updated and have more options.
46	Gym needs updating.
47	Bostic Gym

48	Better access to hot water in restroom/shower.
49	DAC should provide a better and more consistent schedule for the basketball court.
50	Add railings to stairs leading to DAC.
51	Fans; turn up A/C.
52	Needs more weight machines. There is plenty of room if you do not spread machines out so far.
53	DAC needs better air conditioner.
54	Showers at DAC!
55	Restrooms and water fountains.
56	Gym update; newer equipment
57	Hargrave: upstairs restroom fixed
58	Hargrave: would love to see upstairs bathroom; floors
Ellis Park	
#	Need/Issue
59	Bigger playground for kids and more walking /biking trails throughout all parks and Danville
60	Restrooms at Ellis
61	Restrooms by amphitheater. Overall cleanliness on the inside.
62	We need recycling cans not only garbage for bottles, paper, etc.
63	Additional Pickleball Courts would provide more opportunities for more people to participate on an equal basis (permanent nets). Pickleball is an activity that many people do for exercise and socializing, some on as a daily routine.
64	Maintenance and clean up some of the boards are coming loose on the bridge at Ellis Park
65	Baseball fields need improvement
66	I really enjoy the running/walking track; however, it would be really beneficial to add exercise equipment along the trail (pull up bars, dip bars etc.) so folks can stop along the way and work out.
67	Better lighting on walking trails.
68	Ellis Park needs paint update
69	Restroom facilities need updated and more of them around Ellis Park.
70	Bathrooms need updated and more bathroom facilities available around the park.
71	<p>Ellis Park is in need of a lot of improvements.</p> <ul style="list-style-type: none"> ○ The posts with the old, rusted cables need to be removed. Most are broken or rotten. The cables are laying on the ground. This is an eyesore and a safety issue. ○ Ellis Park also needs more parking. There should be parking added around the entire circle so there is ample parking during ball games and other events. ○ The baseball fields south of the pool are in horrible shape. The fencing is rusted and very dated, the fields are full of grass. They look very unkept. ○ The dog waste stations need trash cans back. Not sure why these were removed, but dog waste bags are now left on the ground. ○ The bridge to north park is slippery and the boards are rotten. The ramp to the north needs to be paved like you did on the south side, it is a safety issue at this point. ○ I'm not sure why we are adding more park space consistently when the parks we have are not well maintained. Everything in Ellis Park seems dated. Focus on what we have and quit adding more and more park space.
72	Volleyball court at Ellis Park should be converted to 2 pickleball courts.
73	More parking at Ellis Park.

74	Trash cans at Ellis Park.
75	Bathrooms near amphitheater
76	Park bathrooms need some improvements.
77	Basketball courts lighted in the evening.
78	Equipment rentals
79	Splash pad located in park (not pool area)
80	Dog park
81	More trails, playground upgrades.
82	Ellis Park needs updated play ground
83	Ellis Park needs better playground equipment or opened up a little more.
84	The baseball fields at Ellis need to be reworked. They are like concrete
85	The diamonds
86	The basketball courts
87	Needs general updating.
88	The bridge at Ellis Park that goes over to the amphitheater is in rough shape.
89	Baseball fields at Ellis could use some help, fencing and such. Could expand, add more playground equipment.
90	Ellis Park playground needs revamped, connect sidewalk on 36 with park walk/ bike path with crossing lights
91	Ellis Park looks awful all the post in the ground and all the cable hanging off. Trees on the walking paths need trimmed.
92	Unused vb court should be converted to pickleball. Vb on that surface is dangerous
93	Ellis Park Tennis/Pickleball. Courts
94	Ellis Park softball field has a very hard infield causing balls to jump off the ground. Home plate on right-handed batters is basically a hole. Could use some sort of fencing to refrain any players from running into the road chasing a fly ball or home run.
95	Ellis Park could use another public bathroom or signs directing you to the nearest restroom open to the public. The restroom next to the amphitheater would be nice on the other side of the bridge.
96	The baseball fields need work. I think Danville is the only town without fences on the fields. Field 6 is especially awful.
97	Ellis Park tennis and Pickleball courts. Maintain court sealing.
98	Ellis Park restroom at concert area
99	The playground at Ellis Park could use a facelift - it needs refreshed.
100	The playground needs to be replaced. Need more water fountains in the park where you can fill bottles.
101	More parking in Ellis Park
102	Ellis Park – 1.) Easier access, that is biking and walking, from all ends of town...US36/Rockville Rd/Main Street is no safe to walk or bike along to get to the park.
103	Restrooms near the stage need much improvement/ expansion
104	Restrooms (particularly by the baseball field near the new amphitheater) need to be cleaned and maintained. They are always in such a poor condition.
105	Lots of invasive plants in Ellis Park, needs a Weed Wrangle or ten...
106	All bathrooms in the park!
107	Courts need to get fixed.

Gary Eakin Park

#	Need/Issue
108	The park needs to make better use of space.
109	Need more going on at Eakin.
110	Restroom shelter
111	Gary Eakin Park needs restroom facilities
112	Love to see bathroom facilities at Gary Eakin Park.
113	More restrooms.
114	Needs restrooms.
115	Soccer goals by the football field
116	Seating at Gary Eakin Park
117	Additional amenities other than trail (playground, bathrooms, etc.)
118	Bathrooms
119	Needs more than paved walkways and Frisbee golf
120	Park Benches and another pet waste can at Eakin park by the tree line. Also, a more permanent path linking Ellis to Eakin.
121	Eakin park needs a bench or two
123	Gary Eakin Park doesn't have much to it. Playground near little league field could use a refresh
124	A couple of benches at Eakin Park would be nice.
125	Eakin Park had no one to put out their wildlife display
126	Quiet areas to sit with shade trees, water features, butterfly/bee garden, art structures, rock gardens
127	Further development of Eakins Park with restrooms, shelters, etc.
128	Eakin Park...bathrooms, park benches, shelter house, bicycle parking, lights for safety
Gill Family Aquatic Center (GFAC)	
#	Need/Issue
129	The pool floor is breaking so it cuts kids' feet every day.
130	Pool needs a diving board.
131	More chairs
132	Restrooms at the pool
133	Gill aquatic center needs an updated women's restroom.
134	Pool bathrooms open to baseball field. Women's. Filthy doors. Doors don't latch closed or don't have latches
135	Pool needs some improvements, like fixing concrete and diving board area.
136	Old and needs some renovation.
137	More seating and shade, more staff in concessions.
138	More shade at pool, and seating.
139	Outdated and needs redone; different colors.
140	The pool.
141	Pool needs work.
142	The pool facility needs renovations to bathrooms and concessions.
143	Some cracks need to be repaired around the pool edge.
144	The Gill family Aquatic Park needs a facelift!!! Need new FUN buckets that dump full of water and new splash pad for the toddlers...
145	More lounge chairs
146	General updating (paint cracking, diving board replaced)

147	Gill pool Bathrooms. At least one bathroom should be open for those that walk at park in winter months. Ice skating facility with skate rental.
148	The pools diving board been missing for 2 summers now! And the grates at the bottom of the pool that are raised, busted my toe more than once!
149	Diving board.
150	Bring the crab back to Gill pool
151	The Gill family aquatic center needs to be enlarged. I rarely go anymore because it's so crowded. It's not safe when the pool is so crowded my child can't swim without being knocked over.
152	Update bathrooms and locker rooms
153	Updates and general maintenance
154	Diving board broke at the pool
155	Playscape
156	General updates
157	The aquatic center needs a major update. There are areas of the pool that are crumbling, it's not nearly large enough for the amount of people that visit it, and there needs to be a lot more seating. The locker rooms are also gross and we avoid going in them at all costs.
158	I think everything looks amazing, but the aquatic area could use updated to match with the quality the other parks showcase.
159	The pool seems to need some work. The edges are rough and we kept scratching our feet. The restrooms there could use some updating. Mostly smaller projects to keep it looking fresh.
160	Renovation of Playscape.
161	Bathroom updates
162	Need more chairs and help at the pool!
163	Playscape needs work
164	Gill Aquatic Center BIG TIME improvement!!!
165	Need more chairs for patrons. Lifeguards need to pay more attention to kids running and horseplay.
166	Pool update/showers/bathroom
167	Aquatic center needs diving board and non-slip around the pool
168	Playscape
169	Playscape needs paint and basic maintenance.
Jack Willard Park	
#	Need/Issue
170	Shade at Jack Willard Park.
171	Would love for the Jack Willard Park to have more amenities or gardens.
Train Station	
#	Need/Issue
172	Paths around train station are in need of repair.
173	Bathrooms at Train Station need improved.
174	Restrooms
175	Train station could use updating and bathrooms
176	Train Station kitchen needs updating.
177	Update bathrooms
178	Bathrooms

179	Train station has a keypad on the East door. It is impossible to read keypad when sun is shining. Seems like there should be a more efficient way into the locked building.
180	Bathroom
181	The acoustics in the train station.
182	Kitchen.

Table 1: Respondent-Provided Maintenance and/or Capital Improvement Needs by Park/Facility

Participation Barriers

Respondents were asked to indicate what their top barriers are to using parks, recreation facilities, or programs more often (or at all). The top answers were: no time to participate (32%), I do not know what is being offered (29%), lack of parking (14%), and other (13%). “Other” barriers included: none, COVID, cleanliness/maintenance, lack of interest, and facility/program not available (such as dog park).

