Williams Creek | Strategic Plan

Department of Urban Planning
Ball State University

April 17, 2023

ACKNOWLEDGEMENT

We are pleased to present the Strategic Plan for the Town of Williams Creek. We acknowledge the President and members of the Town Council for initiating the strategic planning process. Throughout the process, the Council and community residents have showed active participation and provided their valuable input. The successful implementation of the Strategic Plan will require a joint effort of the Council and community residents.

Council Executive Team

Matt Neff	Michael Wernke	Jason Sturman	Heather Murphy	Matt Hills
Council President	Council Member	Council Member	Council Member	Council Member

Team for Preparation of Strategic Planning

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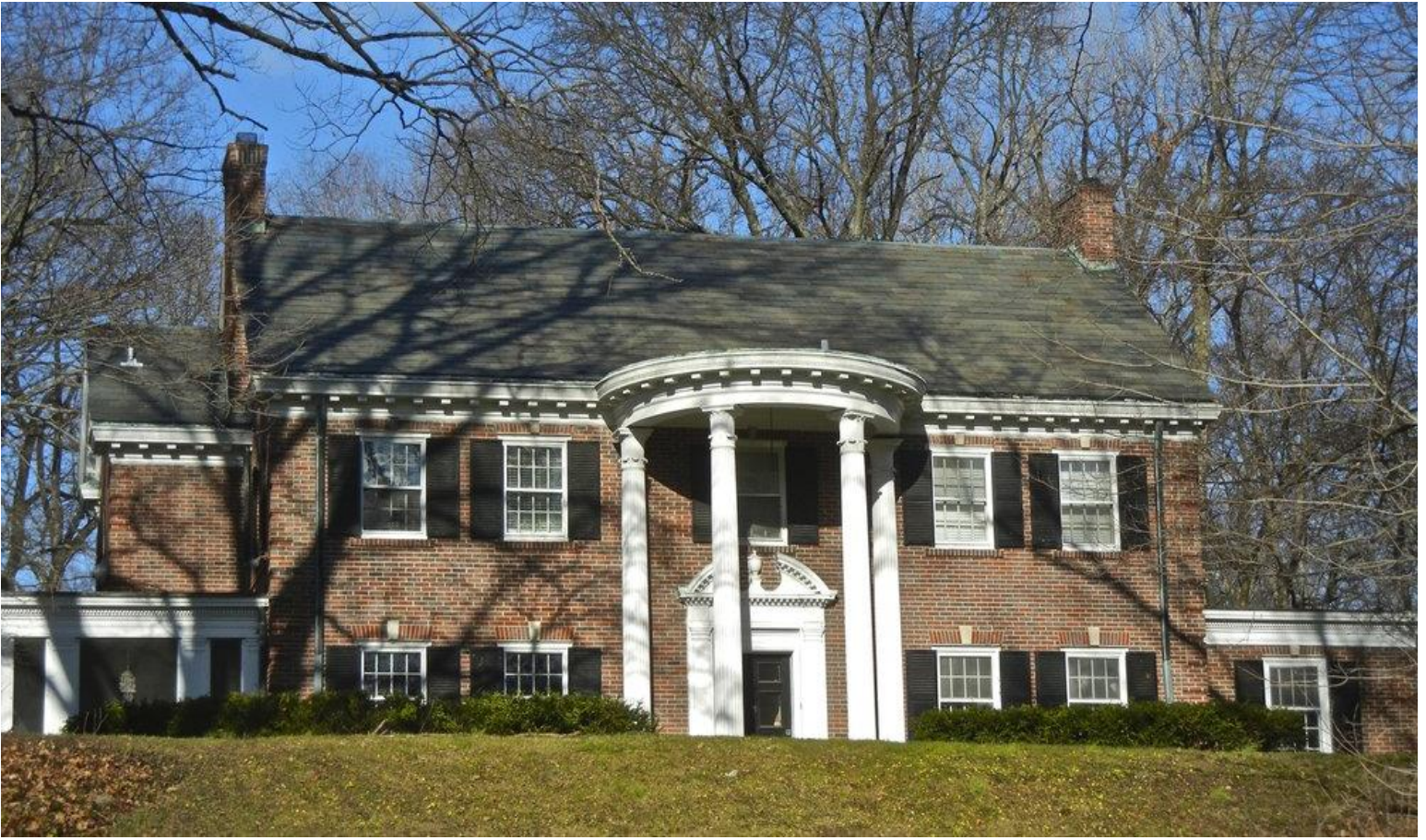
Why does Williams Creek need a strategic plan?

A strategic plan establishes a long-term vision for a city and directs both key investment decisions and the resources needed to complete them. In essence, the strategic plan provides a guide that assists decision-makers and residents with prioritization of project initiatives, measurements of success, and the allocation of fiscal resources to ensure proper implementation.

"The Town Council has decided to engage in a strategic planning process, to determine what steps should be taken to preserve the unique quality of life that residents of the Town have enjoyed and do to this day."
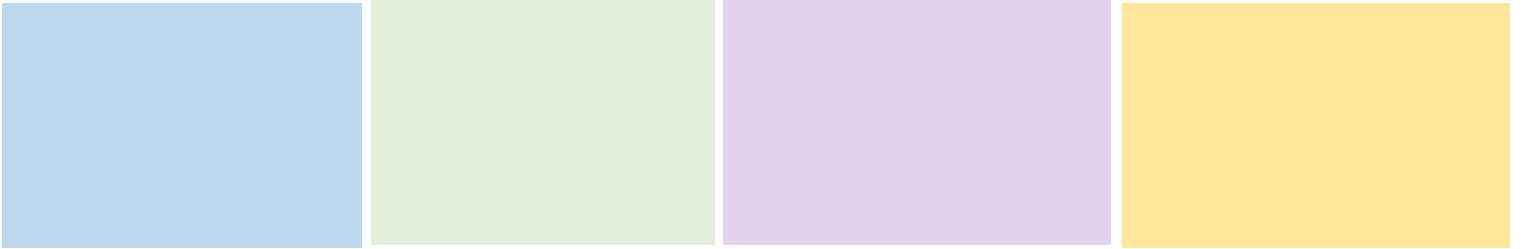
- Matt Neff (Town Council President)

HISTORY OF WILLIAMS CREEK

History

Williams Creek is a Town in Washington Township, Marion County, Indiana. (Figure 1) It is located about 8 miles (13 km) north of downtown Indianapolis and is slightly northeast of the neighboring Town of Meridian Hills. Williams Creek was originally planned as an exclusive community for the wealthy in 1925, and it was incorporated as a Town in 1932. In 1969, the government of Indianapolis, along with the Indiana General Assembly, passed sweeping legislation to unify the governments of Indianapolis and Marion County into a single municipal government. After the depression, Indianapolis was affected by the exodus of white communities that affected the city's tax base. This in part, influenced the decision by then Mayor Richard Lugar and the City Council to merge the City of Indianapolis and Marion County under "Unigov". Since 1970 Williams Creek has existed as an "included town", when it was incorporated into Indianapolis as part of Unigov. The Town however retains a functioning town government under IC 36-3-1-11.

