



YORKTOWN
INDIANA

TOWN OF YORKTOWN

STRATEGIC PLAN

ACKNOWLEDGEMENTS

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ACKNOWLEDGEMENTS

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EDUCATION & NONPROFIT

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Jenny Hamilton - Lifestream Area Agency on Aging
Steven Hundley - Yorktown Nazarene Church

COUNTY PARTNERS

Jeff Tingler - Yorktown RDC
Dan Flanagan - Delaware County Council
Stephen Brand - Delaware County Commissioner

SURVEY

294 Total Individual Respondents

- 224 from the Yorktown Urban Area
- 48 from Yorktown Rural Area
- 22 from outside of Yorktown

COMMUNITY LISTENING SESSIONS

74 Total Households Participated

- 67 within Yorktown
- 7 outside of Yorktown



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PREFACE

The Yorktown 2025 Strategic Plan was designed to be a comprehensive guide to the Town's future direction. The Town has gone through a period of change and growth over the last five (5) years and desires to have an outline for the next five (5) years.

PURPOSE OF A STRATEGIC PLAN

A Strategic Plan is a forward-looking document that provides analysis and action steps for the Town. It establishes a clear vision for the Town's future and defines specific goals to achieve that vision.

By anticipating challenges and identifying opportunities, this plan enables the Town of Yorktown to respond proactively to the evolving needs of its community, ensuring long-term sustainability and competitiveness. It serves as a living guide to direct future investments, strengthen partnerships, and align public and private resources in pursuit of shared outcomes.

This plan is the result of thoughtful engagement with stakeholders, including residents, Town employees, Town council members, and other local leaders. It integrates data analysis, best practices, and local insights to ensure that the Town's strategies are not only visionary but also grounded, achievable, and reflective of the community's objectives.



This plan enables the Town of Yorktown to respond proactively to the evolving needs of its community, ensuring long-term sustainability and competitiveness.

The background of the slide features a photograph of a multi-story brick building with arched windows and small balconies. A street sign for 'Smith' is visible on the right side of the building. The sky is blue with scattered white clouds. A dark green vertical bar is on the left side of the slide. A semi-transparent dark green rectangular box is overlaid on the lower half of the image, containing the text 'EXECUTIVE SUMMARY'.

EXECUTIVE SUMMARY

OVERVIEW

The Town of Yorktown Strategic Plan presents a forward-looking, community-driven roadmap designed to guide the town's next five years of growth, investment, and organizational development. Built on extensive public input, data analysis, and leadership collaboration, the plan outlines a clear vision for enhancing quality of life, strengthening governance, and ensuring sustainable, strategic progress.

COMMUNITY ENGAGEMENT & PUBLIC INPUT

A robust engagement process shaped the plan's foundation, including:

294 respondents to a **community-wide survey**

5 **focus groups** (Business, Parks & Trails, Developers, Education & Nonprofit, County Partners)

2 **community listening sessions** at the Farmers Market and Summer Concert Series

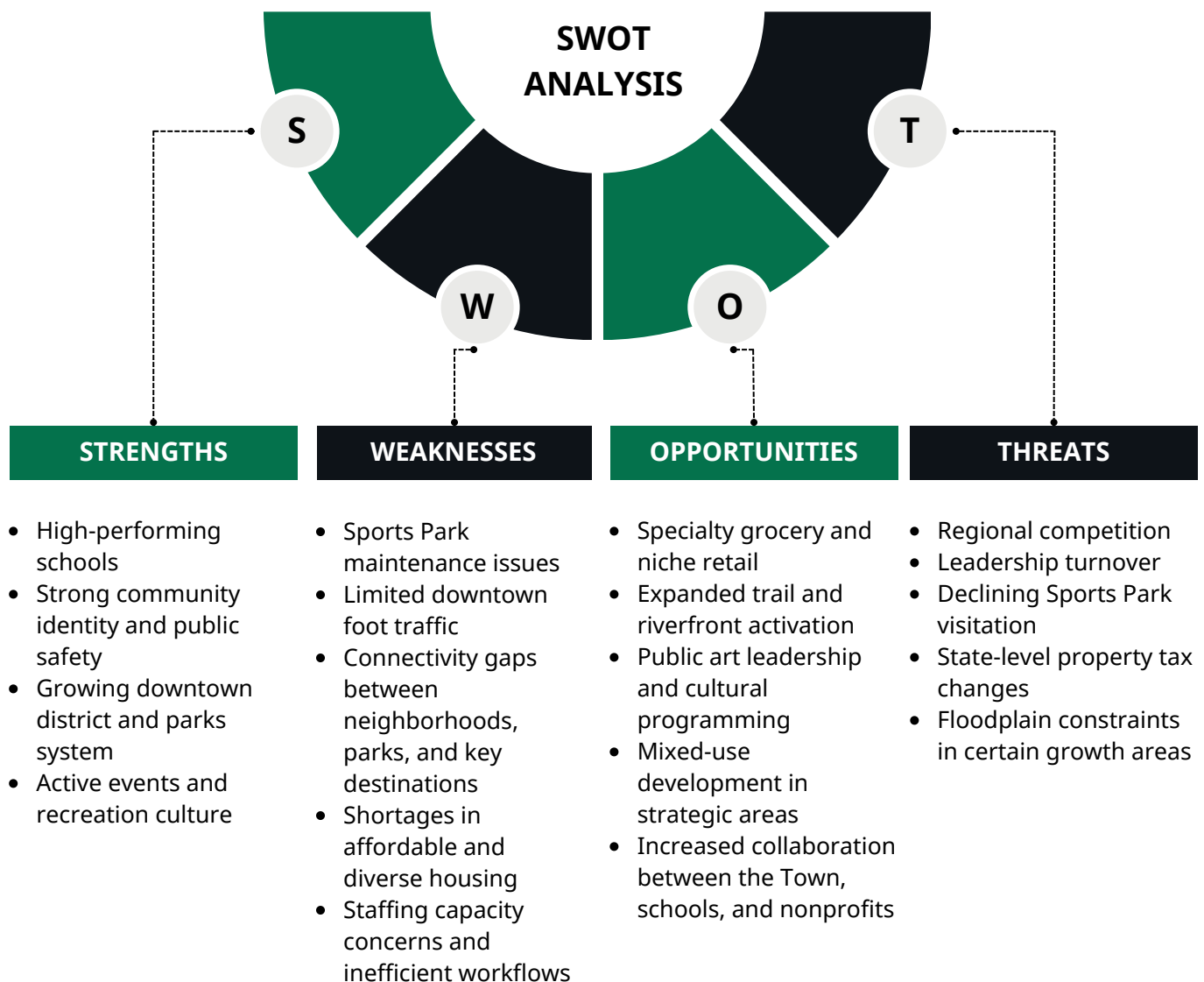
Across formats, residents consistently prioritized:



OVERVIEW

ASSESSMENT OF CURRENT POSITIONS (S.W.O.T.)

Based on the community engagement, steering committee, and council input, several SWOT (Strengths, Weaknesses, Opportunities, and Threats) analyses were performed. The following summarizes them into one cohesive analysis.



OVERVIEW

VISION STATEMENTS

The plan identifies **four core visions** to guide Yorktown's future:

01

DENSE, WALKABLE DOWNTOWN

Build a thriving, connected downtown hub that draws residents and visitors alike.

02

REVITALIZED ATHLETIC PARK

Restore the Sports Park as a premier community asset and economic driver.

03

PROACTIVE, ADAPTIVE GOVERNANCE

Strengthen financial stewardship, planning processes, and cross-department operations.

04

CONNECTED FUTURE GROWTH

Support vibrant, sustainable expansion with upgraded parks, trails, and infrastructure.

GOALS AND IMPLEMENTATION

Following the establishment of the Town's four visions, the Strategic Plan identifies a series of supporting goals that translate each vision into actionable direction. These goals provide the bridge between Yorktown's long-term aspirations and the concrete steps required to achieve them.

To organize these steps, the plan includes a comprehensive Implementation Matrix. This matrix outlines the strategies associated with each goal and specifies the key elements needed for successful execution, including responsible parties, funding sources, cost levels, priority, and timeline. By presenting this information in a clear and structured format, the Implementation Matrix ensures that the Town can move forward with accountability, clarity, and coordination, ultimately turning the community's shared vision into measurable progress.



INTRODUCTION

OVERVIEW

The Yorktown Vision Plan 2025 is the result of a comprehensive and community-driven effort to shape the town's future through intentional planning, collaboration, and strategic foresight. From the beginning, the process focused on building a strong foundation by bringing together key stakeholders to align around shared goals and expectations. By reviewing existing plans and establishing guiding principles, the groundwork was laid for a strategic effort rooted in consistency and clarity.