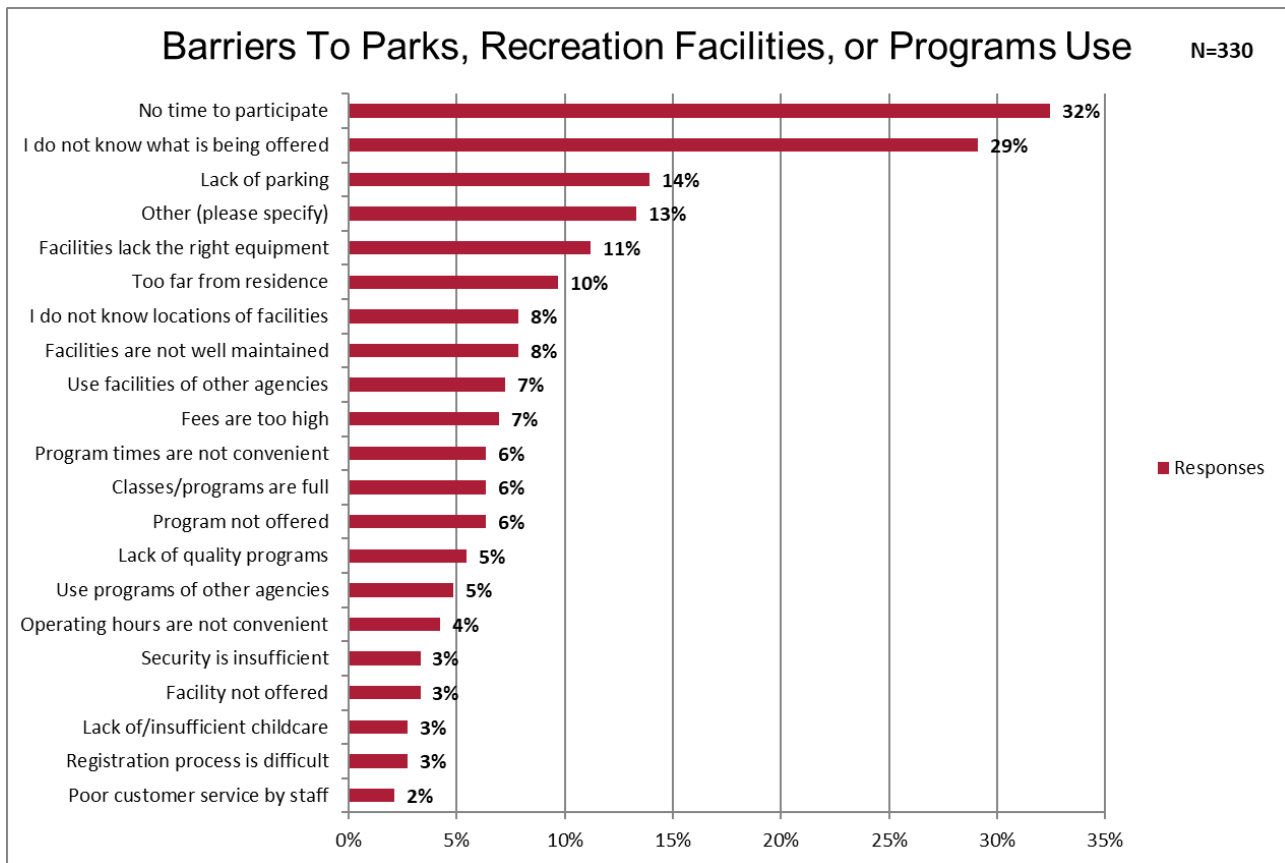


Figure 35: Barriers to System Use

Preferred Marketing and Communication

Respondents were asked to indicate what their preferred mechanisms are to learn about parks, recreation programs, and park activities. The most popular communication methods were: Facebook (61%), Email (50%), Town/Department website (32%), word of mouth (31%), and facility/park signage (30%).

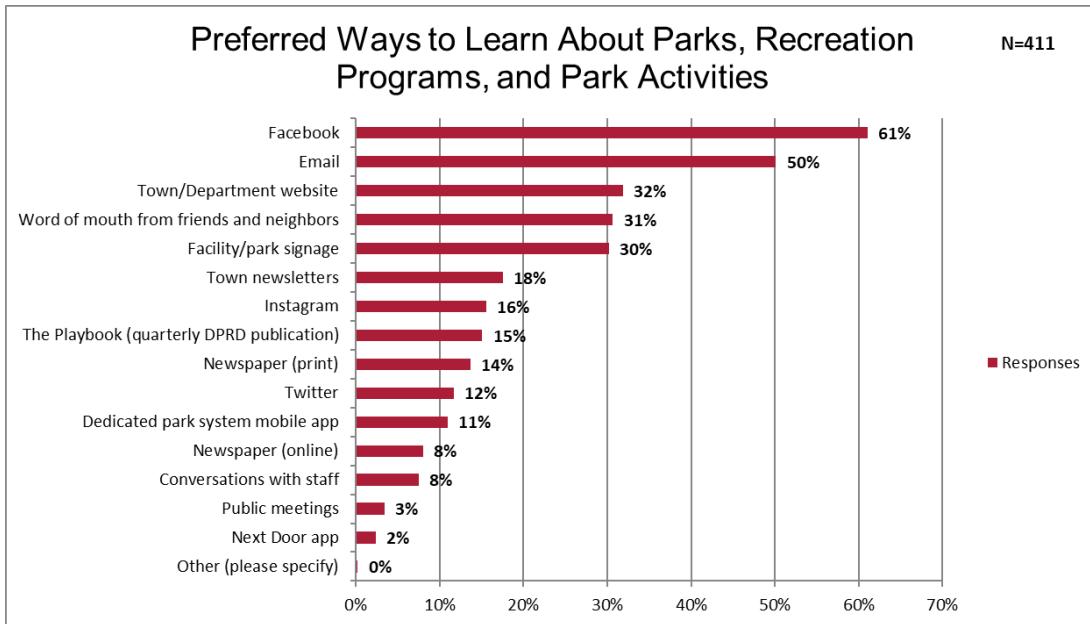


Figure 36: Preferred Marketing and Communication Methods

Most Important Park/Facility Features

Respondents were asked to indicate what types of parks and facility features/amenities are most important for them to have in the DPRD system. The top responses were: walking and biking trails (56%), playgrounds (41%), outdoor pools (31%), natural areas (29%), and indoor pools (27%).

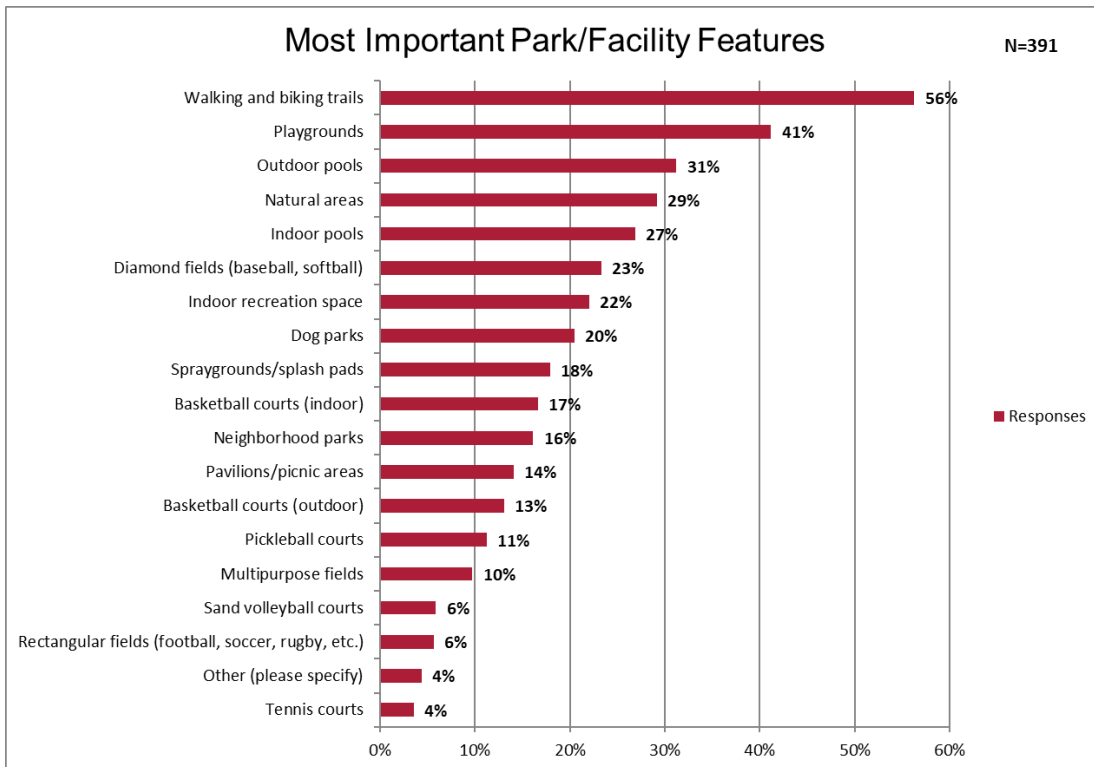


Figure 37: Most Important Park/Facility Features

Most Important Programs/Services

Similar to park/facility features, respondents were asked to indicate what the most important recreation programs/services to have in the DPRD system are. The top programs/services were: adult fitness and wellness (49%), aquatics (40%), youth sports (38%), summer camps (31%), and special events (27%).

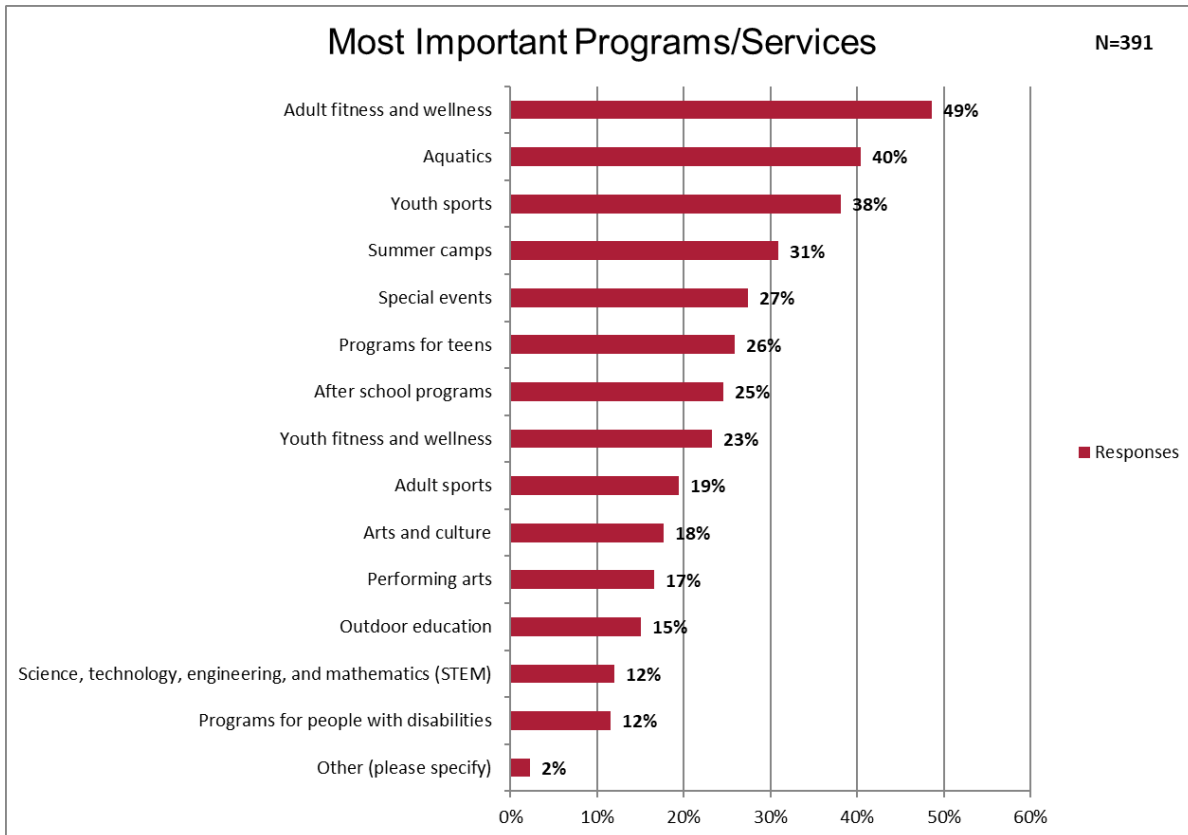


Figure 38: Most Important Programs/Services



Unmet Need

After indicating the most important park/facility features and programs/services, respondents were then asked to prioritize what they believe are the top unmet needs in the Danville community. The top responses were: adult fitness and wellness, indoor pools, walking and biking trails, dog parks, spraygrounds/splash pads, and indoor recreation space.