Williams Creek is an exclusive residential enclave with meandering streets and spacious lots with a total area of approximately 320 acres. The Town is advertised as the "Switzerland of Marion County". It is home to five historical buildings that represent Colonial, English, Spanish, Italian and French styles designed by Edward Pierre and George Wright.

Figure 1: Geographical Location of Town of Williams Creek

Community Profile

Williams Creek has a mature population of 150 households mostly made up of families. Most of the population is between 40 and 70 years old with a large cohort of children between 10 and 19 years of age (see Table 1 and Figure 1). This bimodal age distribution of the town's residents makes it important to consider the specific safety needs of children and the elderly. As Figure 3 shows, most people (66%) drive alone to work but a substantial number (24%) also work at home. Figure 4 also shows that the majority of Williams Creek's residents are long-term residents who have lived in the neighborhood for decades.

2022 Demographic Summary	
Population	433
Households	150
Families	113
Median Age	51.3
Median Household Income	$200,000

Table 1: Demographic Summary for Town of Williams Creek (2022)

POPULATION BY AGE

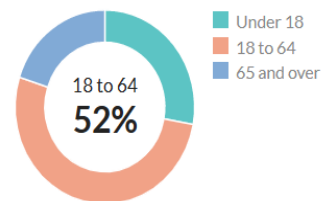**Age**

48.9

Median age

about **1.3 times** the figure in the Indianapolis-Carmel-Anderson, IN Metro Area: 36.6

about **1.3 times** the figure in Indiana: 37.9
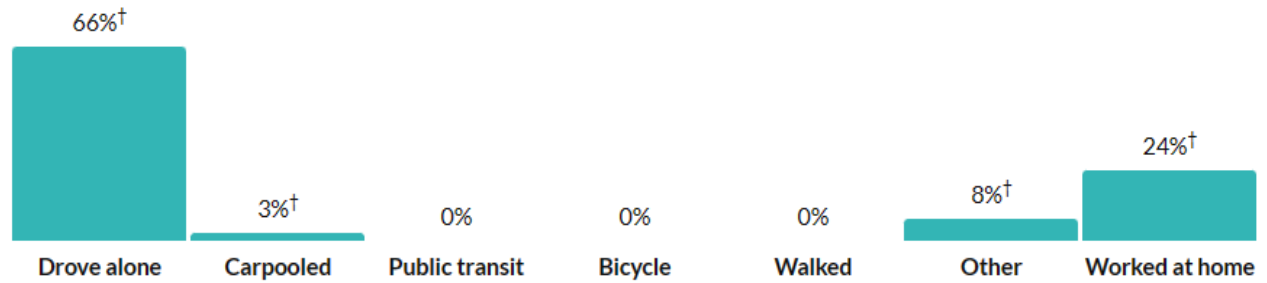
Population by age range

0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
8%[†]	24%[†]	2%[†]	4%[†]	16%[†]	19%[†]	15%[†]	8%[†]	5%[†]
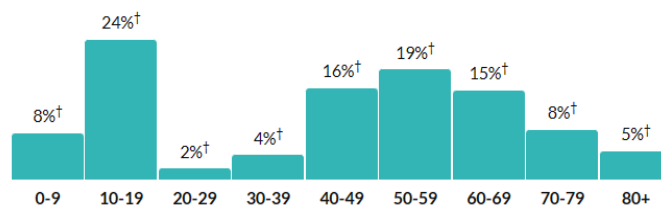
Population by age category

Under 18
18 to 64
65 and over

18 to 64
52%

Figure 2: Population by Age

MEANS OF TRANSPORTATION

Means of transportation to work

66%† Drove alone

3%† Carpooled

0% Public transit
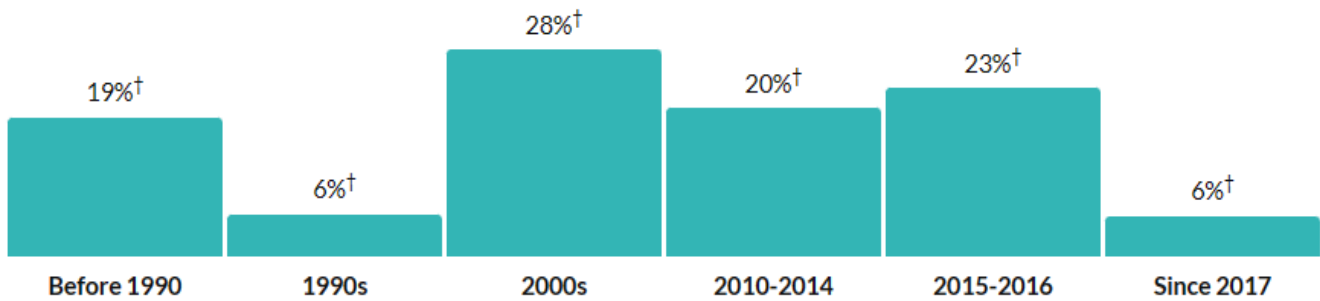
0% Bicycle

0% Walked

8%† Other

24%† Worked at home

* Universe: Workers 16 years and over

Show data / Embed

Figure 3: Means of Transportation

TENURE

Year moved in, by percentage of population

19%† Before 1990

6%† 1990s

28%† 2000s

20%† 2010-2014

23%† 2015-2016

6%† Since 2017

*Figure 4: Tenure*

METHODOLOGY
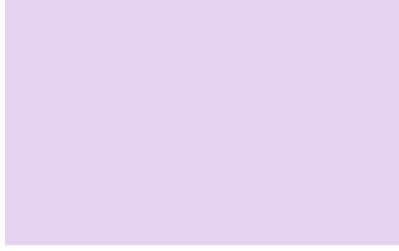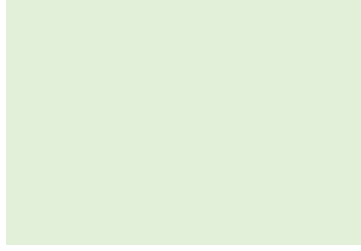
Methodology

The strategic planning process began in January 2023. The following steps were followed in creating the strategic plan:

1. Census data analysis
2. Field assessment
3. Community forum
4. Questionnaire survey

First, we searched for information through secondary sources about the Town's history and its current situation. Thus, census data, books and articles, and GIS databases were used to obtain data about Williams Creek. Next, we visited Williams Creek for a field observation. The housing conditions, environment, safety, street conditions, drainage channels, and other community factors were observed and recorded. Thirdly, we presented the findings of the field assessment and data analysis at a town meeting on January 30, 2023, during which we met and obtained feedback from residents. The community forum also provided an opportunity to understand residents' priority issues and concerns. An online questionnaire survey in Qualtrics was distributed in February to obtain more information from all residents, particularly those who were unable to attend the forum. The survey yielded 83 responses. Data from all these sources were collated to help develop the vision, mission, values, and priority development issues for the Town.