MAIN COMPONENTS

1

A major emphasis of the plan was **community engagement**. Through a range of outreach activities, including public meetings, stakeholder discussions, and targeted engagement efforts, residents and local leaders were invited to share their ideas, concerns, and aspirations. This input played a crucial role in defining priorities and informing every stage of the plan's development.

2

Understanding Yorktown's current position was equally important. A **SWOT analysis** helped identify the town's strengths and challenges, with a focus on critical areas such as infrastructure, housing, economic development, and overall quality of life. These insights were then used to shape a set of bold, forward-looking initiatives designed to support the town's growth and enhance the well-being of its residents.

3

To move from vision to action, the plan includes a detailed **implementation framework** that outlines responsibilities, timelines, and resource needs. This ensures the strategies proposed are not only inspiring but achievable. The final plan, refined through feedback from both community members and local leadership, reflects a collective vision for Yorktown's future, one grounded in shared values, a commitment to progress, and a roadmap to get there.

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COMMUNITY ENGAGEMENT

- OVERVIEW
- FOCUS GROUPS
- COMMUNITY LISTENING SESSIONS
- SURVEY

OVERVIEW

Community engagement was a central pillar of the Yorktown Strategic Plan, ensuring residents and stakeholders had a direct role in shaping the town's future. The project team designed a multi-faceted approach that included focus groups, community listening sessions, and a public survey. Together, these efforts created a well-rounded picture of community priorities and aspirations.

Participants were asked to reflect on Yorktown's current conditions, envision future initiatives, identify opportunities for growth, and share preferences for different types of development. Across all methods, several themes consistently emerged:



Residents emphasized the importance of strengthening downtown connectivity, expanding commercial opportunities, and incorporating public art.



They also highlighted the value of parks and recreational amenities, particularly dog parks, playgrounds, and interactive gathering spaces.



Housing feedback revealed a strong preference for single-family homes and cottage courts, alongside growing support for mixed-use development in targeted areas.

The feedback gathered through this process not only shaped the recommendations in the plan but also provided the foundation for strategies aimed at balancing Yorktown's character with opportunities for future growth.

FOCUS GROUPS

Focus groups were held by Civitas Strategies on June 25th, 2025 in the following key areas to gather comprehensive input from the community: Business, Parks/Trails, Builders/Developers, Education and County Partners. Participants were invited to share their perspectives on Yorktown’s assets, challenges, and opportunities for future growth. These sessions provided detailed feedback on housing, infrastructure, recreational amenities, youth development, and economic development. These insights, combined with prior research and planning efforts, informed the recommendations and priorities outlined in the Yorktown Strategic Plan.

BUSINESS FOCUS GROUP

The business focus group took place through both a formal session on June 25th, as well as through informal interviews depending on participant availability. Several local business leaders and the Chamber of Commerce president contributed their insights. Contributors highlighted Yorktown’s strong community spirit, small-town values, and schools as core assets that continue to draw families and support business vitality. Downtown growth, parks such as Morrow’s Meadow and Civic Green, and community events like the summer concerts and Luminary Festival were also recognized as important strengths.

At the same time, participants emphasized pressing needs. The Sports Park requires major maintenance—poor field conditions have reduced tournament activity, which impacts local businesses. They also noted the importance of expanding and marketing community events, improving connectivity, and adding in-demand businesses such as a specialty grocery store.

KEY TAKEAWAYS AND OPPORTUNITIES

<i>Sports Park Investments</i>	The Sports Park requires urgent maintenance. Field conditions and drainage issues have reduced tournament revenue by 30%, threatening Yorktown’s youth sports economy. Improving the fields could not only improve this existing asset, but draw more business downtown.
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<i>Connectivity and Marketing</i>	A footbridge linking Civic Green to Morrow’s Meadow, sidewalk infrastructure, public art, and stronger downtown marketing would improve connectivity and foot traffic, as well as attracting more visitors.
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<i>Retail Opportunities</i>	A specialty grocery store offering higher-end meats and baked goods could fill a local niche and complement existing retail.
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FOCUS GROUPS

PARKS/TRAILS FOCUS GROUP

The parks and trails focus group included community members active in Yorktown’s recreation, youth engagement, and athletics. The discussion highlighted Yorktown’s progress in enhancing parks and trails, as well as the need to build on that momentum through better connectivity, new destinations, and expanded recreational options.

Participants emphasized the importance of connecting neighborhoods with trails, improving walkability and parking downtown, and creating a footbridge between Civic Green and Morrow’s Meadow. They also discussed the value of adding more recreation opportunities for local youth beyond travel sports, and the potential for art, festivals, and cultural programming to strengthen downtown’s identity.

KEY TAKEAWAYS AND OPPORTUNITIES

<i>Connectivity</i>	Expanded trail connectivity, proactive site control, and a footbridge between Civic Green and Morrow’s Meadow would link neighborhoods and strengthen access to downtown. Better marketing for downtown via the Sports Park or otherwise creating a “destination,” such as riverwalk, could draw more foot traffic to local businesses.
<i>Infrastructure</i>	Improved walkability, sidewalks, and parking, especially near the Sports Park, would make Yorktown more accessible and support local businesses.
<i>Recreation Opportunities</i>	Adding recreation options, such as swimming facilities or a youth athletics governing body, would provide more inclusive opportunities for families.
<i>Arts and Culture</i>	Supporting art and festivals, perhaps through hiring an Events Coordinator or investing in a more permanent stage, could help define Yorktown’s character and create a stronger downtown destination.

FOCUS GROUPS

BUILDERS/DEVELOPERS FOCUS GROUP

The builder and developer focus group included representatives engaged in residential and commercial development in Yorktown. The discussion centered on how the town’s strengths—especially its schools, parks, and youth sports—make it attractive for families and potential residents, while also identifying the policy and infrastructure updates needed to support sustainable growth.

Participants stressed the strong demand for housing, noting opportunities in townhomes and “missing middle” options, though affordability remains a challenge. They also emphasized the need for balanced impact fees, updated design standards, and continued support from town leadership to ensure development is both feasible and high quality. Connectivity was identified as a driver of economic growth, with trails, parks, and potential riverfront projects seen as catalysts for downtown vitality.

KEY TAKEAWAYS AND OPPORTUNITIES

<i>Housing</i>	Expanding housing options, including townhomes and middle-market units, would meet existing demand and attract new residents.
	Mixed-use projects, with retail at street level and residential above, could bring more life downtown, but may require flexible policies (e.g., sunset clauses if retail spaces remain vacant).

<i>Policy</i>	Updating design standards and impact fees would create a cohesive town feel and strike a better balance between affordability and town revenue.
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<i>Placemaking and Growth</i>	Enhancing connectivity and riverfront amenities would spur development and attract businesses.
	A grocery store, coffee shop, or other family gathering place could spur economic growth and help support current downtown amenities.

FOCUS GROUPS

EDUCATION AND NONPROFITS FOCUS GROUP

The education and nonprofit focus group included school leaders, nonprofit representatives, and faith organizations. The discussion focused on the needs of young people, partnerships between institutions, and community resources that could support residents across age groups.

Participants emphasized the need for safe gathering spaces and activities for youth, as well as stronger workforce development pathways through internships and work-based learning. They also highlighted transportation challenges, especially for connecting with opportunities in Muncie. Partnerships between schools, nonprofits, and the town were seen as essential for improving communication, planning, and shared events. Expanded community resources—such as a community center, mental health services, and support for dementia and disability—were also identified as priorities.

KEY TAKEAWAYS AND OPPORTUNITIES

Youth Engagement

Safe gathering spaces and after-school activities are needed to keep students engaged and supported.

Workforce development pathways, such as internships and work-based learning, would better connect youth to future opportunities.

Transportation

Improving transportation connections between Yorktown and Muncie would expand access to jobs, education, and services.

Collaboration

Stronger coordination between schools, nonprofits, and the town would improve communication and planning.

Early involvement of schools in development discussions ensures enrollment and facility needs are considered.

Community Services

A community center, expanded mental health resources, and dementia or disability programs would fill service gaps.

FOCUS GROUPS

COUNTY PARTNERS FOCUS GROUP

The county partners focus group included representatives from the Redevelopment Commission, town council, and Board of Delaware County Commissioners. The conversation focused on Yorktown’s role within the broader county context, highlighting opportunities for growth through housing, amenities, and regional collaboration, while also noting structural challenges such as tax policy changes and leadership transitions.

Participants stressed the importance of attracting new residents to grow both income and population, with housing diversity as a key need. They also discussed Yorktown’s identity as a safe, family-friendly community that could appeal to remote workers and young professionals. Expanded amenities such as grocery options, trails, and regular events were seen as important to making Yorktown a stronger destination. Governance and planning needs were also identified, including streamlined zoning and better onboarding for local boards.