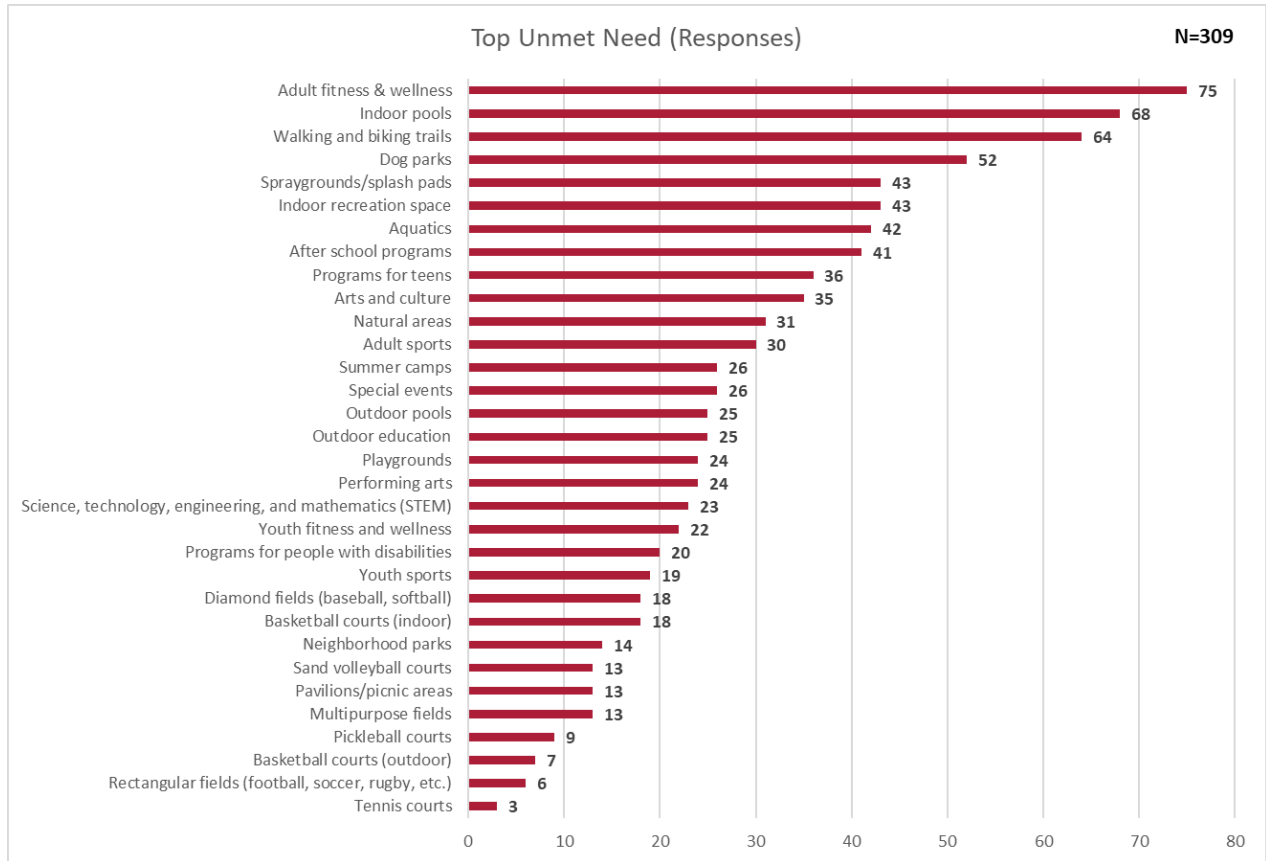


Figure 39: Top Unmet Community Needs (Facilities and Programs Combined)



\$100 Prioritization

Respondents were asked to complete a scenario in which they had \$100 to prioritize amongst competing categories. This helps identify preference for where they believe the Department (and Town) should place their focus over the next several years. Respondents indicated the strongest preference for maintaining/improving the existing system followed by developing/constructing new recreation facilities and acquiring and developing pathways and greenways. Of note, the total amount shown in the figure does not equal \$100 because the numbers represent the average allocation for each topic.

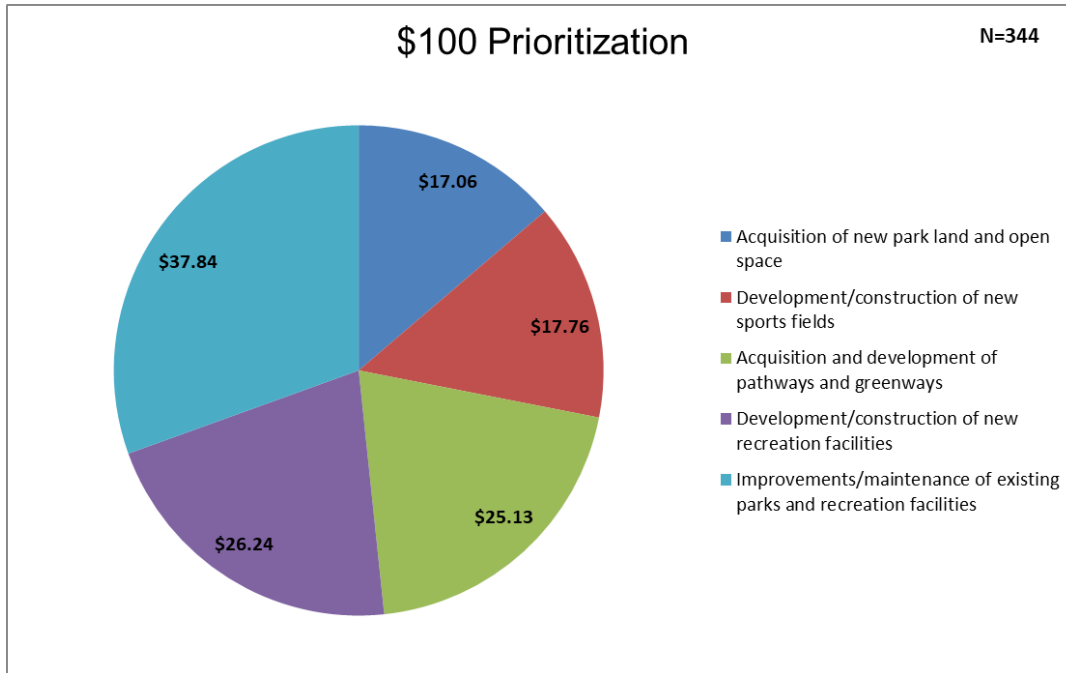


Figure 40: \$100 Prioritization

Overall Satisfaction

Toward the end of the survey instrument, respondents were asked to indicate what the level of satisfaction is with the overall value their household receives from DPRD recreation services and parks. On a 5-point scale (1 meaning “very dissatisfied” and 5 meaning “very satisfied”), DPRD received a weighted score of 4.18.

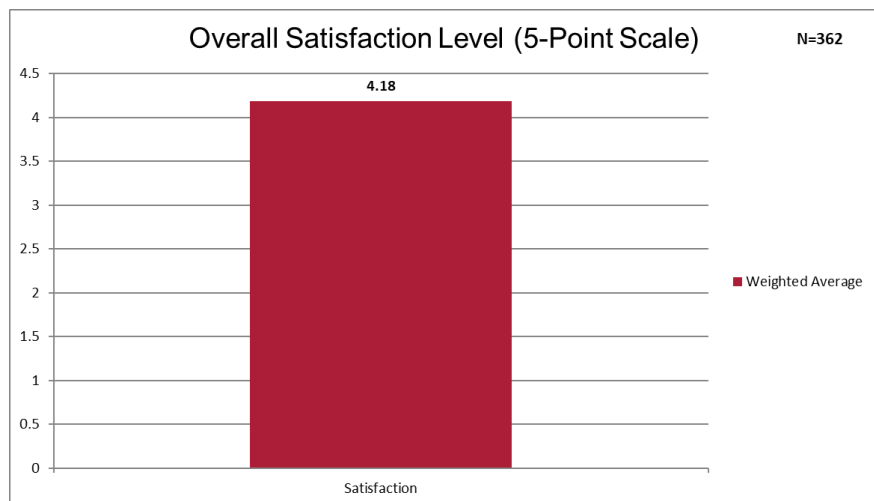


Figure 41: Household Satisfaction Level

Demographics

Respondents were asked to indicate their age and gender along with if they (or members of their household) are members of the Danville Athletic Club (DAC) and/or Gill Family Aquatic Center (GFAC).

Respondent age resulted in a Bell Curve response trend with the most common age segment being 35-44, followed by 25-34, and 45-54. Of note, approximately 7% of the survey respondents were under 18 years old. In terms of gender, more females (67%) completed the survey than males (33%).

Regarding membership, 38% of the respondents (or members of their household) were members of the DAC and 21% were members of the GFAC.