The framework in the strategic plan condenses community concerns into four priority categories: built environment; natural environment; social environment; and fiscal environment. Within each of these priority areas, we identified implementation strategies, metrics for gauging achievement, and the anticipated time frame for successful completion. Figure 5 depicts the stages of the planning process.
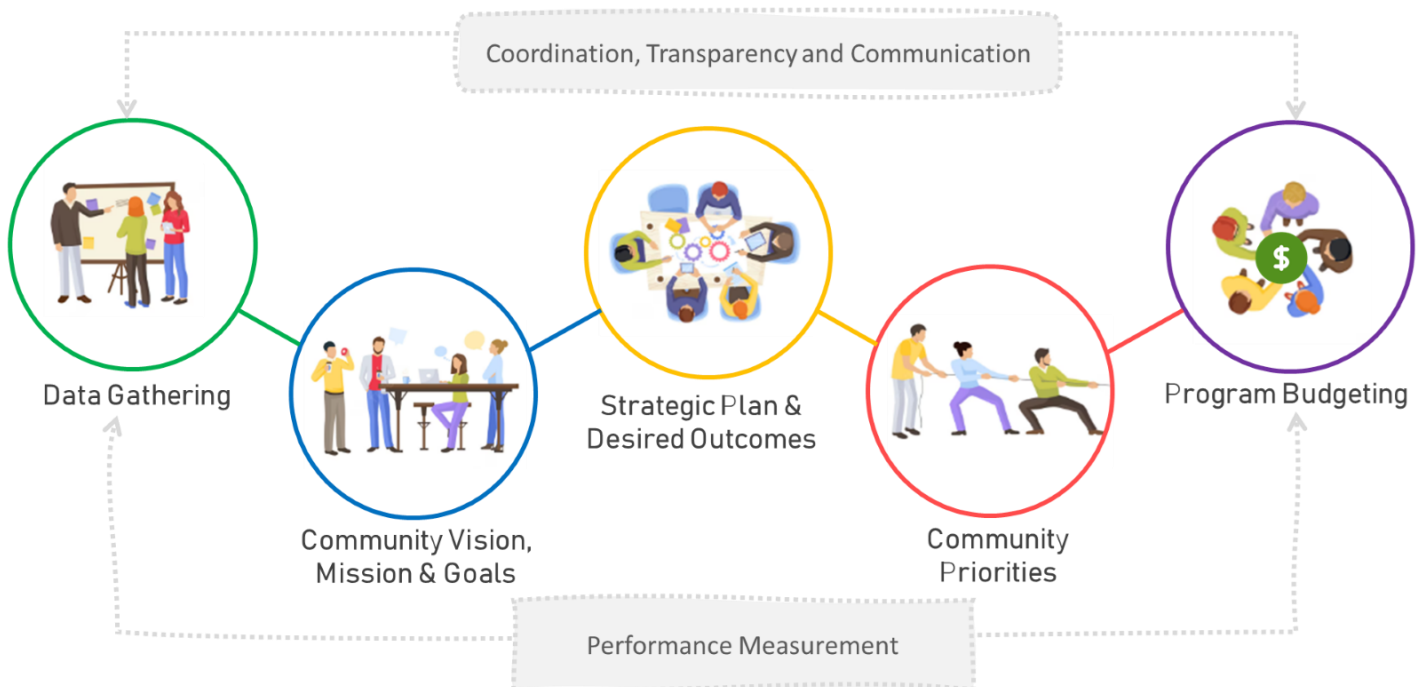
Figure 5: Strategic Planning Process
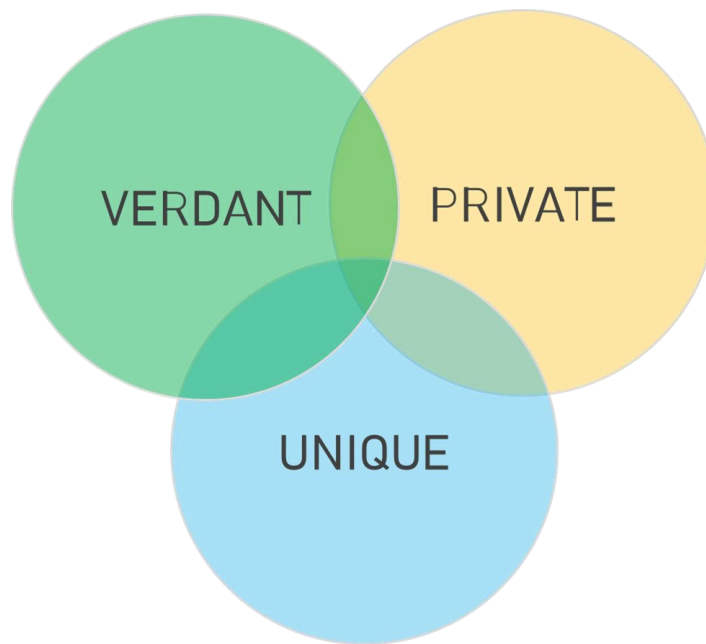
MISSION, VISION, VALUES & KEY PRIORITIES

Mission

To preserve and enhance a premier community.

Vision

Williams Creek is a sanctuary with unique history and character, safely hidden within the vastness of nature, which seeks to foster and preserve both its sense of community and its proximity to big-city amenities.
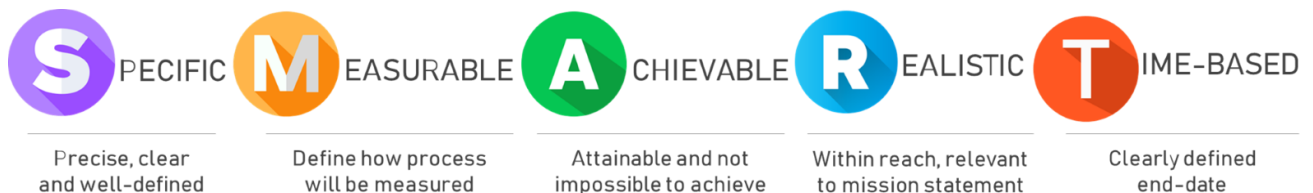
Core Values

Figure 6: Core Values

Key Priorities

The priorities and implementation strategies in the plan are designed to be SMART.