KEY TAKEAWAYS AND OPPORTUNITIES

<i>Housing Growth</i>	Yorktown needs more diverse housing options, including single-family homes, townhomes, and condos, to accommodate both young professionals and aging residents.
	Population growth is essential to sustaining tax revenues as state-level policy changes reduce the value of abatements and property taxes.
<i>Amenities and Events</i>	A niche grocery or year-round market, alongside stronger support for the Farmer’s Market, would address food access and reinforce downtown vitality.
	Expanding trails, hosting monthly events, and building on popular festivals can make Yorktown a regional weekend destination.
<i>Governance</i>	Streamlining zoning ordinances and updating design standards would make development more predictable and efficient.
	Providing onboarding and training for RDC and town boards would strengthen leadership capacity and improve decision-making.

COMMUNITY LISTENING SESSIONS

In addition to the focus groups, the project team hosted community listening sessions during the Yorktown Farmer’s Market and the Summer Concert Series. These sessions provided open and accessible opportunities for residents to share input on the town’s future strategic direction. Participants were asked to place a pin showing where they lived, indicate housing types, downtown directions, and park amenities they liked and disliked, and identify locations for future parks, trails, and development.

74

*households took part
in the activities*

67

*of the households were
Yorktown residents*

7

*of the households came
from outside the community*

KEY FINDINGS

When asked about the downtown area, participants emphasized connectivity as the top priority, followed closely by commercial development and the integration of public art. For park amenities, the most popular choices were a dog park, interactive seating areas, and playgrounds. Housing preferences reflected a balance of traditional and flexible options, with single-family homes ranking highest, followed by cottage courts and mixed-use developments.

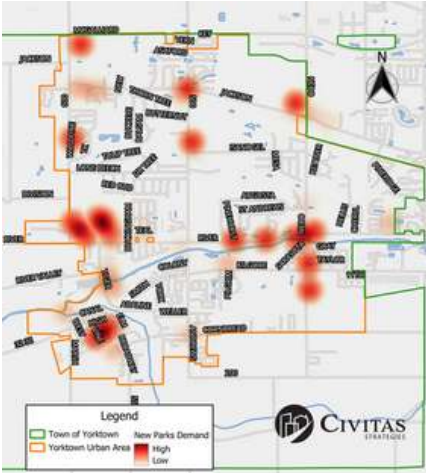
VISUAL RESULTS

The results of these sessions were translated into the heat maps on the following page that illustrate where participants would like to see new parks and trails established, along with preferred locations for mixed-use, residential, and commercial development.

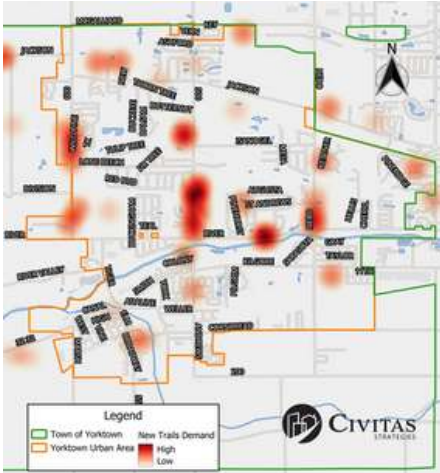
CONCLUSION

Overall, the listening sessions reinforced many of the themes seen in other engagement activities. Residents expressed strong interest in strengthening Yorktown’s connectivity, expanding commercial opportunities downtown, and weaving public art into the town’s identity. They also placed a high value on recreational spaces, particularly dog parks and gathering areas, and confirmed the community’s preference for single-family and cottage court housing, with additional openness to mixed-use development.

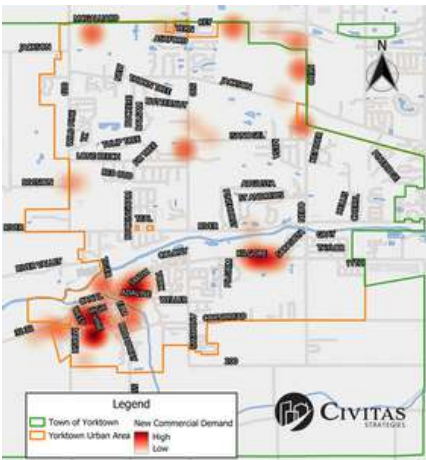
COMMUNITY LISTENING SESSIONS



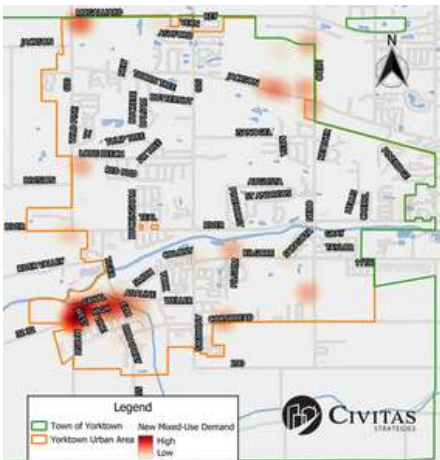
PARKS



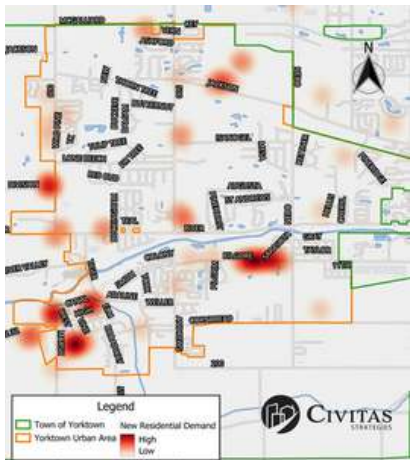
TRAILS



COMMERCIAL

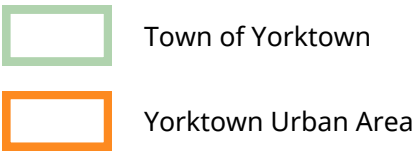


MIXED-USE



RESIDENTIAL

LEGEND:



Demand



SURVEY

To complement the results of the Community Listening Sessions, the project team conducted a community-wide survey. The survey was open from July 9, 2025, through August 5, 2025, and received 294 total responses. Of these, 224 responses came from the Yorktown Urban Area, 48 from the Rural Area, and 22 from outside Yorktown.

TOP PREFERENCES

Survey participants were asked to identify their top preferences in the following categories: Downtown Focus, Park Focus, and Housing Types. Overall, the survey results closely reflect the priorities identified during the Community Listening Sessions.

KEY FINDINGS

Downtown Focus	1. Commercial Development
	2. Connectivity
	3. Public Art
Park Amenities	1. Playground
	2. Interactive Seating
	3. Dog Park
Housing Types	1. Single-Family Homes
	2. Cottage Courts
	3. Luxury Single-Family Homes

294

total survey responses

224

of these responses
came from the
Yorktown Urban Area

22

of these responses
came from outside
Yorktown

SURVEY

DEVELOPMENT PRIORITIES

Survey participants were also asked to provide input on development priorities across six designated areas on the project map*.

DEVELOPMENT PREFERENCES BY AREA

Area 1

- 1. Commercial
- 2. Mixed-Use
- 3. Residential

Area 2

- 1. Mixed-Use
- 2. Residential
- 3. Commercial

Area 3

- 1. Residential
- 2. Mixed-Use
- 3. Commercial

Area 4

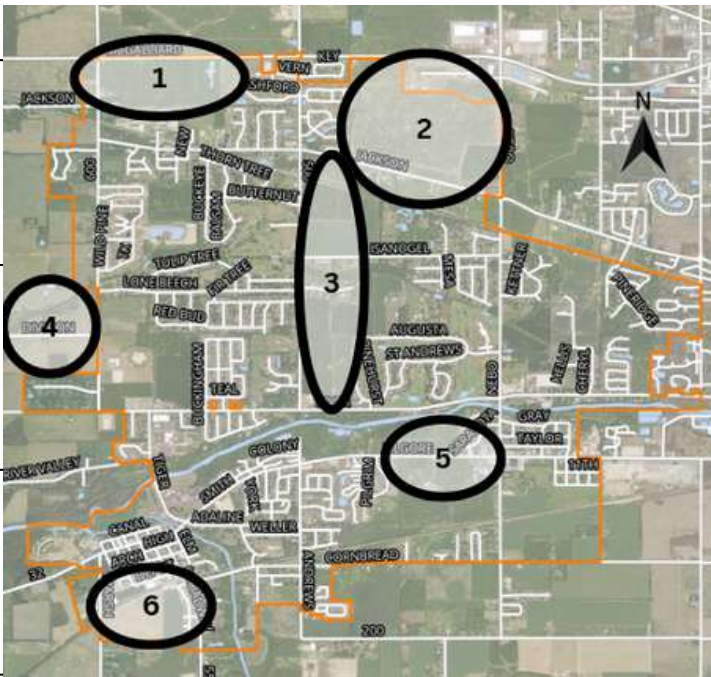
- 1. Residential
- 2. Mixed-Use
- 3. Commercial