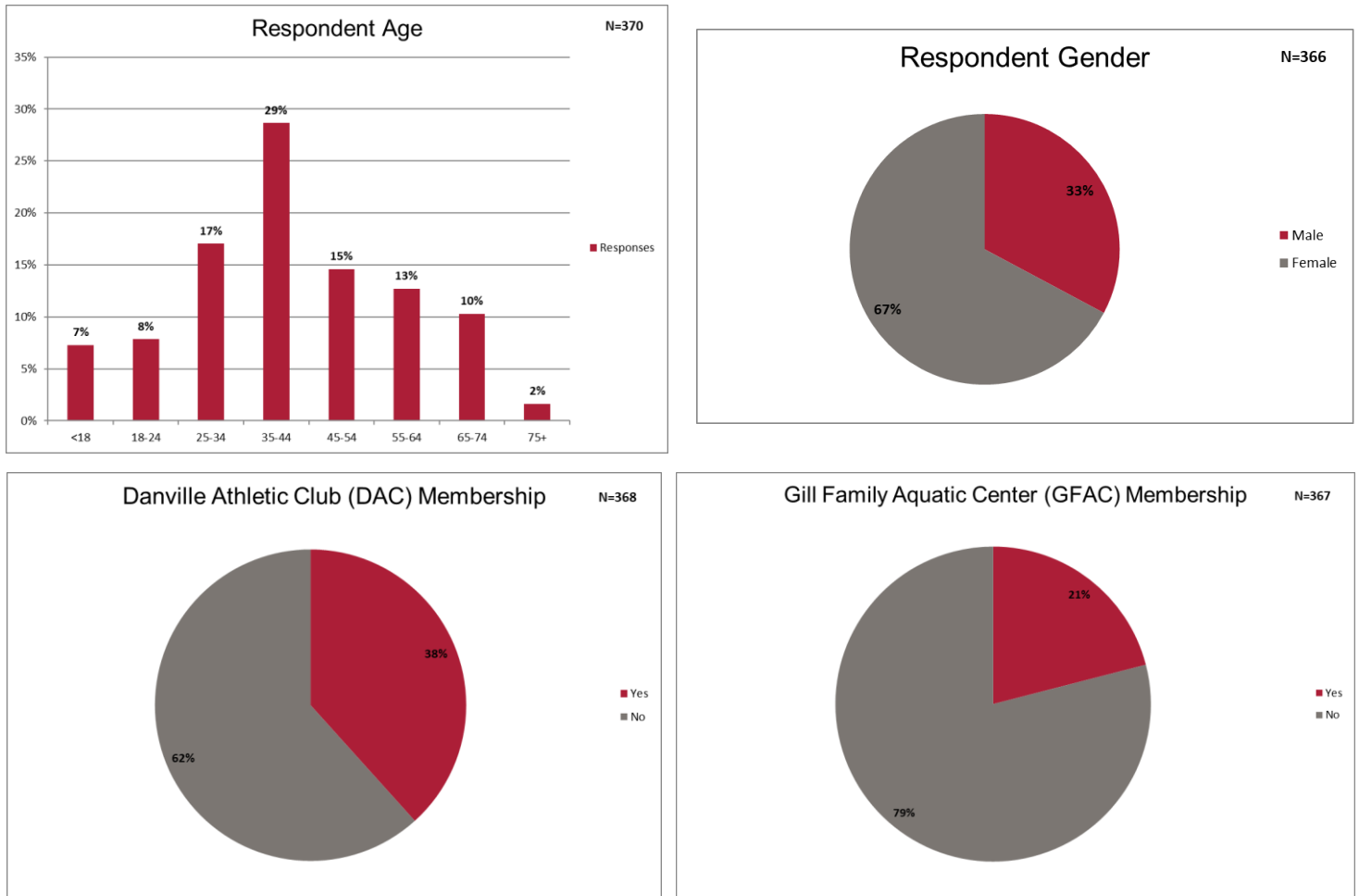


Figure 42: Demographics

Open-Ended Comments

At the end of the survey, respondents were asked to provide any additional feedback they felt would be helpful for DPRD to know as it plans recreation services in the Town. Responses are reported in terms of “general needs” and “positive feedback/support.” A total of 109 responses were recorded.

General Needs	
#	Need/Issue
1	Need more equipment.
2	More benches along pathways and in the park, more riding/walking trails. a WAY BETTER pool facility (what a terrible waste of money and poor construction), increasing awareness about pedestrian and bike traffic-lowering the dang speed limit throughout town to ensure a pedestrian safe environment an promote health and fitness. I don' t have a dog but I think it would be a fabulous idea to have one here. It's what people expect now in communities.
3	Stair master at DAC.
4	Stair machine at DAC.
5	DAC – cleaning – routine cleaning and security; add mirror for when you go downstairs to use gym in early hours of the morning – don't like blind spot.
6	Blanton trail ends in someone's backyard. A walking trail with an outdoor nature center would be awesome (Pecar Park).
7	DAC could use some more free weight equipment such as power clean platforms.
8	More trails, rower, stair climber, leg abduction, flooring.
9	The only exercise class is not convenient to those who work 9am-5pm!
10	Offer more leagues for adults 18+ around the area.
11	Website information needs to be clearer.
12	Need programs for senior citizens. Indoor pool.
13	DAC needs improvement time for seniors – it is geared to body builders. Need weight resistant machines for sit-ups, gliders not ellipticals – easier on knees. Indoor pools for aquatics and lap swimming.
14	Boxing ring.
15	Boxing/martial arts area.
16	Would love a natural playground in Blanton woods
17	Build more trails
18	Trails are not just needed for recreation; I feel it is a safety issue as well. The current side walk from Gary Eakin to Ellis is a true safety hazard. It is much too narrow and way to close to traffic, besides the fact that is so steep.
19	Danville really needs walking and biking paths and trails!!!
20	Playgrounds should have some shade to keep people protected from heat and sun while playing.
21	Maintenance and improvements of the current grounds is very important to the whole town.
22	Pool needs updated; new paint, bathrooms, new colors, slides, etc.
23	Pool needs repairs, more outdoor concerts, events.
24	More outdoor concerts, improvements to the pool with longer months for swimming and reincorporate adult time in pool with adding heat to pool as it's very cold in June.
25	Cleanliness is a big factor at GFAC and baseball fields. Also, bathrooms in all locations! I suggest arm bands for kids who can swim but aren't tall enough for the slide.
26	I would like to see walking and biking trails that would encourage people to walk/bike downtown and to the parks as well as make exercise easier and more enjoyable for working adults
27	To put recycle bins for bottles and cans, paper...
28	Just overall general maintenance/cleanliness and would really like to see a splash pad.
29	Please work to develop safe bike lanes/paths to connect to neighboring town trails.
30	Just add outdoor exercise equipment (pull up bars, dips, etc.)

31	Year-round services for adults, teens, and kids.
32	Update the parks we have. Quit adding more. The parks are so dated.
33	Splash pad and more trails and make sure everything is wheelchair accessible
34	I'd just like to see restrooms built at Eakin park. I like to walk there and no restroom limits the amount of time that I'm able to.
35	Keep it affordable not everyone can afford a summer at the pool for example
36	Before COVID used almost all services at least monthly.
37	Please make walkway from the town square all the way to Kroger.
38	We have a beautiful park and I love seeing people using it. But we need to keep adding and maintaining so our citizens use our park and not go to neighboring parks.
39	Danville needs safe walkways to/from the parks.
40	Create large multi-purpose room for more group workout classes and a variety of group classes.
41	Finish trail access from lower Ellis Park up to Gary Eakin Park as well as fix the stairs and add a railing from the lower park south of the creek up into the Parkridge neighborhood so that it's safer to access.
42	Wish there were more summer events (musical, festivals, fairs etc.). Would be willing to pay fee to attend
43	Skate park!!!
44	Child care for the DAC would help many families. I cannot use the DAC because I have young children.
45	Would love an indoor community pool in Danville that is open year-round. Even having the outdoor water park open from Memorial Day to Labor Day would be a significant improvement.
46	ask for volunteers to help with projects
47	It would be great to have as many varied recreation opportunities/spaces as possible (dog-friendly, kid-friendly, disability-friendly, and multi-cultural)
48	Gary Eakin should have a splash pad or playground.
49	A youth Rec facility is desperately needed for Danville that is dedicated solely for youth sports. It's hard to find indoor facilities for basketball teams to practice or coaches to do one on one training. A facility could open up lots of opportunity for many sports. "
50	Need better access to Ellis Park from south of 36, by foot/bike. More trails/bike lanes needed through town
51	As the town continues to grow in population, additional open space is necessary. The existing facilities are becoming too small for the need.
52	Our family would love a designated "sledding hill" in Danville. A new/bigger playground area would be nice. Ellis is ok but something like what Hummel Park has would be great!
53	I think sidewalks would be nice, more town events like we used to have, and teen programs. I honestly don't know why we are trying to change this town so much. We have a large family and love it as is, for the most part. Getting rid of lawyer offices and building downtown with local businesses should be a priority.
54	Having an indoor pool that could be used year-round would be fantastic for people of any age!
55	Well, we pay for a pool membership and then entire year we've never even been able to get a chair.
56	Youth Softball fields needed in Danville. Focus is all on baseball and football. Give the girls something!

57	A bigger field where we can celebrate our own Holidays like July 4th, some fun run and alike, Easter egg hunting, trick or treating where all of Danville residents can go and don't need to share with nearby cities facilities and community events.
58	The train station is a convenient venue for events, but the flooring in the kitchen is in dire need of replacement. I also used to enjoy the events where for a few I could build my own corn hole boards, or whatever like that.
59	Splash pad would be nice
60	Please bring back family camp night. We miss family activities and loved it!
61	There is a lot to keep kids busy here in the summer, but as a mom of 3 boys I would love to have more programs for kids available during winter months. It would be great to have a fun indoor play area of some kind to go to nearby. If there were a place, they could get out energy we would pay to go there. An example is the Hoosier warrior gym in Avon. They are always full and aren't as close.
62	Concerned about young kids, this past winter, about 5 kids (boys and girls) going into the bathrooms together, even when the bathroom by field 5 was locked. It was open for some reason for about one week. I reported to a police officer sitting in the park, he said I needed to attend a park meeting.
63	Perhaps a trash can near the ball diamonds, see unneeded liter after the games, need to stress that all trash needs to be removed by the coaching staff after the games. (League issue)
64	Find better parks in neighboring towns.
65	Accept "Silver Sneakers" benefits at the DAC
66	Aquatic center needs major improvement!!! Playground equipment needs updated and improved. More to offer to people whether in town or county family's more money spent in the town.
67	Push for updated rec facilities if possible.
68	Hate to compare, but Brownsburg Parks have beautiful landscaping/plants/flowers. Yes, mostly enjoy more funds from tax base, but the parks department seeks partnerships with local groups (my garden club) to help. Would love to see more in Danville parks. Thank you.
69	Lights near the Ellis Park basketball court. Better rims on the Ellis Park basketball court.
70	Sidewalk on Washington.
71	Maybe some boxing equipment.
72	Railing on outside steps and inside stairs.
73	Would like to see more adult leagues, such as cornhole. More youth activities/programs. Information not easily accessible.
74	Taking care of existing parks is critical but the need for future parks used to be on radar.
75	While there are things we don't have in Danville keeping up with the needs of our children and teens and families, keeping up present facilities, and staying updated is important!
76	We would like better bike routes and more seating at Gill Pool. Also walking trails throughout town.
77	We do need a quiet park, meditation area with arts.
78	Is it possible to get a list from the post office when a family changes their address (moves to town) and to then send them information on programs or how to find info on these programs? I think that shows we care about families here and want you to participate... as well as just makes it easier for them to find info.
79	Would love a dog park
80	Parking is sometimes an issue at Ellis Park. Further development of Eakins would help alleviate.