SPECIFIC	**M**EASURABLE	**A**CHIEVABLE	**R**EALISTIC	**T**IME-BASED
Precise, clear and well-defined	Define how process will be measured	Attainable and not impossible to achieve	Within reach, relevant to mission statement	Clearly defined end-date

Figure 7: Key Priorities

Built Environment

Williams Creek is known for its lush tree cover. Well managed roadways, drainage, utilities, and lighting, all work to support residents' enjoyment of the Town.

The Town is committed to improving road safety for pedestrians so residents can continue their pleasant strolls. Vehicular speed and lack of walking paths has been identified as issues of public concern. The Town wants to explore the use of physical signs or speed breakers that remind drivers to drive under the speed limit and that pedestrians and playing children might be present. Well-lit roadways would also enable drivers and pedestrians to use the rights-of-way safely.

The Town's namesake, Williams Creek, creates the southern border and Holly Creek runs along the northeast side of the Town. Coordinated water management maintains these natural features while preventing flooding.

Strategies for improving the built environment include:

1. Adopting a capital improvement plan (CIP)
2. Ensuring street safety/speed
3. Providing sidewalks and enhancing pedestrian safety
4. Better stormwater management
5. Improved lighting
6. Burying power lines
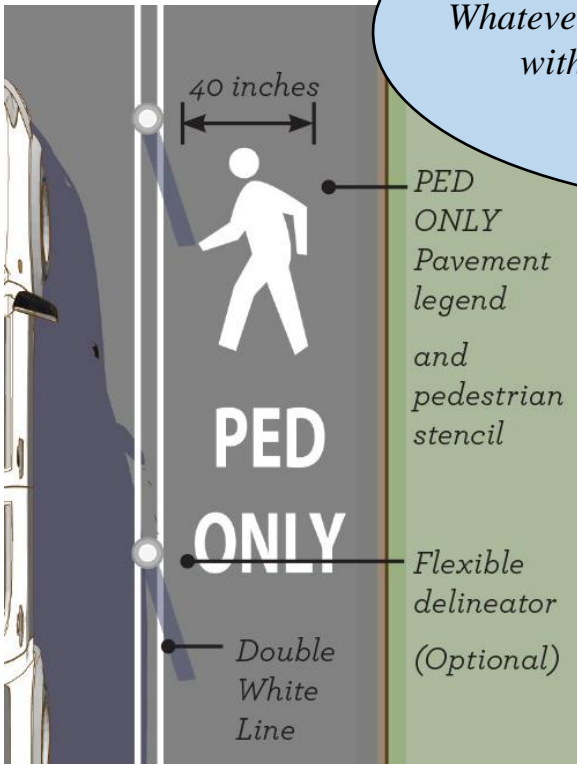

Figure 8: Speed Bump

Establishing some sort of capital improvements fund so that we don't have to scrape for every last penny.
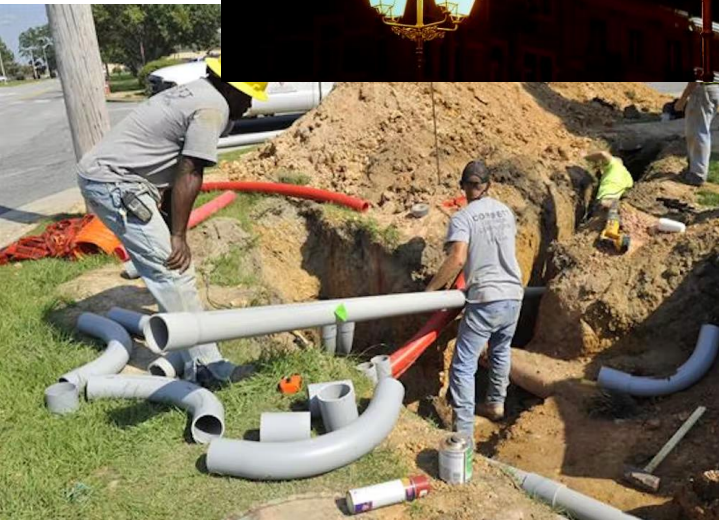

Figure 9: Children at Play sign

Whatever is developed it should be consistent with the overall look and feel of our neighborhood.

Lighting throughout the neighborhood.

Figure 11: Drainage ditch along College Ave

Figure 12: Burying power lines

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Category of Concern		Where We Are
Built Environment	*Capital Improvement Plan*	The town does not currently have a capital improvement plan for the provision of municipal infrastructure.
	Street Safety/Speed	Residents expressed concern that vehicles drive faster than speed limits posted on town streets, endangering those using the street for recreational activities.
	Sidewalks/Pedestrian Space	There are no sidewalks in Williams Creek; therefore, residents walk and bike on the street and put themselves at risk of vehicular conflict. Precautions for pedestrian safety (walking, riding bicycles, running, playing etc.) should be developed.
	Stormwater Management	Throughout the town there are areas where drainage channels get blocked with leaves and branches during and after storms, restricting water flow.
	Lighting	Lighting fixtures are located only at intersections.
	Power Lines	Power outages occur during severe storms because above-ground power lines are susceptible to damage. They also detract from the scenic beauty of the town.

Where We Want to Be	How Do We Get There?
Williams Creek adopts a five-year capital improvement plan which serves as a guide for funding capital projects.	Through community input and guided by the adopted Strategic Plan, the Town adopts a capital improvement plan for the the implementation and funding of infrastructure projects.
Williams Creek is a safe place where residents can enjoy street recreational activities throughout the day without the danger of vehicles exceeding speed limits.	1) Construct speed reduction improvements such as speed bumps, breakers or tables. 2) Enforce current speed limits 3) Post indicative signs such as" Children at Play", "Area Under Surveillance", "This Area is Patrolled", etc.
Pedestrians have identifiable pathways on which they freely walk without fearing for their own or their children's safety.	1) Construct sidewalks incrementally, starting with installation along major arteries 2) Designate pedestrian space by painting illuminated stripes along streets
Drainage ditches are unobstructed by debris during and after rainstorms and water flows freely to existing creeks.	1) Implement regular drainage ditch cleanup events. 2) Partner with Department of Business and Neighborhood Services through Unigov to unclog ditches for a fee to delinquent residents. 3) Petition Unigov to review stormwater drainage issues on public streets and make repairs. 4) Ensure drainage system is up to code during development review by Unigov in all future residential projects.
Streetlights are installed along major corridors every 250-300 ft, improving street saferty after dark.	For adequate illumination in the town, streetlights (of similar design as the existing ones) should be installed at a distance of between 250 to 300ft as used by other Indiana municipalities such as Greenwood.
The town eliminated the likelihood of power outages and improved its visual appeal by burying power lines.	Work with Applied Energy Services (AES) to update the Town's electrical infrastructure and bury power lines