Area 5

- 1. Commercial
- 2. Mixed-Use
- 3. Residential

Area 6

- 1. Residential
- 2. Mixed-Use
- 3. Commercial

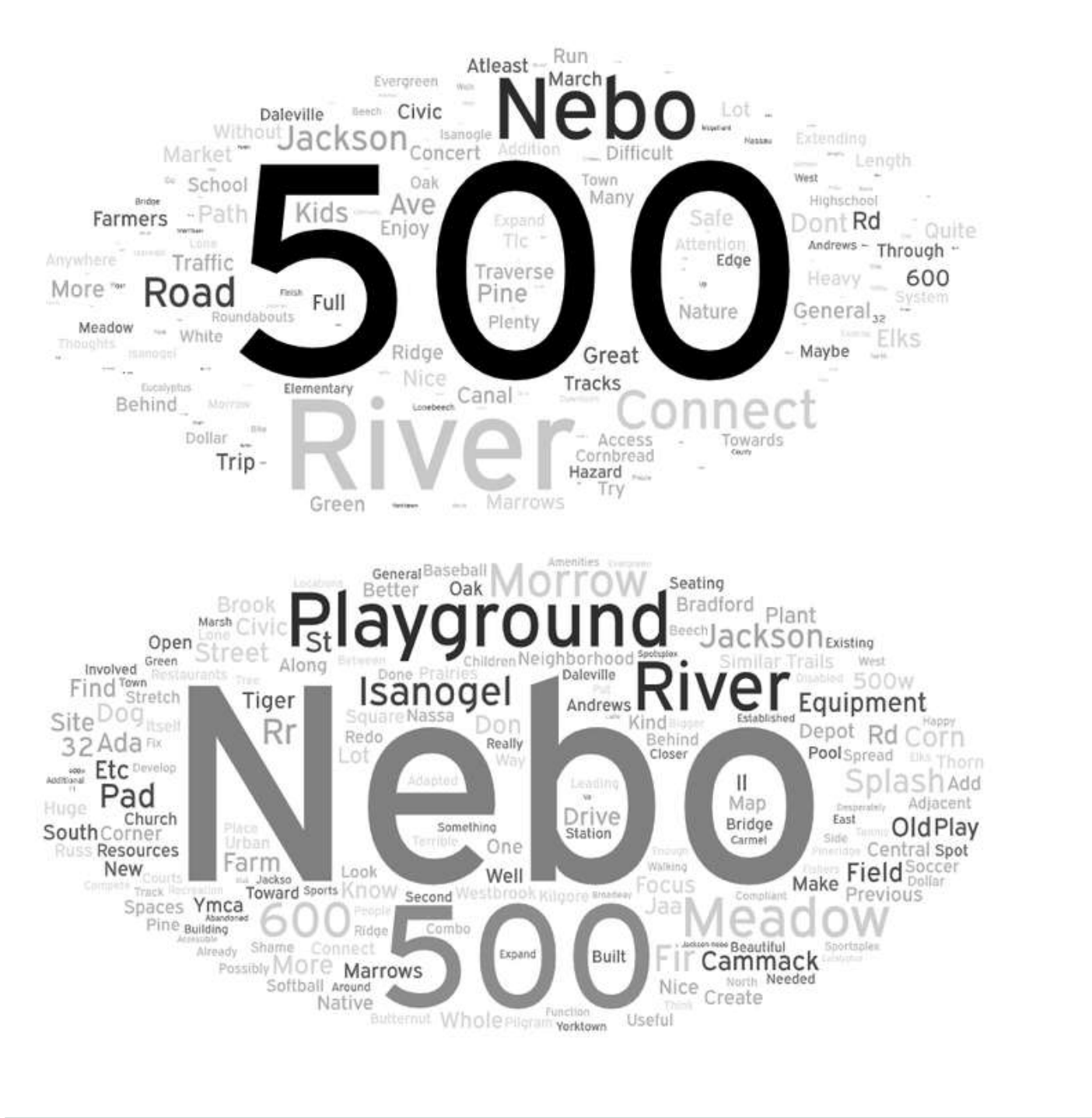


**The use of this map does not indicate any Town actions against the properties or property owners. Areas were selected to give people locations to think about when answering questions.*

SURVEY

PARKS & TRAILS

Respondents provided a range of suggested locations for new parks and trails as well. These inputs are visually represented in the accompanying word clouds.



SURVEY

CONCLUSION

The survey findings reinforce the community's desire for:



VIBRANT
DOWNTOWN
COMMERCIAL
ACTIVITY



IMPROVED
CONNECTIVITY



ENHANCED
PUBLIC
SPACES



PARKS & TRAILS PRIORITY

Parks and trails remain a priority, with strong interest in family-oriented and interactive amenities.



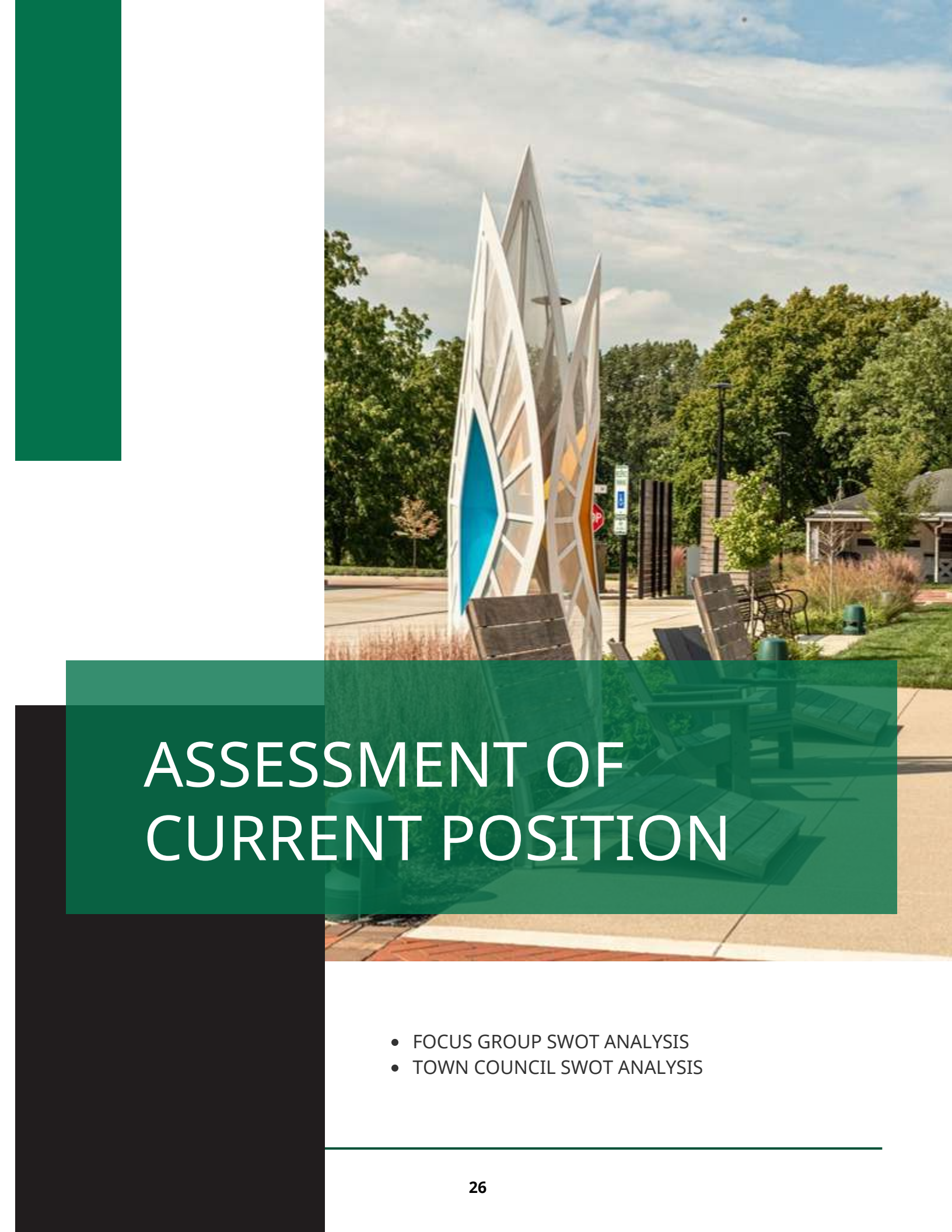
SINGLE-FAMILY AND/OR COTTAGE COURTS HOUSING

Housing preferences reflect a balance between traditional single-family options and emerging formats such as cottage courts.



COMMERCIAL AND/OR RESIDENTIAL DEVELOPMENT

Across the six designated areas, residents expressed a mix of priorities, with commercial uses favored in select areas and residential development preferred in others, often with support for mixed-use as a secondary option.