81	Not all of us who use parks are kids or have kids, so less emphasis on providing sporting places for children and more on overall fitness and wellness (which includes mental health benefits of green space/nature) for all members of the community. Some kind of access to park along/over/under US 36 so those who live in town can leave our vehicles behind to enjoy a good hike, bike ride, picnic or nature appreciation mental health time. Park workers do an amazing job of mowing and maintaining in general, especially considering how old some of the spaces/equipment/facilities are.
82	Hire a new director!
83	Development needs to occur at Gary Eakin Park.
84	We enjoy all that Danville has to offer the community, I do notice a need for sidewalks in areas I see children walking north end of Washington st by Blanton woods entrances and some wider sidewalks as bike riding on them are difficult when very small
85	Indoor lap swimming and classes are needed. General maintenance to current grounds needs to be improved
86	Teen programs! You have a lot for young ones and adults. But our impressionable teens are left out.
87	Build sidewalks to connect neighborhoods to parks
88	Wish Danville parks would connect with other parks/walkways a little more.
89	We love the music nights! Hopefully more in spring and fall.
Positive Feedback/Support	
#	Feedback/Support
90	Nate Phipps is very important to the parks!!!
91	Nate Phipps is a great asset to the D'ville Parks Dept.
92	You guys are awesome!
93	We enjoy the trails.
94	Huge thanks - best park team in the state of IN!
95	I think it has been obvious that the Parks Department has been working hard over the past several years to offer a LOT to our community. I have worked for a parks foundation, which was tasked with raising funds to support parks — and I was always in awe of how much it cost to add playground equipment, build spraygrounds, purchase land and more. I feel like the Danville Parks & Recreation Department is doing a fantastic job.
96	We love it.
97	I appreciate the professionalism and kindness of the DPRD Staff.
98	We think you do a wonderful job and look forward to continued improvements.
99	I think our parks dept does an outstanding job. Keep up the great work!
100	I feel very satisfied with programs and facilities for the children.
101	I love the parks and I'm thankful to have them!
102	Christmas lights are amazing
103	We love the trails in Blanton woods and paved paths.
104	Park does an excellent job on day to day keeping park maintained
105	Great job!
106	Good job!
107	Give Nate a raise.
108	The Parks department does a great job with the limited resources they are given!
109	Parks here are amazing - 2 of my daughters were lifeguards or managers of the pool. We walk the parks often.

Table 2: General Open-Ended Responses

4.4 Public Meetings

Zec Eight Insights provided two additional opportunities for public feedback in late July and early August 2021. The Danville Park Board met on the evening of July 22, and the agenda included a “Master Plan Conversation” topic, which allowed for public input. There were no members of the public present.

A Town Council work session was held the evening of August 4, which was open to the public. Zec Eight Insights went over community survey findings and discussed implications with Town Council members. Two members of the public were present.

4.5 Final Public Presentation and Review

The final *Five-Year Parks and Recreation Master Plan* was presented at the April 27, 2022 Park Board meeting. The meeting was held at 6:00pm and included the opportunity for public comment. No public comment was received and the final document was adopted.



Chapter 5 - Project Priorities and Funding

5.1 Existing Projects

As stated in section 3.1.9, the Town of Danville has spent approximately \$2.4 million for capital improvements over the last five years. Capital improvement projects are critical for injecting new experiences into the park system while ensuring existing infrastructure remains available for public use. DPRD has a capital improvement program (CIP) project list that is edited each year. At the writing of this Master Plan, the following CIP projects/procurement items are notated:

Projects List	
#	Description
1	Finish Jack Willard Community Park shade structure.
2	Fence in areas to hide trash receptacles.
3	Complete barriers around parks.
4	Construct football field tower.
5	Purchase new mower and lift.
6	GFAC pool house upgrades.
7	Resurface tennis court area parking.
8	Add shelters and a playground to Gary Eakin Park.
9	Begin updates to Playscape and its features.
10	Reorganize baseball fields.
11	Prepare organizational structure for added responsibilities via new positions/hiring.

Table 3: Danville CIP Projects List

5.2 New Projects and Opportunities

As a result of the community engagement effort and needs assessment findings, there are additional considerations for the Danville CIP projects list. The following concepts are suggested for inclusion to the CIP projects list based on importance level category.

5.2.1 Immediate Needs

- System ADA improvements.
- Focus on trail connectivity inside and outside of parks.
- Prepare for land acquisition opportunities to preserve natural areas as the Town grows.
- DAC facility enhancements.
- Continue broad reinvestment into existing facilities and amenities.

5.2.2 Intermediate Needs

- Increase “teen” programming and/or create spaces for gathering.
- Increase aquatics, summer camps, and special events opportunities.
- Dog park addition.
- Splashpad/sprayground addition.

5.2.3 Long-Term Needs

- Reduce Ellis Park reliance by moving some recreation amenities to Gary Eakin Community Park.
- Increase indoor recreation space.

In order to make the CIP project list a reality over time, it is necessary for DPRD to increase internal staffing capacity along with injecting new potential funding sources into the system. As highlighted by section 3.1 earlier in the Master Plan, DPRD's full-time equivalent (FTE) aligns more closely with agencies similar in size (in terms of budget and population served), but Danville offers *more* recreation facilities; therefore, the Department is *stretched* more than ideal to maintain the current system. This is an important concept to take heed of because the community expects a high level of service and new facilities, amenities, and programs will be added to the system as the Town continues to grow. The Department must be able to maintain the current and future park system with the community's expectations in mind.

5.3 Financial Options

To help achieve the CIP projects list, Zec Eight Insights reviewed existing funding sources utilized by the Town. This analysis helped identify potential funding opportunities for the Town's consideration.

5.3.1 Existing Funding Sources

1. **General Fund.** The General Fund (accounts 101 and 204) is used to cover expenses related to the general administration, operation, and maintenance of the park system. Expenditures include salary/wages, overtime, office supplies, equipment maintenance, and the like. Taxes are the primary revenue source for General Fund monies.
2. **User Fees.** User fees support programs and facilities where the user receives a higher level of benefit above the general taxpayer when they use services and facilities that were created to support these facilities and programs. These include facility rentals, concessions, memberships, pool use, and general recreation programs that have fees associated with their delivery. Currently, the Town of Danville utilizes resident and non-resident rates when charging user fees.
3. **Non-Reverting Fund.** Non-reverting funds, or revolving accounts, are utilized for revenue-generating facilities. This account carries over from year to year, which is what gives this funding source its name. Currently, the Town of Danville's non-reverting fund (Account 306) is funded from income via DAC, sports programs, vending machines, Blanton House rentals, general recreation programs, and events. This account is designed to re-invest in existing revolving account revenue lines and provide the salary/wages for some associated staffing.
4. **Impact Fees.** The maximum fees are defined by a state established formula that factors in the community's historical capital investment within the park system. Recognizing that new residential development and the resulting increase in population place a greater demand for park infrastructure, the state allows communities to assess an impact fee (for residential and/or retail) to fund the new capital development to accommodate the increased demand. These fees can only be used for capital improvements. The Town of Danville Recreation Impact Fee Ordinance was updated in 2021 and is prioritized for paved trails, nature pathways, and park/open space acquisition.
5. **Food and Beverage Sales Tax.** Many communities have a dedicated park and recreation food and beverage sales tax to support park systems dedicated to capital improvements. The sales tax usually is less than one cent. It usually requires a vote of the public. This sales tax is paid by residents and non-residents that help to improve the park system. The Town of Danville's Food and Beverage Tax went into effect September 1, 2019. This is a new funding source for the Town

and one that has not had its full potential realized yet because of the COVID-19 pandemic, which occurred soon after its enactment.

6. **Grants.** These monies are usually contributed, donated, and/or provided to help with park improvements and deliver new programming. Grants are often competitively bid and can be from various local, state, and federal sources.

5.3.2 Funding Options for Consideration (Not Prioritized)

1. **BID District.** Business Improvement Districts (BIDs) are created in areas where a park provides added value to businesses such as a central park facility that is surrounded by businesses that benefit from the park directly from users of the park who buy food, retail items, and services that are allowable in the park.
2. **Tax Increment Financing.** Tax Increment Financing (TIF) is a financing method used to catalyze economic development. It uses anticipated future increases in property tax revenues to generate incremental tax revenues from a specific development project or projects across a designated district to help pay for current costs associated with development. These can be public and/or private costs. TIF is a local economic development policy and program that is enabled and guided by state law, IC 36-7-14. Section 2 specifies that redevelopment is for “public uses and purposes.”
3. **Land Dedication Fees for Open Space.** This funding source requires developers who create additional density for housing provide land for parks to support their additional density. Instead of park land, developers can provide cash-in-lieu that can be used by the municipality to buy park property in the area of the density to support the people who live in the area.
4. **Friends Group.** Friends Groups are non-profit organizations that play active roles in helping to protect, preserve, and promote their local park system (or specific park). There are often memberships involved and Friends Groups help support the local park system through donated “sweat equity” and fundraising for specific projects, events, or programs. Oftentimes, Friends Groups emerge from an existing user group or group of park advocates.
5. **Park Foundation.** Parks and recreation systems across the United States develop a park foundation to support their system that allows individuals, businesses, and corporations to invest through private gifts, donations, land, and amenities. Currently, the Town of Danville does not have a dedicated foundation; however, there is a Hendricks County Community Foundation that can be a source of financial assistance.
6. **Economic and Community Development Funds.** The Community Development Block Grant (CDBG) program provides annual grants on a formula basis to states, cities, and counties to develop communities by providing decent housing and a suitable living environment, and by expanding economic opportunities. In Indiana, the Office of Community & Rural Affairs (OCRA) requests federal funds to help rural communities with a variety of projects to help improve quality of life and ensure the health and safety of their citizens. Project examples include: improving infrastructure, downtown revitalization, public facilities improvements, and economic development.

7. **Partnerships (public/public; public/private; public/non-profit).** Local municipalities can partner with a host of agencies in developing and maintaining partnerships to help offset the cost to develop, operate, and maintain the park system; however, it is imperative that policies are established that include how to develop and manage partnerships that focus on true equity of investment and daily operational costs to maximize the value of the municipality's financial dollars and the partnership dollars involved.
8. **Land Leases on Park Property.** Many agencies develop a land lease strategy where they lease land for retail recreation purposes along trails and within parks to restaurants, bike shops, and concession entities that support users in a park or along a trail. The land lease includes the value of the land, typically at 15% paid annually, and a percentage of gross.
9. **Parking Fees.** Many municipalities have instituted a paid parking program within their parks. This process has benefited agencies by helping to control congestion while also generating revenue for park improvements.
10. **Fiber-optic Land Lease Rights.** This funding source allows the municipality to lease land below the ground for optic cable lines. The fees paid are for a land lease on a per-foot basis.
11. **Naming Rights.** Municipalities seek naming rights for major attractions they manage now and in the future. Many municipalities across the United States have naming rights for various facilities and amenities such as outdoor pavilions, indoor recreation centers, sport fields, and event areas. The naming rights typically cover 20% of the cost to develop the site and usually include an operational and maintenance endowment, or at least seed money.
12. **Sponsorships.** Typical sponsorships come in the form of a title sponsor, presenting sponsor, associate sponsor, and food sponsor. Sponsorships need to be developed based on the number of impressions a program, service, or event will receive and is usually about .05 cents per impression point for the value of the sponsorship. Sponsorships are usually applicable for core programs, special events, destination facilities, clinics, and youth-driven programs.
13. **Advertising Fees.** These fees are used to support program websites, one-time events, and social media sites. Rates are determined by the number of people who will see the ad.
14. **Entertainment Tax.** Some cities have an entertainment tax to support special event and performing arts venues, museums, zoos, historic sites that are in the public realm, and sports stadiums. The fee is in the form of a sales tax. These fees are largely used for capital improvements.
15. **Go-to Funds.** Go-to Funds are used to support a specific project online via a short-term social network platform to raise money in small amounts to achieve a goal for a program or amenity needed in the community. This funding source is used well for supporting people and families in need or updating a facility that has a long history in the community and has generational support.
16. **Capital Improvement Fee.** This fee is usually associated with a specific facility that is designed to produce revenue for the Department. The capital improvement fee is attached to the user fee to

replace or repair an amenity within a revenue-producing facility for a period of time until the repair or improvement is paid off.