PERFORMANCE STANDARDS | BUILT ENVIRONMENT

Category of Concern	Objective
Capital Improvement Plan	Through community input and guided by the adopted Strategic Plan, the Town adopts a capital improvement plan for the the implementation and funding of infrastructure projects.
Street Safety/Speed	Construct speed reduction improvements such as speed bumps, breakers or tables
	Enforce current speed limits
	Post indicative signs such as" Children at Play", "Area Under Surveillance", "This Area is Patrolled", etc.
Sidewalks/Pedestrian Space	Construct sidewalks incrementally, starting with installation along major arteries
	Designate pedestrian space by painting illuminated stripes along streets
Stormwater Management	Implement regular drainage ditch cleanup events
	Partner with Department of Business and Neighborhood Services through Unigov to unclog ditches for a fee to delinquent residents
	Petition Unigov to review stormwater drainage issues on public streets and make repairs
	Ensure drainage system is up to code during development review by Unigov in all future residential projects
Street Lighting	For adequate illumination in the town, streetlights (of similar design as the existing ones) should be installed at a distance of between 250 to 300ft as used by other Indiana municipalities such as Greenwood.
Power Lines	Work with Applied Energy Services (AES) to update the Town's electrical infrastructure and bury power lines

Metric	Reporting Timeframe	Frequency of Evaluation
The Town Council adopts a Capital Improvement Plan	Annual council meeting	Annually
Number of speed bumps, breakers or tables constructed	As per construction	Annually
Reports of speeding violations by town marshal	Monthly, at council meetings	Monthly
Number of indicative signs posted	As per installation of signs	Quarterly
Length of sidewalks constructed	After completion of every 500 ft length of sidewalk	Bi-annually
Number of streets that have been striped	As per completion	Quarterly
Reported incidences of clogged drainage ditches, and number of cleanup events held	Every Spring	Annually, during spring
Whether there has been an agreement between the Department of Business and Neighborhood Services or another contractor and the town to unclog the gutters	Execution of an annual contract between the town and a contractor	Seasonally/Annually
Number of locations in the town that have been reported to UniGov	As per repair and maintenance case	Annually
Number of new projects reviewed for code violation	At every permit review stage	Annually
Number of streetlights installed as per Greenwood precedent	As per installation of streetlights	Annually
Adoption of a phased implementation plan for burying the power lines	As scheduled in capital improvement plan	As appropriate after adoption of capital improvement plan

Natural Environment

With a rolling topography, vast vegetation, and the creek from which the Town derives its name, Williams Creek's natural environment plays a key role in forming its identity. In recent times the Town has been faced with problems including dead trees falling, removal of trees for construction of new houses, and blocking of drainage channels by debris from storms. The sustainability of the environment is, in great respects, the foundation of the Town itself.
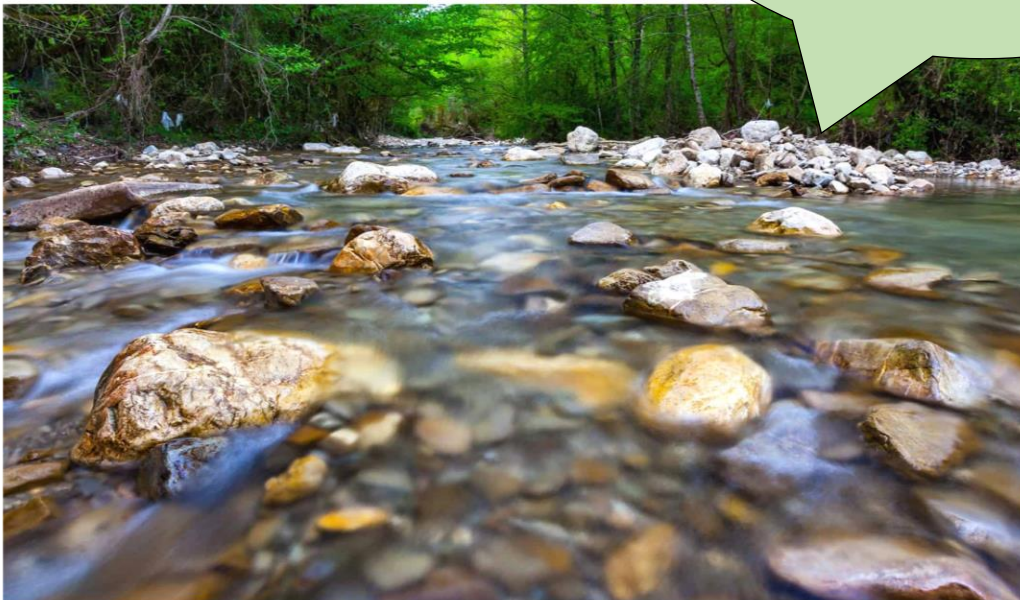
For Williams Creek to remain heavily wooded, the trees must be taken care of and replaced as needed. Working with Indianapolis's Department of Parks & Recreation, Williams Creek will be able to assist residents to replace trees economically.

The strategic plan sees environmental preservation and enhancement as key priority issues. Strategies for improving the natural environment include:

1. Providing gathering spaces or pocket parks for residents to convene.

2. Ensuring that the creeks and streams that flow throughout the Town are not blocked.

3. Reforesting the Town's vast tree cover. that has lost some of its strength.

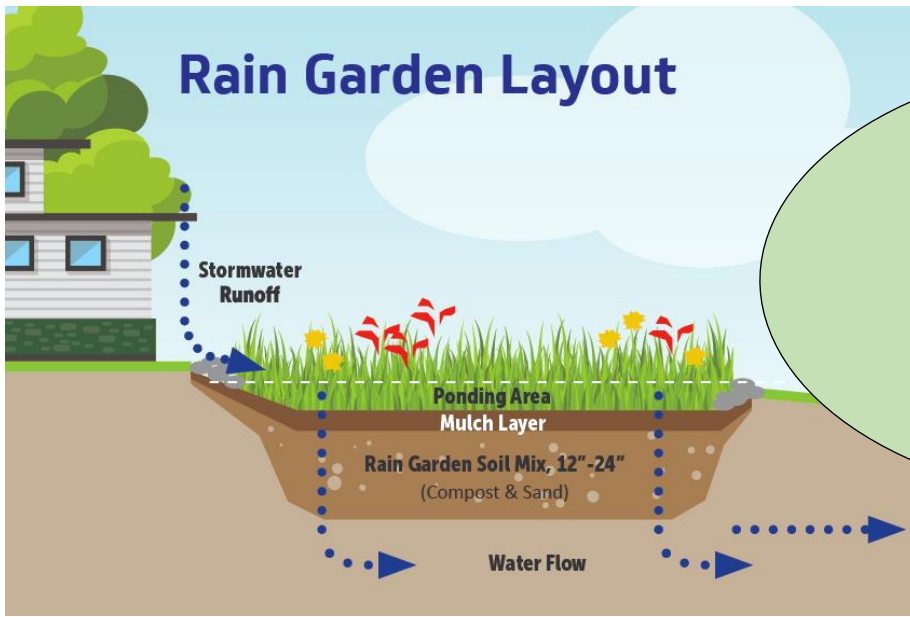4. Landscaping areas around the Town that are just grassed to increase beautification.

"Williams Creek is a beautiful neighborhood. We love our neighbors and walking with all the established landscaping and trees."

Rain Garden Layout

Stormwater Runoff

Ponding Area
Mulch Layer
Rain Garden Soil Mix, 12"-24"
(Compost & Sand)

Water Flow

"We are surrounded by beauty - stately trees, lush landscapes, and unique homes."

Figure 13: Example of a pocket park

"The discussion around group buying trees from the city is a great idea that many neighbors would benefit from."

Category of Concern		Where We Are
Natural Environment	*Gathering Space/Parklet*	Williams Creek currently lacks a public outdoor gathering space for residents of the community.
	Creek	Creeks running through or near private property are sometimes blocked, eroding land and causing property damage. Williams Creek is not accessible to residents except through private property.
	Reforestation	Reforestation is needed to replace trees that have been cut down or have fallen.
	Landscaping	Williams Creek does not have a coordinated beautification strategy for open spaces.

Where We Want to Be	How Do We Get There?
The traffic intersection at Forest and Morningside or at the entrance at Pennsylvania is improved into gathering spaces with landscaping and public amenities.	Convert public green space located at street intersections (Forest and Morningside, and at the entry of Pennsylvania) into small parklets.
Creeks flow unobstructed due to increased resident attention. Residents have access to Williams Creek through a recorded easement.	1) Clear creeks and streams (such as tributary along Morningside) of debris and leaves. 2) Coordinate with willing property owners whose land abuts Williams Creek to codify an easement for residents to access the creek for recreational purposes.
Williams Creek is a verdant town secluded in the vastness of nature.	1) Replace trees that have been cut down or fallen with climate-appropriate native tree species such as the ones provided by the state DNR at this link: https://www.in.gov/dnr/forestry/tree-seedling-nurseries/tree-species-information/. 2) Leverage UniGov contracts to obtain trees at volume for lower cost when they require replacement. 3) Town council members create a reporting system (perhaps utilize social media) for residents to catalog fallen trees that require replacement.
Town identifies open spaces and contracts with landscapers to (semi-)annually plant flowers, lay mulch, and perform other gardening/landscaping tasks at sites throughout town.	1) Utilize an annual bidding process (RFP) to identify and contract with a landscaping company to maintain open spaces and landscape public areas. 2) Create a list/map of open spaces in town that need priority attention for landscaping improvements. 3) Educate the town on individual landscaping practices (e.g. rain gardens) that reduce the amount of runoff water from their property that overflows storm drains and creeks.

Category of Concern	Objective
Gathering Space/ Pocket Park	Convert public green space located at street intersections (Forest and Morningside, and at the entry of Pennsylvania) into small parklets.
Creek	Clear creeks and streams (such as tributary along Morningside) of debris and leaves.
	Coordinate with willing property owners whose land abuts Williams Creek to codify an easement for residents to access the creek for recreational purposes.
Reforestation	Town council members create a reporting system (perhaps utilize social media) for residents to catalog fallen trees that require replacement
	Replace trees that have been cut down or fallen with climate-appropriate native tree species such as the ones provided by the state DNR
	Leverage UniGov contracts to obtain trees at volume for lower cost when they require replacement.
Landscaping	Utilize an annual bidding process (RFP) to identify and contract with a landscaping company to maintain open spaces and landscape public areas.
	Create a list/map of open spaces in town that need priority attention for landscaping improvements.
	Educate the town on individual landscaping practices (e.g. rain gardens) that reduce the amount of runoff water from their property that overflows storm drains and creeks

Metric	Reporting Timeframe	Frequency of Evaluation
Public space is converted into parklet for community use	Upon creation of parklet/public space	As built
Residents report creek overflow as it occurs	Continually, particularly during rainy season	Annually, at the end of spring
The number of property owners that sign access easements to Williams Creek	At time of completion of easement	Annually
Implement a reporting system, like Nextdoor app to report when a tree has fallen	When a tree has fallen and needs to be cleaned up and removed.	Seasonally
Number of native trees replanted	Everytime trees are planted the number and species should be reported.	Annually
Number of trees purchased using leveraged UniGov contracts	When replacement trees are purchased.	Annually
The town has executed a contract with a landscaping company and public spaces are well maintained.	Once a contract is signed.	Seasonally
A list of public areas needing landscaping improvements is created.	Once a map is created and approved by Council, to be updated frequently when projects are completed.	Annually
1.Number of property owners educated on water retention landscaping techniques (brochures, education sessions) 2. Homeowners that report using improved landscape techniques.	Annually	Annually

Social Environment

Residents of Williams Creek see themselves as belonging to a tightknit community and would like to enhance this feeling. Therefore, the Town strives to build a social fabric that enhances a sense of community and a unique identity by encouraging opportunities for residents to collaborate, connect, and contribute to community-wide activities. In addition to this, community safety is enhanced through increased camera surveillance and police patrols. The strategic plan establishes guidelines for Town leaders and residents to create the framework for a healthy social environment. that each resident can access.

Strategies for improving the social environment include:

1. Maintain Williams Creek's friendliness to visitors.
2. Enhance the sense of community by doing the following:
   - Holding-neighborhood-wide events
   - Hosting more family activities (fall fest, Easter egg hunt, etc.)
   - Adopting annual parties where neighbors can get to know one another
   - Implementing a "New Neighbor" welcome package
3. Increase volunteerism
4. Ensure more police presence
5. Increase surveillance by installing more cameras at vantage points

I'm wondering whether the town has given consideration to some sort of 100-year celebration in 2025?