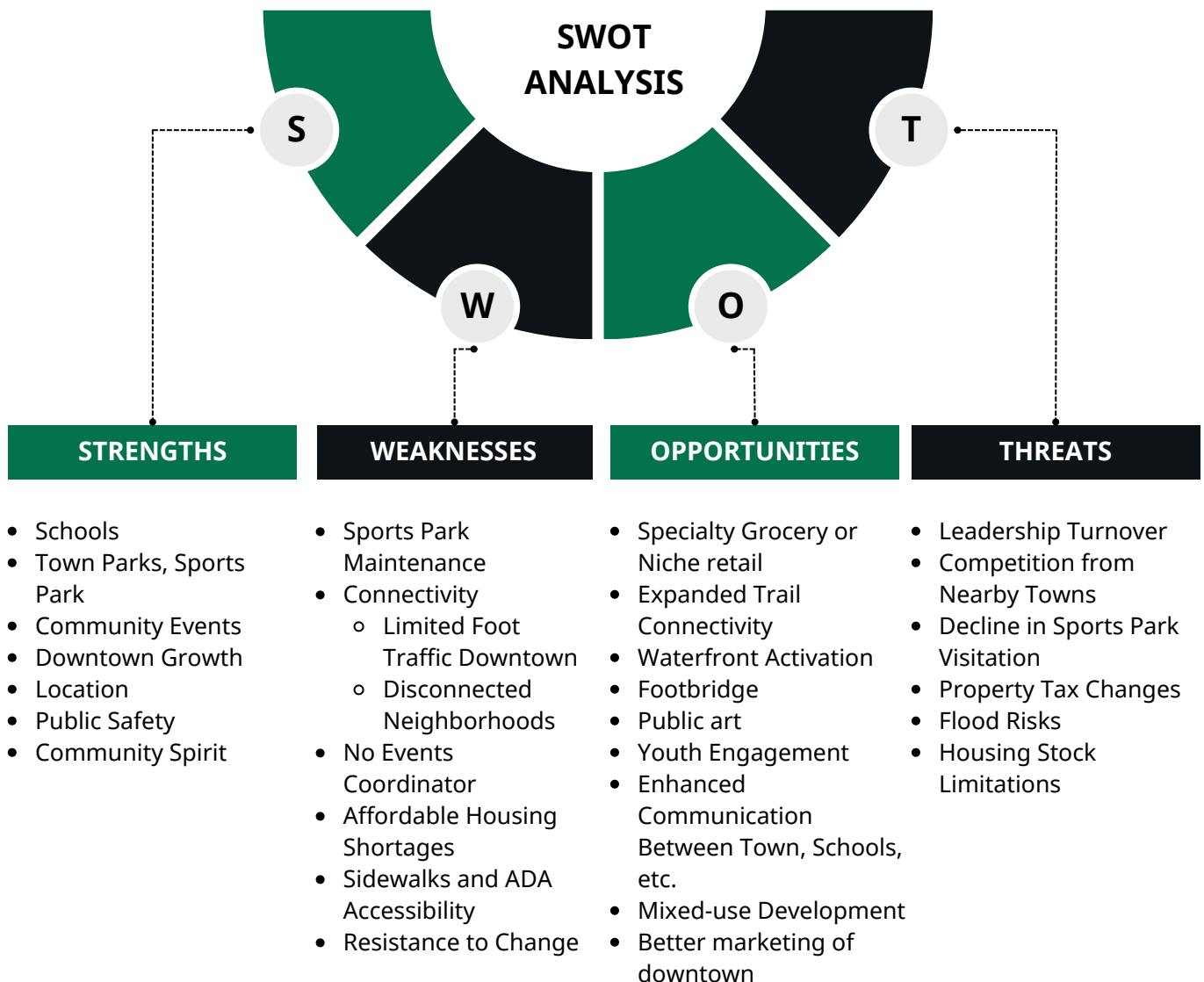


ASSESSMENT OF CURRENT POSITION

- FOCUS GROUP SWOT ANALYSIS
- TOWN COUNCIL SWOT ANALYSIS

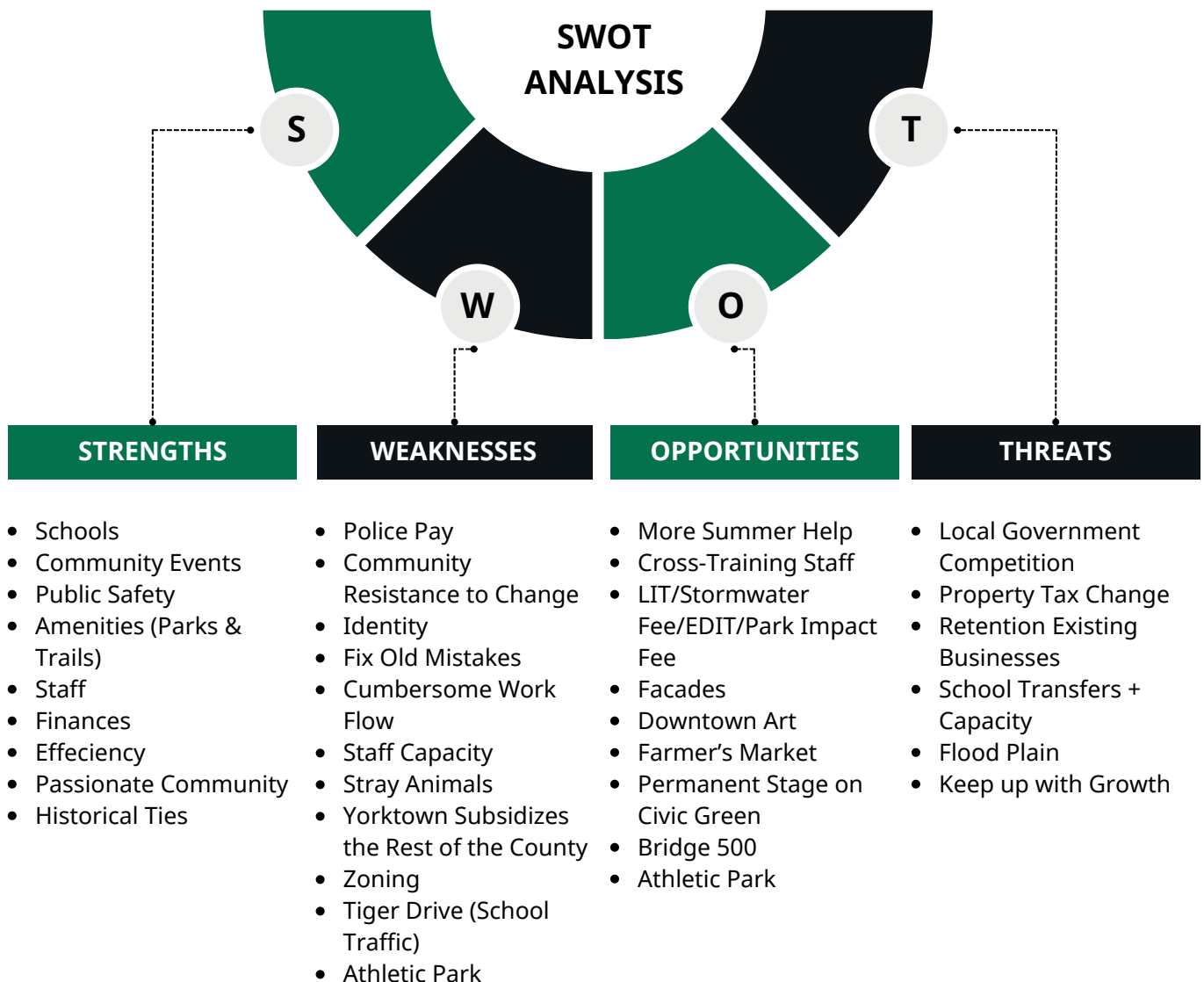
FOCUS GROUP SWOT ANALYSIS

From the five focus groups, Business, Parks/Trails, Builders/Developers, Education and Nonprofits, and County Partners, several key themes emerged. Participants continuously identified several of the same community strengths and areas of improvement. The overlaps in these discussions formed the basis of the following SWOT analysis.



TOWN COUNCIL SWOT ANALYSIS

Following the completion of the community engagement, a Town Council update was given. The presentation showcased the results of the focus groups, community listening sessions, and public survey. After this presentation, the Council conducted a SWOT analysis on the Town.





VISION AND GOALS

- VISIONS
- GOALS

VISIONS

The previous SWOT analyses, along with a project list created by the Town Council, were key to the formation of these visions. From those sources, these visions and the accompanying goals were developed to bring a better Yorktown to life.