17. **Maintenance Endowment.** The goal should be to have at least 3% of total asset value (excluding land value) in a maintenance fund to take care of what the municipality already owns.
18. **Consistent Bonding.** As the municipality buys down bonds over time, it typically continues to use its bond capacity as a revenue source without increasing taxes to take care of what it already owns.
19. **Business Development Office.** Some municipalities establish a Business Development Office that submits for grants, creates alliances to develop facilities and programs jointly, and creates partnerships and sponsorships for earned income purposes. The office is dedicated to developing earned income, holding partners accountable to what they say they are doing, and developing and seeking grants.
20. **Wi-Fi Revenue.** Some municipalities establish Wi-Fi areas whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site.
21. **Cell Tower.** Some municipalities use cell tower leases on park land.
22. **Wind Energy and Solar Panels.** Some municipalities lease areas on park land that help reduce the park site's energy consumption costs.
23. **Grants.** Grants provide parks and recreation systems nationwide money for land acquisition, capital improvements, and operational dollars. Grants can come from the Indiana Department of Natural Resources (DNR) program, land and water funds, redevelopment funds, and foundations who want to support parks, recreation, and open space. Most grants require some form of matching dollars if it is federal money, and foundations typically do not have a match. Some systems have a dedicated grant writer position; those that do not typically contract with one to submit grants on their behalf. One of the more prominent local grant bodies is the Lilly Endowment. In addition to its already generous giving, the Lilly Endowment offers specific COVID-19-related funds that can help Indiana communities. That list can be found at <https://lillyendowment.org/news/lilly-endowment-covid-19-updates/>.
24. **COVID-19 Economic Relief.** Due to the COVID-19 pandemic, the U.S. federal government has provided financial resources to assist state, local, and tribal governments. These funds can provide financial relief and are separated into various categories and including:
 - a. Coronavirus State and Local Fiscal Recovery Funds
 - b. Capital Projects Fund
 - c. Homeowner Assistance Fund
 - d. Emergency Rental Assistance Program
 - e. State Small Business Credit Initiative
 - f. Coronavirus Relief Fund

5.3.3 Priority Funding Options

When considering the community's priority areas and the Town's current use of funding sources for parks and recreation services, the following key funding sources are recommended for inclusion:

- Land leases on park property
- Capital improvement fees
- Maintenance endowments
- Naming rights
- Sponsorships
- Tax increment financing (TIF)
- Friends Groups

5.4 Land Acquisition Strategies

The following definitions are provided to the Town of Danville in order to rank and prioritize potential land acquisitions. Criteria should be scored between 1 and 10 (1 being the most restrictive and 10 being the least) and weighted by municipal staff to prioritize land acquisitions.

- **Adequate Size.** Property is evaluated for its size to accommodate park uses based on adopted park classification system.
- **Availability of Utilities.** Property is reviewed for proximity of existing municipal utilities to the sites (i.e., water, sanitary, and storm sewer).
- **Cost/Availability of Acquisitions.** Property is scored based upon the park land cost and the ease of acquisition.
- **Impacts (soils, earthwork, etc.).** Property is scored based upon reviewed GIS information on soils, topography, drainage, and wetlands that may impact park development.
- **Operational Impact.** Property is scored based upon the operations and maintenance impacts it will have on the system (i.e., staffing, funding, lifecycle replacements, etc.).
- **Pedestrian/Bike Access.** Property is scored based upon its general proximity to existing and proposed sidewalks and trails/pathways in Danville and how it will impact the overall pedestrian system within the Town.
- **Population (5-, 10-, 15-minute walk time).** Property is evaluated based on its general proximity to existing population densities of the Town.



Chapter 6 - Implementation Plan

6.1 Overview

A Master Plan is only as good as its ability to be implemented. Implementation includes elected officials, community awareness and support, staff involvement, time, energy, resources, etc. The ability to understand the long-range vision provided in this Master Plan relies on actionable strategies that have broad appeal and support through data-driven processes. To begin this process, the Implementation Plan begins with revisiting the Department’s vision, mission, and guiding principles/core values.

6.1.1 Vision

“A connected Danville community; to recreational experiences, natural resources, and each other.”

6.1.2 Mission

“In partnership with our citizens, the Danville Parks and Recreation Department provides comprehensive programs, facilities, and services sensitive to the community’s changing needs for present and future generations.”

Axiom

“Creating Community through People, Parks and Programs!”

6.1.3 Core Values

1. **Customer Service.** Utilize a responsive, customer-centric, resident-driven professional approach to all areas of service delivery, which includes transparency, strong communication, and public outreach.
2. **Safety.** Put the safety of all our park users at the forefront of all that we do and provide to the community.
3. **Community.** Ensure the needs of our community are heard and addressed through programs, services, facilities, and amenities.
4. **Quality.** Hold ourselves to a high standard as it relates to service provision and system operations to meet the desired expectations of our community.
5. **Play.** Instill a sense of freedom within our park system to allow residents to recreate and enjoy their interaction with public spaces.
6. **Natural Space.** Dedicate resources to preserving and enhancing the natural environment to allow for continued appreciation, use, and prevalence of our community’s natural resources.
7. **Opportunity.** With equity in mind, we strive to facilitate a park system that enables all residents access to appreciate, engage, play, and recreate.

6.2 Organization

The Implementation Plan is organized by year and includes strategies and tactics. The Implementation Plan includes actions beyond capital improvement needs; there are strategies related to operations, programming, and finances as well. In total, there are seven overarching goals and 41 associated tactics.

Town of Danville, IN Parks and Recreation Master Plan (2022-2026)

Implementation Plan

Number	Strategy	Tactic	Focus Year					Responsibility	Implication(s)
			2022	2023	2024	2025	2026		
1	Continue to focus on sustainable operations.	A. Develop staffing standards that outline FTEs based on facility and programmatic operations.	X						Operational support.
		B. Develop a Maintenance Management Plan for the system.		X					Standards creation and unit cost(s) identification.
		C. Develop an equipment replacement schedule and cycle.		X					Cyclical capital improvement requests.
		D. Prioritize existing facility investments/improvements before building new.	X						Re-investment prioritization.
		E. Create a site Master Plan for Ellis Park.			X				Identify the necessary elements that should be in the park.
		F. Require additional operations and maintenance (O&M) funding for any donated or purchased park land property.	X						Operational support.
2	Develop new non-tax revenue methods for the system that help alleviate the pressure for earned income.	A. Pursue land leases on park property.	X						Operational support.
		B. Add capital improvement fees to revenue-generating facilities.		X					Operational support.
		C. Create a maintenance endowment to assist with cyclical maintenance.			X				Operational support.
		D. Incorporate more naming rights and sponsorship opportunities within the system.				X			Operational and capital development support.
		E. Utilize Tax Increment Financing (TIF) as a mechanism for park system improvements.				X			Operational and capital development support.
		F. Consider establishing a non-profit Friends Group to assist with fundraising and project support.					X		Operational and capital development support.
3	Continue to evolve the park system's offerings and experiences based on community need.	A. Benchmark industry levels of service (LOS) metrics annually.	X						Standard development.
		B. Prioritize ADA improvements in the system.	X						Re-investment prioritization.
		C. Add trail connectivity both inside and outside of parks; especially toward downtown commerce areas.			X				Thoroughfare and Trails Master Plan implementation.
		D. Utilize land acquisition strategies and associated matrix to help with decision-making.		X					System expansion.
		E. Make DAC facility improvements to enhance the user experience.		X					Re-investment prioritization.
		F. Complete Playscape improvements.		X					Re-investment prioritization.
		G. Increase "teen" programming and/or create spaces for gathering.			X				Programmatic enhancements.
		H. Increase aquatics, summer camps, and special events opportunities.		X					Programmatic enhancements.
		I. Add a dog park to the system.				X			System expansion.
		J. Add a splashpad/sprayground to the system.					X		System expansion.
		K. Reduce pressure on Ellis Park by repositioning amenities to other parks.					X		System expansion.
		L. Increase indoor recreation space within the system.					X		System expansion.
		M. Create a "central hub" downtown that connects the park system with commerce.				X			Thoroughfare and Trails Master Plan implementation.
4	Broaden community familiarity with the park system.	A. Create a marketing campaign that expands residents' awareness beyond Ellis Park.	X						Community awareness and advocacy.
		B. Revamp park department website; consider new branding for the Department.		X					Community awareness and advocacy.
		C. Create a stratified marketing and communications plan that identifies target audiences, the messages that will be shared with them, and the mechanisms in which the messages will be communicated.		X					Community awareness and advocacy.
		D. Track customer retention and create a cross-promoting marketing strategy across the system.		X					Community awareness, advocacy, and repeat use.
5	Continue to focus on community communication, collaboration, and coordination.	A. Conduct a statistically-valid community survey every five years to help ascertain community needs.					X		Transparency and needs identification.
		B. Enhance partnerships around meal assistance/nutrition, youth-centered programming, and activities for older adults.		X					Operational support and addressing unmet needs.
		C. Hold a similar providers roundtable bi-annually to discuss partnership opportunities and overall goal planning.	X						Addressing unmet needs.
6	Establish more programmatic-related standards and measurements.	A. Track program lifecycles and re-program or sunset programs at the end of their lifecycle.	X						Programmatic enhancements.
		B. Adopt a program creation process that projects direct and indirect costs, market competition, partnership opportunities (if applicable), recommended maximum and minimum participation, and suggested program pricing.	X						Standards creation.
		C. Create an age segmentation matrix that indicates the available programs, services, experiences, and amenities provided in the system and the corresponding age segments they are directed to; focus on ensuring there are at least 2-3 key experiences for all Danville residents.		X					Programmatic enhancements.
		D. Re-evaluate resident and non-resident fee levels based on regional attraction to programs and services.	X						Fee enhancements.
		E. Create a database or file that tracks the Department's action(s) to address "unmet need" or gap areas.		X					Addressing unmet needs.
		F. Report on a continual basis (not just annually) the successes and how the Department is addressing identified "unmet" need areas.		X					Addressing unmet needs.
7	Formalize needed policies and procedures.	A. Create and adopt a partnership policy that outlines standards, evaluation metrics, and expectations between partners.		X					Partnerships and accountability.
		B. Ensure feasibility studies/business plans are conducted before any new large capital development occurs.			X				Operational support.
		C. Create a policy for how each funding source is to be used (e.g., general fund, non-reverting fund, Food & Beverage Tax, Recreation Impact Fees, etc.)			X				Standards creation.