I would love to see more community activities. When we first moved in there was a "new neighbors party". Then a neighbor hosted a "kids fall festival". More of this please!

I would like to see more family activities. ... Maybe host an Easter egg hunt. We would love to get to know our neighbors better. More organized social events would be fun!

Category of Concern		Where We Are
Social Environment	Crime Prevention	Some property crimes (robbery, burglary, car theft) as reported by ESRI occur at a disproportionately higher rate per capita than average. Reported crime is often higher than the experience of crime among residents.
	Community Engagement	There is low resident participation in Town Council meetings and other organized events.
	Volunteerism	A spirit of community volunteerism exists in Williams Creek already, but organization is needed to mobilize residents for specific projects that align with their needs and interests.

| Where We Want to Be	How Do We Get There?
Property crimes are reduced to a level below national average to align with residents' perception of safety.	1. Install cameras throughout the town to prevent crime 2. Increase police visibility and patrols within the area to a 24/7 presence 3. Encourage concerned citizens to enroll in neighborhood reporting app/service (e.g. Citizen) that residents use to communicate security incidents or concerns 4. Consider installing more streetlights as mentioned in "Built Environment" priority issues
A high proportion of residents regularly paricipate in Council meetings and other Town events.	1) Council appoints a volunteer resident as Community Engagement Coordinator, in charge of scheduling and organizing recreational community events, volunteer opportunities, and fundraising galas/dinners 2) Create a Welcome Wagon protocol for new residents to feel embraced by the community 3) Hold annual community-led events like the highly successful picnic in honor of public service workers (police, paramedics, fire personnel, doctors and nurses, etc.). 4) Organize online forums about specific topics of concern, moderated by the town president or a field professional.
Williams Creek has a high rate of volunteer participation in community projects.	1) Create an online volunteer event (e.g. Drainage/debris cleanup) platform (Nextdoor or Facebook) or scheduling tool, including a sign-up or RSVP option for volunteers. 2) Once the platform is established, Council members reach out to residents via email to encourage their enlistment in volunteer projects suiting their interest.

Category of Concern	Objective
Crime Prevention	Install cameras throughout the town to prevent crime
	Increase police visibility and patrols within the area to a 24/7 presence
	Encourage concerned citizens to enroll in neighborhood reporting app/service (e.g. Citizen) that residents use to communicate security incidents or concerns.
	Consider installing more streetlights as mentioned in "Built Environment" priority issues.
Community Engagement	Council appoints a volunteer resident as Community Engagement Coordinator, in charge of scheduling and organizing recreational community events, volunteer opportunities, and fundraising galas/dinners
	Create a Welcome Wagon protocol for new residents to feel embraced by the community
	Hold annual community-led events like the highly successful picnic in honor of public service workers (police, paramedics, fire personnel, doctors and nurses, etc.).
	Organize online forums about specific topics of concern, moderated by the town president or a field professional.
Volunteerism	Create an online volunteer event (e.g. Drainage/debris cleanup) platform (Nextdoor or Facebook) or scheduling tool, including a sign-up or RSVP option for volunteers.
	Once the platform is established, Council members reach out to residents via email to encourage their enlistment in volunteer projects suiting their interest.

Metric	Reporting Timeframe	Frequency of Evaluation
Number of cameras installed	At installation	Quarterly
Increase in frequency and coverage of police patrols	Daily	Monthly
Number of town residents that enroll and utilize the Citizen app	monthly	semi-annually
See Performance Metrics Scorecard: Built Environment	See Performance Metrics Scorecard: Built Environment	See Performance Metrics Scorecard: Built Environment
A Community Engagement Coordinator is appointed by Council	Upon appointment	Annually
Welcome wagon program established by council resolution	At creation of Welcome Wagon program	3 months from adoption of Strategic Plan
A volunteer group is enlisted to facilitate Welcome Wagon proceedings	As Welcome Wagon packages are delivered by volunteer group	Annually
Number of attendees per event tracked via sign-in sheet	Following every major community event	Annually
Number of forums organized and held every year.	At the completion of every online forum	Annually
A platform is created that provides an option for volunteer enrollment	As created	Annually
Number of events created and new volunteers enlisted	Monthly	Quarterly
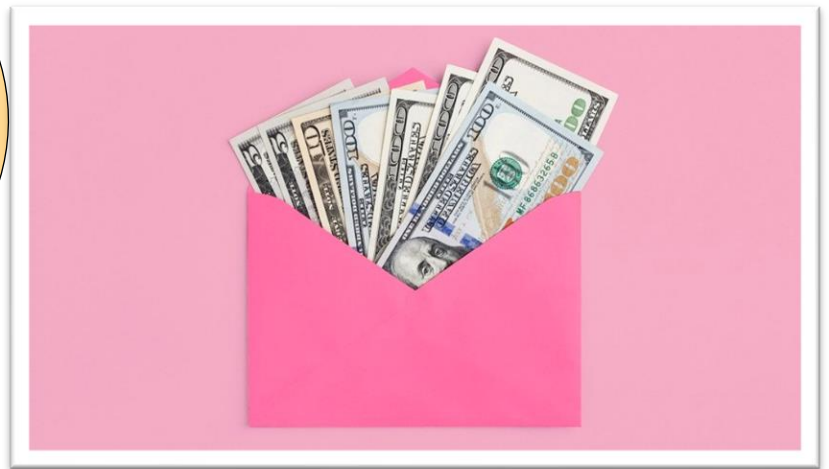
Fiscal Environment

Fiscal resources are needed to undertake the strategies outlined in the plan. Williams Creek has two primary funding sources; these are the general revenue fund and the community foundation. Growing the foundation will catalyze the implementation of priority projects. As an included town, Williams Creek has limited access to tax revenue from UniGov, but the Town can still control its financial destiny.

The primary fiscal priority is promoting and growing the foundation. There are many possible strategies to do so; for example, hosting fundraising dinners and luncheons or holding a community raffle auction. Importantly, these events could be held seasonally to promote certain improvement projects. Does the town want to install pedestrian-accessible landscaping improvements? A fundraising dinner could kick off a drive with a financing goal to suit the scale of the improvement project. Events to encourage giving to the foundation have dual benefits:

1. The foundation receives donations outright from participants/attendees, and;
2. The foundation becomes a part of community dialogue and civic life

Many residents stated that they are unaware of the existence of Williams Creek's foundation or its fundraising mechanism. Fundraising efforts should show residents the projects and community concerns that donations will go towards addressing, including projected costs. At the start of each fiscal year, a list of priorities should be identified with community input to derive specific capital projects to be undertaken that year. From here, a request for cost-effective proposals (RFP) should be released to assist Williams Creek in determining potential costs and contractors. When residents are involved in the prioritization of community issues and projects, they are more likely to make financial contributions toward their completion.