01 DOWNTOWN

To have a dense, thriving, and walkable downtown epicenter that draws people into the community.

02 ATHLETIC PARK

Reestablish the sports park as a place of community gathering that serves locals and acts as an initial draw for visitors to Yorktown.

03 GOVERNING GROWTH

To proactively guide community growth through professional management and adaptive governance, ensuring a sustainable balance between public revenues and expenditures as we evolve with the needs of our residents.

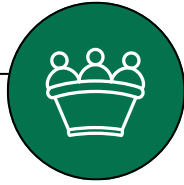
04 FUTURE GROWTH

To have a thriving, connected, community supported by new development, expanded trails and parks, and infrastructure that promotes sustainable growth and quality of life.

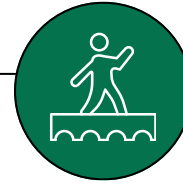
GOALS

01 DOWNTOWN

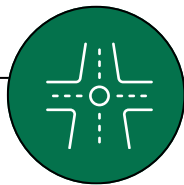
To have a dense, thriving, and walkable downtown epicenter that draws people into the community.



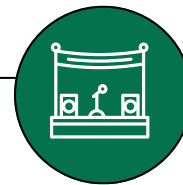
Define the arts and culture council committee that champions future public art and culture opportunities for the community.



In 48-56 months, connectivity to Morrow's Meadow will be improved.



In 56 months, the downtown growth focus will move to Canal Street and create a greater emphasis on Buck Creek.

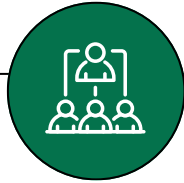


In 12 months a permanent stage will be constructed on Civic Green.

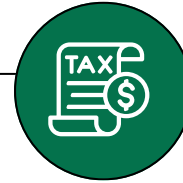
GOALS

02 ATHLETIC PARK

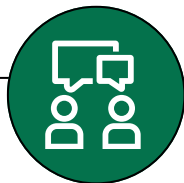
Reestablish the sports park as a place of community gathering that serves locals and acts as an initial draw for visitors to Yorktown.



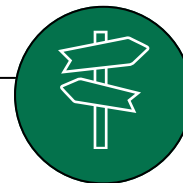
By January 1, 2026, the Town will work with the JAA to establish a clear accountability structure for the operation and maintenance of the Sports Park and provide ongoing guidance to ensure alignment with the Town's recreation and community development goals.



By May 1, 2026, there will be progress in one of the two strategies to get Munciana's taxes to Yorktown.



In 12 months time, the Town will develop a timely communication method between itself and the schools.

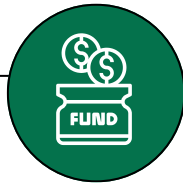


Signage directing traffic from the Sports Park to downtown will be present and uniform with the rest of the Town's signage.

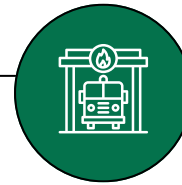
GOALS

03 GOVERNING GROWTH

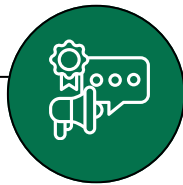
To proactively guide community growth through professional management and adaptive governance, ensuring a sustainable balance between public revenues and expenditures as we evolve with the needs of our residents.



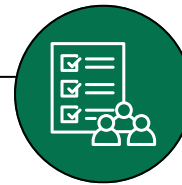
In 12-24 months, organize Town finances to best utilize funding after Senate Enrolled Act 1.



In 48 months, an analysis of a paid or hybrid fire department will begin.



Collaborate with the school and community to create unified messaging within 36 months.

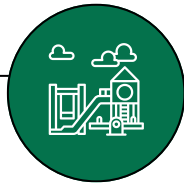


Conduct a Town staff and organization evaluation in 36 months to determine cross-training opportunities and future needs.

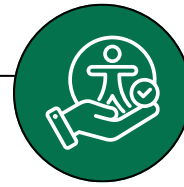
GOALS

04 FUTURE GROWTH

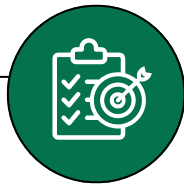
To have a thriving, connected, community supported by new development, expanded trails, and infrastructure that promotes sustainable growth and quality of life.



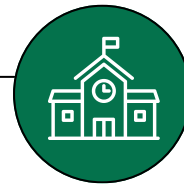
In 48 months time, the playground at Morrow's Meadow will be upgraded.



An analysis will be conducted to determine the accessibility and next steps to improve accessibility at parks.



As new development opportunities come to Yorktown, the Town must ensure they align with the Strategic Plan and vision for each location.



In a 12-month timeline, a consistent communication method with the school will be developed to ensure they are continually informed and able to provide feedback on future developments and their impact on the school system.



IMPLEMENTATION MATRIX

DOWNTOWN

Goal: Define the Arts and Culture Council Committee that champions future public art and culture opportunities for the community.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Create guidelines for the committee.	Town Manager	General	\$	Medium	6 months
Select inaugural members.	- Town Manager - Town Council	N/A	N/A	Medium	12 months
Identify project(s) that add character to the urban environment.	- Town Council - Arts & Cultural Committee	N/A	N/A	Low	18 months
Identify funding for projects.	- Town Manager - Arts & Cultural Committee	N/A	N/A	Low	18 months
Implement next project.	- Town Council - Arts & Cultural Committee	General, Grants	\$\$\$	Low	24 months

The Arts and Culture Committee exists to foster a vibrant and inclusive downtown by promoting public art, cultural programming, and creative experiences that strengthen community identity. The Committee serves as a voice for artists, cultural organizations, local businesses, and residents, ensuring that arts and culture play a central role in the ongoing development and vitality of the downtown district.

The Committee's purpose is to advise community leaders, support and promote public art installations, and encourage cultural events that bring people together. By fostering collaboration and partnerships, the Committee seeks to enhance downtown as a hub for creativity, celebration, and civic pride, making it a destination where arts and culture are accessible to all.

DOWNTOWN

Goal: In 48-56 months, connectivity to Morrow's Meadow will be improved.

STRATEGY	REPPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Review opportunities to utilize existing infrastructure.	- Town Manager - Town Council	N/A	N/A	Medium	24 months
Create directional pedestrian signage from Morrow's Meadow to downtown along Tiger Drive and Kilgore Avenue	- Town Manager - Town Council - INDOT	General, Park, MVH	\$\$\$	Medium	18 - 24 months
Plan ADA options for existing pedestrian bridge and surrounding topography.	- Town Manager - Town Council - Consultants	Park, General, Grants, TIF	\$\$	Low	36 Months
Acquire key land/easements.	- Town Manager - Town Council	CCI, TIF, General	\$\$\$	High	48 months
Obtain floodway construction permit.	- Town Manager - Consultant	Park	\$	Low	48 months
Find funding opportunities.	- Town Manager - Town Council	N/A	N/A	High	36 months

DOWNTOWN

Goal: In 56 months, the downtown growth focus will move to Canal Street and create a greater emphasis on Buck Creek.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
New developers engaged for Town owned lots.	Town Manager	TIF	\$\$	High	6 months
Interactive seating and pathway along Buck Creek.	- Town Council - Parks Dep.	Park	\$\$	Medium	40 months
Future development will become centered around Canal St. and Buck Creek.	- Town Council - Town Manager	TIF, General	\$\$\$	High	30 months
Add signage highlighting the riverfront.	- Town Manager - Parks Dep.	General	\$	Low	48 months

DOWNTOWN

Goal: In 12 months a permanent stage will be constructed on Civic Green.

STRATEGY	REPPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Design (in progress)	- Town Manager - Town Council	Park	\$	High	2 months
State Review	- Town Manager - Town Council	Park	\$	High	4 months
Funding	- Town Manager - Town Council	N/A	N/A	High	12 months
Construction	Town Manager	Park, Grants, General, TIF	\$\$\$	Medium	24 months

ATHLETIC PARK

Goal: By January 1, 2026, the Town will work with the JAA to establish a clear accountability structure for the operation and maintenance of the Sports Park and provide ongoing guidance to ensure alignment with the Town's recreation and community development goals.