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Chapter 7 - Appendix

7.1 Stakeholder Interviews and Focus Group Detail

1. What are the strengths of the Danville parks and recreation system that we need to build on for this plan?
 - a. We have an amazingly competent Director
 - b. Ellis Park is too small because residents just fill it up; they love it
 - c. We have nice trails within the Town
 - d. We have good employees and we need to retain the ones we have and recruit new ones
 - e. All the parks have something in common with each other and serve as a branding for our Town and tourist
 - f. Ellis Park doesn't allow alcohol so people know that they can come to our parks and know they won't find that there or anything related to it
 - g. Park staff is very dedicated and passionate for what they do
 - h. We have pretty good facilities for our Town's size
 - i. We have decent revenue sources that help us out
 - j. Our current programs – we have everything available from toddlers to seniors
 - k. Need to continue to make our tax dollars work
 - l. Our system allows people a place to go; builds community; a hub
 - m. Family-friendly system
 - n. The parks are very accessible if you live in the proximate area; we are a small town
 - o. We had some paved trail additions within the parks that have been positively received
 - p. The amphitheater is well-attended
 - q. COVID era reinforced the value of parks and recreation
 - r. Walkability to downtown
 - s. Events on the square
 - t. Farmers Market
 - u. Accessibility without having to drive is huge; the main sections are mostly connected now; we need to build on this and continue to making it easier (especially for Blanton Woods and Aiken Park)
 - v. There is a lot of things that are children-friendly
 - w. We have a great staff team in place
 - x. We have good locations and sizes within Town
 - y. We have good recreation programs in place
 - z. Parks leadership; they have vision and a good direction for the future
 - aa. Ellis Park is amazing and the trails and pool are always going
 - bb. They had the most Little League sign-ups this most recent year which is a huge testament to the team
 - cc. Programs for all ages; youth programs, pickleball, trails, summer concerts, etc.
 - dd. They do a lot to try to reach all people and have something available for all age ranges
 - ee. They have a good long-term plan; funding for trails; build new parks
 - ff. We are doing so many things well and the staff is excellent
 - gg. Blanton Woods to Ellis Park is gorgeous
 - hh. We have pretty good trails and connectivity

- ii. Our personnel; they are truly the backbone of our system; we can invest millions of dollars into our system but unless it is run well, it is useless
 - jj. Our hiring practices align with what we are trying to accomplish
 - kk. We have good community support for parks and recreation; people are willing to chip in
 - ll. If something is not working in a three-year period, staff pull the plug on it
 - mm. Number of facilities available; especially with the growth occurring around Town
 - nn. Ellis Park is always packed (actually, hard to find parking)
 - oo. Walkability; good connection to the downtown area
 - pp. Maintenance; they do a good job taking care of Ellis Park given the number of facilities, grounds, shrubs, etc.
 - qq. The park system is in a good location (shade, trails, water, etc.)
 - rr. Longstanding tradition to centrally-located parks (such as Ellis Park) and we have done a good job expanding it
 - ss. There is a lot of nostalgia and history with our park system
 - tt. Leadership is very forward-thinking when it comes to implementing new things
 - uu. The walking trails are great
 - vv. Communication between us and the Department is good
 - ww. The Department is able to act quickly based on our needs
 - xx. The Department is really willing to help us with whatever we need
 - yy. Leadership has done pretty much everything we have asked them to do
 - zz. The Department supports us very well
2. What changes do you have in mind that would make your current experiences better? More space? Time allocation?
- a. Overall field maintenance (baseball) is a huge area (baseball maintains one field and tries to help maintain the others) because they need attention
 - b. Football is pretty self-sufficient; the Department mows the field once per week which is great for us; we take care of seeding
 - c. Indoor facilities lack restroom space, parking space, and the shared spaces with the police makes things difficult for our users and their experiences
 - d. Indoor facilities lack changing rooms for users
3. What do your constituents/colleagues say about parks and recreation services in Danville? Do you agree with their assessments and opinions?
- a. We need to expand the park system (like looking at absorbing the Conservation Club area)
 - b. We really hear all nice things about the system
 - c. People would like to have more of a police presence and cameras; increased sense of safety
 - d. Some think the parks are too crowded
 - e. The people that use the trail system really like it; the folks that don't use it aren't big fans

- f. In general, we don't get caught up in too many folks' individual opinions but pay attention to the aggregate
 - g. Overall consensus is people love our park system; it isn't too large and is not too little
 - h. People want more parking
 - i. People want a dog park
 - j. More opportunities on the west side of town
 - k. Upgrading the pool; giving it an update and new furniture
 - l. A lot of folks would like a dog park
 - m. Outdoor seasonal skating rink
 - n. Increased access to existing park facilities (ex, extended walkways to reach Blanton Woods)
 - o. Making the entire Town accessible via paths
 - p. Wider sidewalks
 - q. A splashpad that is separate from the pool
 - r. Doggie bags placed along walking trails
 - s. More restaurant options and downtown parking
 - t. I don't hear much until people want something changed
 - u. People are waiting to hear about what is going to go on at Aiken Park
 - v. Runners are happy with the future plans to continue making trail connections
 - w. People miss the concerts in the park due to COVID
 - x. We hear a lot about trails and walking paths
 - y. Recently, we've received notice about revamping the playscape in Ellis Park
 - z. People are asking about Gary Aiken Park and why it is still open ground because people know what progress looks like
 - aa. Trails and connectivity; which can be funded through our Food & Beverage Tax revenues that will start coming in; we need to be smart with how we spend this money; connectivity within the Town *and* within the park system
 - bb. Overall, people are happy about the system
 - cc. We could always use more updated restrooms, changing stations, connected trails, etc. but I'm not sure how widespread those opinions are
 - dd. Restrooms can always be enhanced and they are not always open
 - ee. We often hear chatter about an indoor aquatics center because the existing one at the school is nearly 50 years old and something needs to be done in the future
 - ff. It would be nice to put a trail in near the area where the water plant is going in
 - gg. I think most people are happy with what we are doing
 - hh. The aquatics center needs revamped (entrance, lockers, etc.)
 - ii. Most everything I hear about our park department is good
 - jj. People would like an enhanced swimming experience (such as a natatorium)
 - kk. Parking is probably the number one complaint heard; families are larger these days (with step parents and split parents so there are more people for the viewing audience); this is particularly directed at Ellis Park and Jack Willard Park
4. Where does parks and recreation fit in terms of overall community priorities and values?
- a. Because of Department leadership, parks and recreation is high up in the Town

- b. I'm sure it falls way down on the list but it's because I don't think people give it much thought when they are moving into a new community
 - c. It is very important; our trail system gets used all hours as well as our pickleball courts
 - d. It is a place for people to go to feel safe; however, we need to continue focusing on trail safety the more we make the effort to connect our trail system throughout the county
 - e. I feel like there is a high value placed on it
 - f. Having outdoor spaces and places are very important and should be a priority
 - g. If our idea is to make Danville more than a place to sleep, parks and recreation is vital for that to happen
 - h. We need to envision Danville as a small-town community, not just a small place
 - i. Walkability is huge within our community
 - j. High priority; park activities increase sense of community for residents and drives a high quality of life
 - k. Residents are leery that they will be losing a sense of community with incoming housing development
 - l. It would be a couple spots down the list but the community's involvement in youth sports makes our Town unique and is a big point of pride for our Department
 - m. It is probably near the top in terms of community interests but maybe not in terms of funding
 - n. Our housing industry is booming and parks probably helps some; we are a "feel good" community
 - o. Most people don't think twice (or much) about police, fire, and EMS until you need them; most people don't think about roads until they need repaired; but when you look at the community as a whole, parks are high because people want to see "what the Town is doing for me" and parks are the *flagship store* so-to-speak
5. Are there problems or challenges in the community that you believe recreation programs and services can help solve or alleviate?
- a. Parks and recreation can help keep youth out of trouble
 - b. We have some drug challenges within the community so increased cameras and safety is needed
 - c. Parks are good for community's mental health; especially during COVID where people can get outside and not touch anyone
 - d. The Department does help with athletics but we are limited in what we can offer
 - e. The Department isn't doing anything in the community it shouldn't be doing
 - f. Parks and recreation services provide an opportunity for kids to stay involved and this should continue to be enhanced
 - g. We have done food service in parks before and we can do that again
 - h. What kind of things are available for youth once they are in high school? We need to find amenities/facilities to keep older youth engaged; can we expand DAC to create a teen club?
 - i. Reducing obesity; providing individuals with exercise opportunities
 - j. People movement challenges; automobile traffic and pedestrian use (bicycle and foot); we have incomplete pathways

- k. We have so many activities that really help activate our town and facilitate our community's pride and ownership
 - l. We have more subsidized housing being built in Town and those families probably have a higher need for programs and services
 - m. Safety concerns with biking and walking but more trails will help with this
 - n. With increased housing development, parks and recreation will need to help connect trails and such to all these areas
 - o. I believe the organized activities are keeping youth out of trouble
 - p. Recreation programs are allowing residents to feel like they are a part of something
6. Are there any underserved populations in the community?
- a. What do we do with youth through high school age? A true youth club is probably not going to work in this day and age.
 - b. The elderly population; we could use more outreach to them
 - c. Older folks that don't live within walking distance; there is a Town shuttle service so maybe we could utilize that?
 - d. Nothing comes to mind; we offer a lot of things to a lot of people
 - e. Dog park
 - f. Pool updating
 - g. South of US 36 and then to the west
 - h. As the Town grows, there could actually be a need to the east
 - i. Older youth – those that are not of driving age necessarily
 - j. Mobility challenged residents because our parks (and DAC) have some elevation changes that make it difficult for some folks
 - k. The south portion of Danville (south of US 36) is underserved because everything is north of the highway; no greenspace and connectivity
 - l. Pickleball – are they under or overserved? Do we have enough courts? People come to us from all around
 - m. Not really; we have activities for all ages and they are well-utilized
 - n. The high poverty part of the population but getting to them is trickier
 - o. Summer child care – this could be a revenue builder for us but also this is a need for our community (40-50 hours per week for youth)
 - p. Not really
 - q. I can't really think of any underserved groups
7. Is there anything missing within the Danville Parks and Recreation system in terms of programs, experiences, and/or facilities?
- a. Arts; we need more performing arts and more art in the parks
 - b. A centralized downtown public space/park
 - c. Not that I can think of.
 - d. More promotions/marketing of all the Department's programs and services (digital signage maybe?)