Growing the foundation is not the only step Williams Creek should take to improve its fiscal might. As an included town, it may have access to the benefits of contracts signed by UniGov that could help with infrastructure projects such as landscaping, streetlight installation, and right-of-way maintenance. UniGov offices like the Department of Business and Neighborhood Services (BNS) can answer the Council's requests for aid.; Town leaders should contact them whenever new projects or scheduled maintenance are planned. If they can't offer a direct financial or contractual solution to the Town's request, they may be able to point the Council to a reliable contractor or distributor.

Strategies for improving the environment include:

1. Raise awareness for the Town's foundation and mechanisms to grow financial capacity.
2. Elicit donations to the community foundation.
3. Host events to promote and fundraise for specific capital projects or interest areas.
4. Annually prepare a list of community spending priorities to be addressed.

Category of Concern		Where We Are
Fiscal	*Budget & Fundraising*	Williams Creek retains only a fraction of its property tax revenue, about $250,000 per year. Most tax revenue goes to Unigov.
	Leveraging Unigov/City Resources	Williams Creek has statutory obligations and expectations as an "included town" through Unigov, but may not be getting the fullest possible benefit from this partnership.

PERFORMANCE STANDARDS | FISCAL ENVIRONMENT

Category of Concern	Objective
Budget & Fundraising	As part of the annual budget, Council should enumerate the projected revenue and expenditures for the upcoming year, including expected revenue from community foundation and how money will be spent.
	Promote donation to either the foundation's general account or special accounts for specific projects by holding community banquets and fundraising nights for projects of high community concern.
	Provide transperency to residents through a newsletter of where/how foundation funds are being used.
	After adoption of the Strategic Plan and annually thereafter, determine priority projects for implementation.
Leveraging Unigov/ City Resources	For all future public maintenance or development projects, coordinate with UniGov through the Department of Neighborhood Services to maximize the contribution of UniGov contracts and funds.

Where We Want to Be	How Do We Get There?
Williams Creek has adequate funds to meet annual expenditures and complete community projects.	1) As part of the annual budget, Council should enumerate the projected revenue and expenditures for the upcoming year, including expected revenue from community foundation and how money will be spent. 2) Promote donation to either the foundation's general account or special accounts for specific projects by holding community banquets and fundraising nights for projects of high community concern. 3) Provide transperency to residents through a newsletter of where/how foundation funds are being used. 4) After adoption of the Strategic Plan and annually thereafter, determine priority projects for implementation.
Williams Creek leverages its status as an included town to receive maximum benefit from Unigov services and contractors.	1) For all future public maintenance or development projects, coordinate with UniGov through the Department of Neighborhood Services to maximize the contribution of UniGov contracts and funds.

| Metric	Reporting Timeframe	Frequency of Evaluation
Adoption of annual budget	Annually	Annually
Number of fundraising events held and dollar amount raised for foundation from each event.	Following community events and periodic account audit	Annually
Evidence of communication to residents about community revenues and expenditures, fundraising outcomes, upcoming foundation activities	Quarterly	Semi-annually
Creation of priority project list after adoption of Strategic Plan by Council	Within 5 months of completion and delivery of Strategic Plan to Council	Review community priorities via town meeting annually for annual budgeting process
Provide list of projects on which BNS was contacted and potential revenue savings for each	Upon completion of every capital improvement project	Annually

IMPLEMENTATION GUIDE

Through the community survey and public forum, residents expressed priority development issues for the town. These priority issues, captured in the strategic plan, includes burying power lines, attending to drainage issues, reforestation, street lighting and speed reduction. Many of these priority issues are expensive and require a considerable amount of time for completion. In order to galvanize community support, we recommend that the Town Council should start by implementing in the short-term, what we term, low-cost projects. These are projects that when implemented can help to mobilize residents towards implementation of the major capital projects.

The implementation guide that follows addresses the four priority issues: built environment, natural environment, social environment and fiscal environment. It prioritizes the projects into three categories: low, moderate and strong according to the human and financial capital required to implement them. We believe that the low-cost projects, when implemented, will build the momentum needed to then roll out the implementation of the high cost, capital intensive projects.

Momentum
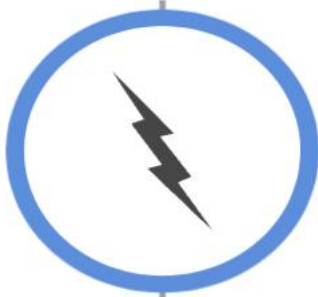
Low

- Enforce current speed limits
- Post signs of "children at play"
- Petition Unigov to review stormwater issue

Moderate

- Adopt Capital Improvement Plan
- Construct speed reduction improvements
- Designate a pedestrian lane with illuminated stripe
- Partner with city to unclog ditches for a fee
- Ensure drainage system is up to code

Strong

- Construct sidewalks
- Regular drainage ditch cleanups
- Street lamps at 300 feet intervals
- Bury the power lines

Momentum

Low

- Create map of landscape needs for open spaces
- Buy native trees in bulk to replace fallen trees

Moderate

- Clear creeks of debris
- Contract a landscape company for common spaces
- Codify creek access for all residents with permission of willing property owners
- Educate the town on gardening practices that reduce stormwater runoff

Strong

- Convert common spaces into a pocket park
- Town creates a reporting system for fallen trees

Momentum

Low

- Establish social chair
- Encourage residents concerned about crime to enroll in Citizens crime reporting app

Moderate

- Increase police patrol to 24/7
- Hold annual community led events (e.g. picnics, parties)
- Establish welcome wagon for new residents
- Organize online forum for residents to express specific concerns

Strong

- Install security cameras throughout the town
- Establish online platform to organize volunteers and coordinate events

Momentum

Low

- After adopting the Strategic Plan, determine priority projects for implementation
- Town council publishes their annual budget

Moderate

- Report on how foundation funds are being used in a newsletter
- Coordinate with the city of Indianapolis on how to utilize available resources to incorporated towns

Strong

- Hold fundraising events for specific projects

CONCLUSION

This proposed Strategic Plan is ambitious, requiring partnerships between organizations, and a joint effort by residents of the town and the Town Council to be successful. This is because the Town Council is comprised of volunteers and the town has few full-time employees. The plan, therefore, requires resident support and involvement both financially and in the form of time commitment, and the building of alliances both within and outside the town to be successfully implemented. The first task for the Town Council is to adopt the strategic plan and then engage residents for the implementation of the least expensive but high impact projects that will help build the momentum needed for the implementation of the more expensive and capital-intensive projects.

End of the document