STRATEGY	REPPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Review the lease to determine if JAA has upheld their end.	- Town Manager - Town Council	General	\$	High	3 months
If not, determine an accountability structure.	- Town Manager - Town Council	N/A	\$	High	9 months
Identify the physical, financial, and operational resources needed to bring the Sports Park facilities back to an acceptable "rating" for use by the community and user groups.	- Town Manager - Town Council - JAA Board	N/A	\$	Medium	12 months
Determine which entity (Town, JAA, or a third party) will be responsible for ongoing maintenance, repairs, and capital improvements, including how those responsibilities are funded and tracked.	- Town Manager - Town Council - JAA Board	Park	\$\$\$	Low	24 Months
Develop a system for regular reporting to the Town Council, including performance metrics, maintenance updates, and facility usage summaries to ensure transparency and accountability.	- Town Manager - Town Council - JAA Board	Park	\$	Low	36 Months

ATHLETIC PARK

Goal: By May 1st there is progress in one of the two strategies to get Munciana's taxes to Yorktown.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Get all of the parties on the same page and in front of the County Assessor.	• Legal Counsel • County Counsel • Town Manager	General	\$	High	3 months
Communication with State legislators regarding the issues.	• Town Manager • Legal Counsel • Town Council	General	\$	Medium	6 months
The next legal strategy is identified.	• Legal Counsel • Town Council	General, Park	\$\$	High	12 months
Initiate legal cause against Delaware County.	• Legal Counsel	General, Park	\$\$\$	Medium	36 months
Work with local news outlets to initial a publicity campaign.	• Town Manager • Town Council	General	\$	Low	12-36 months

ATHLETIC PARK

Goal: In 12 months time, the Town will develop a timely communication method between itself and the schools. It will be utilized to communicate needs and future vision for the Athletic Park as well as other areas of the community.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Determine best communication method between the Town and Schools.	- Town Manager - School leader	N/A	N/A	Low	3 months
Begin to utilize the chosen method.	- Town Manager - School leader	N/A	N/A	Low	9 months

ATHLETIC PARK

Goal: Signage directing traffic from the Sports Park to downtown will be present and uniform with the rest of the Town's signage.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Identify locations where additional signage is needed.	- Town Manager - Town Council - Park Advisory Council	N/A	N/A	Low	1 month
Add signage consistent with the rest of Town.	Town Manager	Park	\$	Low	2 months

GOVERNING GROWTH

Goal: In 12-24 months organize Town finances to best utilize funding after Senate Enrolled Act 1.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Financial conversations with the County.	Town Manager	N/A	\$	High	3 months
Local Income Tax (LIT)	- Town Manager - Town Council	General	\$\$	High	24 months (2027)
Stormwater	- Town Manager - Town Council	Utility Fee	\$\$	High	12 months
Park Impact	- Town Manager - Town Council	Park Impact Fee	\$\$	Low	18 months
Police Department Pay Immediate	- Town Manager - Town Council	General	\$\$\$	Medium	3 months
Police Department Pay Long Term	- Town Manager - Town Council	General	\$\$\$	Medium	24 months
Building Permit Fees	- Town Manager - Town Council	Permit Fees	\$	Medium	6 months

GOVERNING GROWTH

Goal: In 48 months an analysis of a paid or hybrid fire department will begin.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Identify a firm that can produce a fire department needs analysis.	• Town Manager • Town Council	General	\$\$	Low	12 months
Review legislation.	• Town Manager • Town Council	N/A	\$	Low	6 months

GOVERNING GROWTH

Goal: Collaborate with the school and community to create unified messaging within 36 months.

STRATEGY	REPOSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Organize a “Blue Ribbon Committee”	• Town Manager • Town Council	General	\$	Low	12 months
Committee should include the Town, School, local business leaders, and community members.	• Town Manager • Town Council	N/A	\$	Low	12 months
Task the committee on developing a memorandum of unified community messaging.	• Town Manager • Town Council • School Board	General	\$\$	Low	24 months

GOVERNING GROWTH

Goal: Conduct a Town staff and organization evaluation in 36 months to determine cross-training opportunities and future needs.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Define scope and objectives (cross-training department heads, intern opportunities, extra summer/part-time help).	- Town Manager - Town Council	General	\$	Medium	6 months
Gather organizational data, (org. charts, job descriptions, etc.).	- Town Manager - Project Lead	General	\$	Medium	12 months
Conduct staff and department head interviews.	- Town Manager - Project Lead	General	\$	Medium	12 months
Analyze workload & processes.	- Town Manager - Project Lead	General	\$\$	Medium	24 months
Identify cross-training opportunities.	- Town Manager - Project Lead	General	\$	Medium	24 months
Determine need for interns/part-time help.	- Town Manager - Project Lead	General	\$	Low	12 months
Draft recommendations.	- Town Manager - Project Lead	General	\$\$	Low	36 months

FUTURE GROWTH

Goal: In 48 months time, the playground at Morrow's Meadow will be upgraded.

STRATEGY	REPPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Determine what upgrades are needed.	• Parks Advisory Board • Town Manager	Park Fund	\$	High	12 months
Secure funding for upgrades.	• Town Manager	Grants, Park Impact Fees	N/A	High	18 months
Release RFP for new equipment.	• Town Manager	Park Fund	N/A	Medium	36 Months
Secure and install new equipment.	• Contractors	Park Fund, Grants, Impact Fees	\$\$\$\$	Low	48 Months

FUTURE GROWTH

Goal: An analysis will be conducted to determine the accessibility and next steps to improve accessibility at parks.

STRATEGY	REPPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Review each park for accessibility concerns.	• Parks Advisory Baord	General	\$	Low	18 months
Create next steps and best practices for improvement to accessibility.	• Parks Advisory Board	General	\$	Low	18 months
Present next steps and best practices to Town.	• Parks Advisory Board • Town Manager • Town Council	General	\$	Low	24 months
Implement next steps.	• Town Manager • Town Council	General, Park, Grants	\$\$\$	Low	36 months

FUTURE GROWTH

Goal: As new development opportunities come to Yorktown, the Town must ensure they align with the Strategic Plan and vision for each location.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Utilize the checklist on the following page before approving development.	• Town Manager • Town Council • Planning Commission • Building Commissioner	N/A	N/A	High	6 months

FUTURE GROWTH

DEVELOPMENT	YES	NO
Does the type of development match what people want for this location? (View the maps in the appendix to confirm).		
Does this development include connections to existing parks and trails? If not, does it create new ones?		
Does this development create new opportunities for retail which enhances the current resident environment? Does it present the opportunity to help solve a community "need"?		
Does this development eliminate blighted or rundown buildings or houses?		
Does the project enrich the social fabric of the community?		
Will this project add revenue streams to the municipal units in the corporation?		
Will this project be a burden on our public safety or public works departments?		
Could look at school impact, will there be an influx of school aged children and will they come on line at an appropriate time?		
Are utilities present at the site, will they need to be extended?		
Are there traffic implications, does a road study need to be done?		
What incentives are the developers asking for and do they warrant the ask?		
Is the project in line with the comp plan and current zoning?		

FUTURE GROWTH

Goal: In a 12-month timeline, a consistent communication method with the school will be developed to ensure they are continually informed and able to provide feedback on future developments and their impact on the school system.

STRATEGY	REPONSIBILITY	FUNDING	COST	PRIORITY	TIMELINE
Meet with Superintendent to determine the best School Representative.	- Town manager - Assistant Town Manager	N/A	\$	Medium	2 months
Confirm with School Representative the best method of communication.	- Town manager - Assistant Town Manager	N/A	\$	Medium	4 months
Coordinate on public communication about the implication of growth comparing in-district v. out of district kids.	- Town manager - School representative	N/A	\$	Medium	12 months



THE APPENDICES

- COMMUNITY LISTENING SESSION BOARDS
- SURVEY RESULTS

FARMERS MARKET BOARD



WHERE RESPONDENTS LIVE

FARMERS MARKET BOARD

What types of housing should be in Yorktown?

☐ Yes
☐ No

☐ Yes
☐ No

Single Family 22 yes

Mixed-Use 12 yes, 6 no

Cottage Courts 13 yes, 1 no

Townhomes 8 yes, 5 no

Duplexes 20 yes

Luxury Single Family 7 yes, 16 no


 If there is another housing type you would like to see in Yorktown, put it on a sticky note and place here.
 

FARMERS MARKET BOARD

What should be the focus for downtown?

R Yes
 N No

R Yes
 N No

Connectivity 22 yes 2 no

Expansion of Wayfinding 25 no

Public Art 7 yes 5 no

Residential Development 2 yes 7 no

Commercial Development 20 yes

Urban "Playground" 8 yes 5 no

If there is anything else that should be a focus of downtown, place a sticky note here.

YORKTOWN
 INDIANAPOLIS

CIVITAS
 STRATEGIES

FARMERS MARKET BOARD

What types of amenities should our parks have?