8. What unmet needs exist for Danville residents that you believe the Parks and Recreation Department can help solve, alleviate, and/or address?
 - a. More trails that connect more of the Town; there is no way to get to the West side of Town if we are doing more development over there
 - b. There are not a lot places in Town to just sit and engage in passive recreation; maybe a pocket park downtown?
 - c. As the Town grows outward from the center of Town, we need to create open areas east and west of Town and tie them into Ellis Park as a central feature
 - d. Utilizing the Food & Beverage Tax to continue developing pathways to our parks and shopping/commerce areas

9. Are there any existing facilities, amenities, or spaces that are in need of physical improvements, maintenance, or capital development?
 - a. Restroom facilities in the parks; they look run-down
 - b. Trash cans were removed within the parks last year and we are now asked to remove our own trash; this is a challenge for our players, spectators, and coaches because nobody wants to put trash into their vehicles; there is one dumpster at Ellis Park currently
 - c. There needs to be trash receptacles at the building's entrance as well

10. How does the Parks and Recreation Department impact what it is that you do? Also, is there anything you would change regarding how the Department works with you?
 - a. Our parks are one of our greatest assets and we have a beautiful town and the parks play a big role; this is huge when we promote Danville and are trying to attract new businesses and residents downtown
 - b. Center Township helps low-income families gain access to services
 - c. Redevelopment of blighted areas is a big focus and parks create a sellable/tangible quality of life that can help recruit business (it is a marketing item that can expand our tax base)
 - d. Not really; their follow-up is always on point and the communication channels are always open
 - e. We don't run into any issues with the parks Department

11. Is the Department missing opportunities to partner with organizations such as yourself (whether for programming, services, projects, etc.)?
 - a. The Department provides facilities and programs and the civic groups can provide funding to defray expenses so that is how we can partner
 - b. We tend to fund scholarships for a multitude of programs (sports, backpack lunches, Girl Scouts, Boy Scouts, etc.) so we don't tend to focus in on one particular age segment, program type, etc.

- c. The Christmas programming in the park, downtown, etc. should all be coordinated between all the entities.
 - d. Lunch Bunch is a great program and different organizations contribute to it to make sure it exists
 - e. The school has a Nutrition Club that sends food home with youth that need meals over the weekend
 - f. Youth is a large focus for assistance programs and any youth-related program is an opportunity for partnerships
 - g. Senior citizens are another large focus for assistance programs and partnership opportunities (senior center)
12. How should the future growth or changes of the system be funded/financed to keep up with the growth/changes of the community?
- a. Food and Beverage Tax monies
 - b. We just need to have strategies in place to account for the future growth; we need to keep track of the population annually
 - c. All Department heads need to report to Town Council with their needs now instead of later
 - d. We need to plant more trees now
 - e. We need to start capturing land now and not later (like the Conservation Club)
 - f. I think we do a good job with this because we do have revenue-generating facilities
 - g. The Recreation Impact Fee is helpful
 - h. Grants should help with vacant parks and building new facilities
 - i. Food and Beverage Tax should help once it kicks into full swing (and we need to use it smart)
 - j. Food & Beverage Tax will be helpful
 - k. Recreation Impact Fee monies
 - l. The new proposed development on the west side of town has a lot of space set aside for parks and recreation
 - m. Taxes are important to funding and parks are one of the most important aspects of a community
 - n. We will need to replace the funding we get from Waste Management because that will be going away soon
 - o. We could possibly look at “premium access” costs (extra amenities/services with certain rentals)
 - p. User and event fees
 - q. Corporate sponsorships and private funding
 - r. Funding will always be a challenge and we need to be aware of Town Council changeovers and when the Waste Management Fund goes away; need to have alternative funding sources/options to be prepared for these scenarios in case they occur
 - s. Maintaining the Recreation Impact Fee process
 - t. Use fees/membership fees, but these are more of a “breakeven” strategy
 - u. Probably wouldn’t be a bad thing to see a small tax increase to help with growth

- v. The Food & Beverage Tax revenues should be helpful moving forward as well but it needs to be built up
 - w. We could build a spec building in Gary Aiken Park and could serve several uses: 1) storage for sports within the parks, 2) concession area/section to serve park spectators and users, and 3) restaurant could come in and use the facility during the evenings (have a patio overlooking the bluff toward Ellis Park)
 - x. We have memberships that are revenue building
 - y. We will have the Food & Beverage Tax that will help offset costs moving forward
 - z. At the end of the day, we have to prioritize projects and be smart with how we spend our money
 - aa. The Recreation Impact Fee has really helped us
 - bb. Community projects are popular here; doing community sweat-equity, volunteerism, etc. will be huge and this hasn't occurred in a long time
 - cc. Food & Beverage Tax has been passed and this will be a key source for us moving forward
 - dd. The Recreation Impact Fee is another good source and we need to ensure the fee is large enough to really help us (make it strong)
 - ee. Recreation Impact Fees have been a huge alternative funding source for us
 - ff. We need to continue utilizing funds outside of the General Fund
13. If you could change one thing about the system over the next five years, what would it be?
- a. More trails and pathways
 - b. More of a comprehensive traffic plan
 - c. Preparing for a more vibrant community as more housing and residents occur in Town
 - d. Incorporation of the Conservation Club property
 - e. Enhancement of the outdoor pool; do we do what Plainfield do and enclose it?
 - f. We need more dining options within Town
 - g. A bigger outdoor aquatics facility, especially the pool
 - h. It would be great to finish the acquisition of the Conservation Club; at least more park land acreage
 - i. A lot more trees planted at Gary Aiken Park
 - j. A trail connection to the Twin Bridges area would add a lot to what the Department has to offer
 - k. We will need more park land in the west part of Town as that area continues to grow
 - l. Reworking the playscape
 - m. Additional parking
 - n. Completing Aiken Park
 - o. We built a new amphitheater and I'd love to see it become a music destination for the west side; increased utilization
 - p. We need to be more of a music destination because we are easy to get to
 - q. The upcoming waste management property will be a tremendous opportunity for us and we need to identify what to do with all that
 - r. Another recreation opportunity on the west side of Town
 - s. More program opportunities for our Town's youth

- t. Increased walkability/connectivity throughout the Town
 - u. Bike and walking paths connected north and south connected to other major trails in the area; an interconnected system (specifically up Washington Street to Blanton Woods)
 - v. Connectivity; create arteries for within our community and to the parks; include wayfinding signage that indicates direction and distances
 - w. Gary Aiken Park expansion
 - x. Sidewalks and connectivity need to happen because we have some safety issues with our walkways, especially for youth traveling to school
 - y. The Blanton House needs some work and can be better utilized for events, weddings, and more; more utilization but it needs money invested into it first
 - z. More awareness of the Blanton Woods trails; communication with the community more
 - aa. Once we get Aiken Park developed, it will help spread out the system's use
 - bb. More trails, paths, and connectivity; the surrounding communities are doing a good job with this
 - cc. We need to focus on trail connectivity to promote walking and exercise
 - dd. The RIF needs to be where it needs to be
 - ee. Continue to keep up with the balance of all the competing interests; keep up with community need
 - ff. It would be nice to see more park security (specifically, homeless population)
 - gg. Expanded facilities because of the impending growth coming into the system; making sure they are available for youth.
 - hh. I would love to see the Parks Department outgrow their programs, have to hire more staff, serve more youth, more inclusivity and accessibility.
 - ii. Lunch Bunch should grow (partnership with the school).
 - jj. More programs serving disadvantaged groups.
 - kk. Grow the parks system and connect it all back to the commerce areas of Town
 - ll. Regional trail connections with the County, Plainfield, etc.
 - mm. Expanding walking trails around Town
 - nn. Upgraded sports fields and more fields in general
 - oo. Gary Eakin Park is developed
 - pp. Continue to refresh the facilities as needed and keep up with things
14. Is there anything else you want to add to this conversation or have documented?
- a. Being able to go to parks is crucial to youth's experience growing up; maybe they will grow up and stay here with their families
 - b. We need to ensure there is a future vision established through this planning process and that it comes along with implementable strategies and actions and achievable goals
 - c. We also have the Train Station that could use some reinvestment; also, it needs to be promoted/marketed/communicated better – this is an underutilized asset that can be revenue generating
 - d. Our parks staff is stretched thin as it is
 - e. More arts

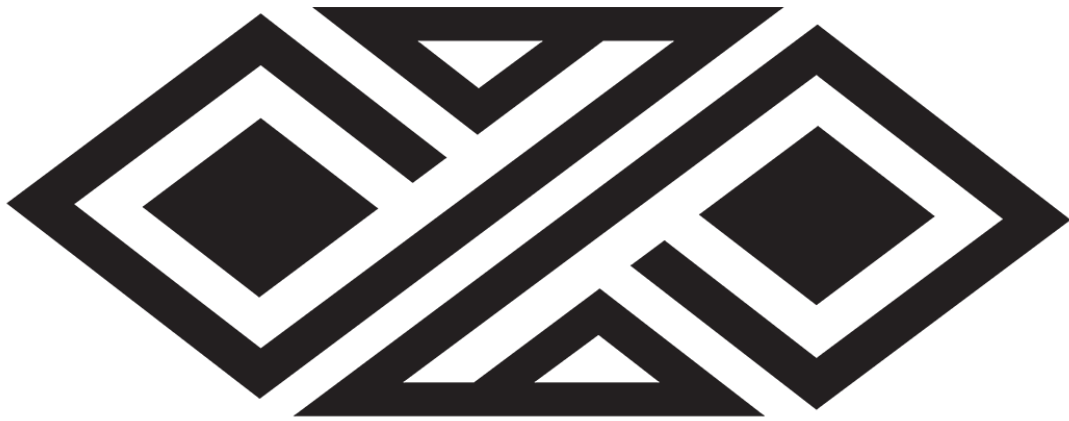
- f. Ellis should remain the central focus of our growing park system and be connected to new park land
- g. It would be nice to have the leaders of each user/rental organization come together a couple times each year to make sure everyone is aware of what the other organizations are doing; we all share the same parent pool so we need to make sure we are not straining everyone with our schedules, requests, coordination, etc.
- h. Everything we do is for the youth and so we need to do whatever we can to continue making everyone happy and coordinated; we are in a good situation with a good parks department

7.2 Staff SWOT Analysis

Strengths and **Weaknesses** are *internal* to the organization and represent the things that you have control over. **Opportunities** and **Threats** represent items that are *external* to the organization and although you may have influence, you also may not have complete control over them.

Town of Danville Parks and Recreation Department

<p>Strengths</p> <ul style="list-style-type: none"> • Highly functional park system for all the experiences (pieces) we have. • We do a lot with very little. • We do have community support (they like what we have). • We have amenities that go above and beyond our community’s size. • We leverage technology and operations well for our facilities. • Responsiveness; timely, attentive, and we compromise. • Good relationships with our Boards and elected officials; they are willing to help us and they do care, but it may take a bit for things to come to fruition. • Professional development opportunities. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Consistent system funding and getting the dollars to follow the growth/success. • Too much going for our staff team/level (largely attributed to facilities). • Not using technology to its full potential for internal administration functions such as finances (invoices, bills, etc.). • The nexus between project management, timelines, and project cost. • Diversity (breadth of experiences/offering) and functionality (COVID environment) of our programming. • We have big plans/vision but we are hindered by our support (finances, time, staff, etc.) to make everything a reality.
<p>Opportunities</p> <ul style="list-style-type: none"> • Waste management property coming online in four years. • Matching parks and recreation opportunities with population growth. • Trail system connectivity (making sure all parks are on the grid). • Fixing and maintaining our diamond fields and facilities. 	<p>Threats</p> <ul style="list-style-type: none"> • Not receiving enough operational support to match community expectations. • Pre-conceived notions/history of the waste management property recreation groups that exist out there. • Aging (or age of) infrastructure and the monetary support that comes with them.



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