● ●
● ●
 Yes No

Playground
 16 Yes
 4 No

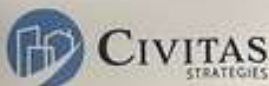
Dog Park
 16 Yes
 4 No

Fitness Park
 4 Yes
 16 No

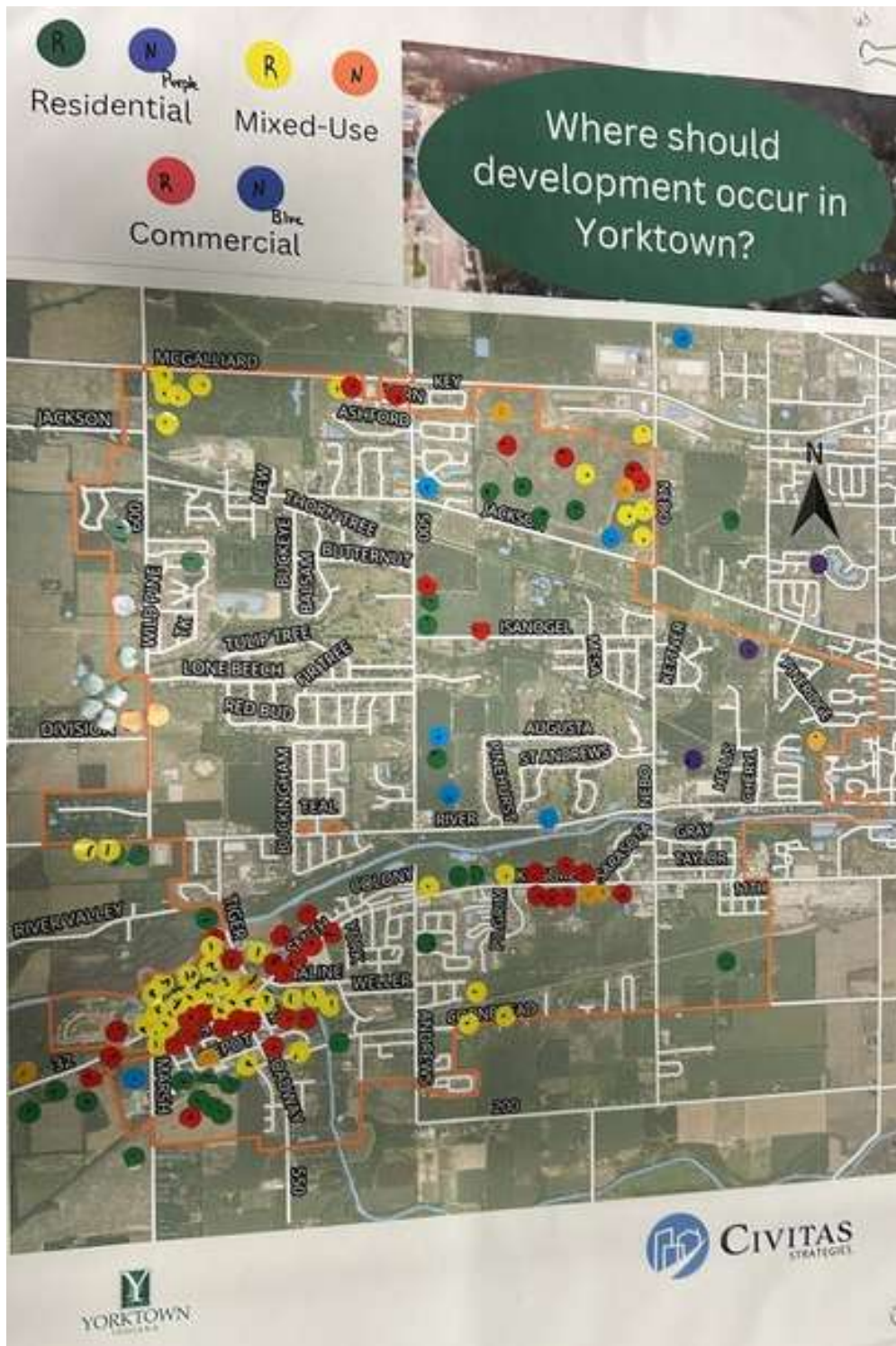
Interactive Seating
 17 Yes
 4 No

Permanent Games
 6 Yes
 17 No

If there is an amenity you would like to see on a street in Yorktown, put it on a sticky note.

FARMERS MARKET BOARD



CONCERT BOARD



WHERE RESPONDENTS LIVE

CONCERT BOARD

What types of housing should be in Yorktown?

R R
N N
 Yes No


 Single Family 10 yrs 1 mo


 Mixed-Use 10 yrs 1 mo


 Cottage Courts 10 yrs 1 mo


 Townhomes 2 yrs 7 mo


 Duplexes 4 yrs 7 mo


 Luxury Single Family 8 yrs 2 mo

If there is another housing type you would like to see in Yorktown, put it on a sticky note and place here.




CONCERT BOARD

What should be the focus for downtown?

Yes (R) **No** (R)

Connectivity (11 yrs, 2 ms)

Expansion of Wayfinding (3 ms)

Public Art (10 yrs, 2 ms)

Residential Development (3 ms)

Commercial Development (10 yrs)

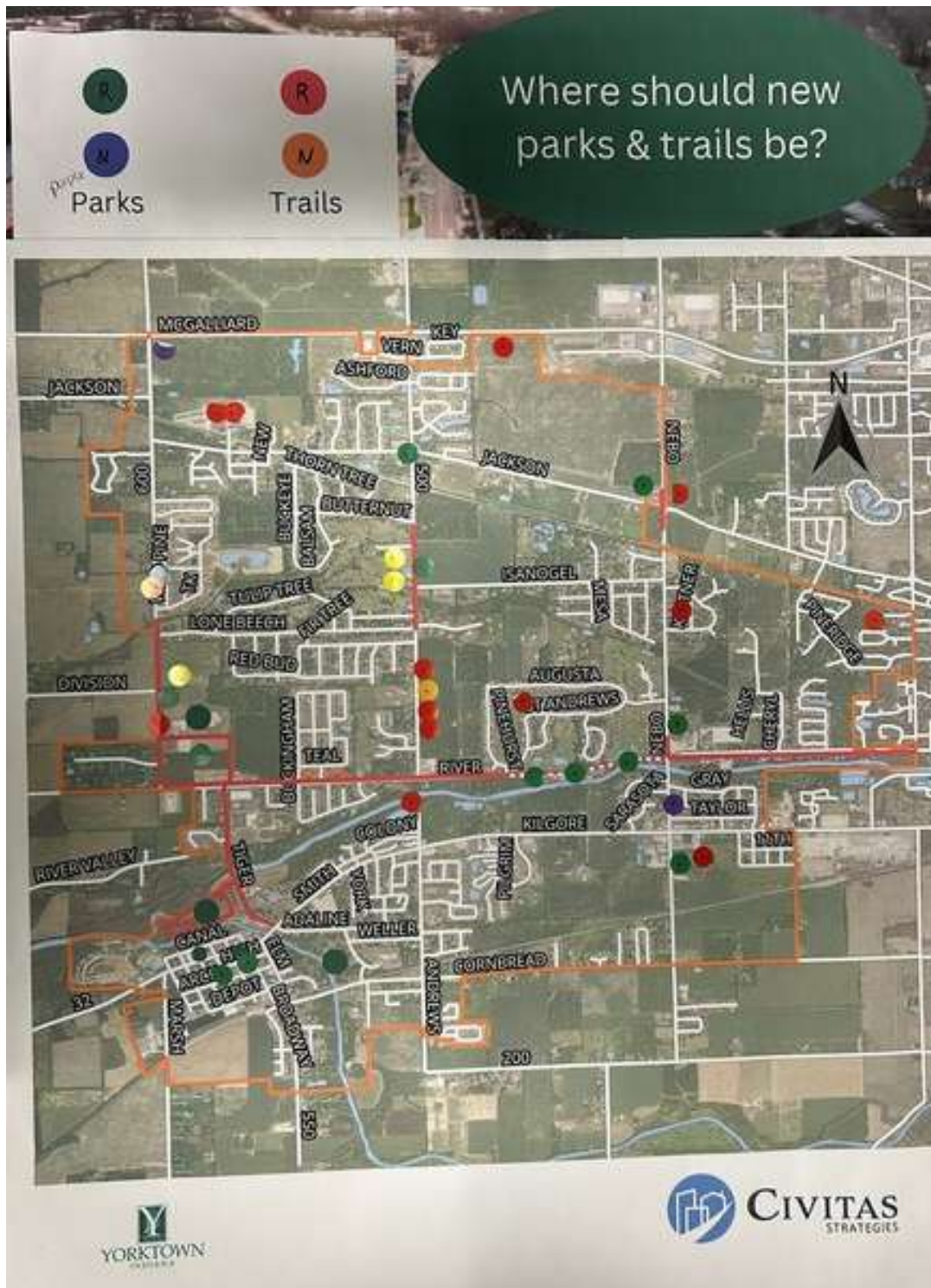
Urban "Playground" (10 yrs, 12 ms)

If there is anything else that should be a focus of downtown, place a sticky note here.

YORKTOWN

CIVITAS STRATEGIES

CONCERT BOARD



CONCERT BOARD

What types of amenities should our parks have?

Yes No

Playground

Dog Park

Fitness Park

Interactive Seating

Permanent Games

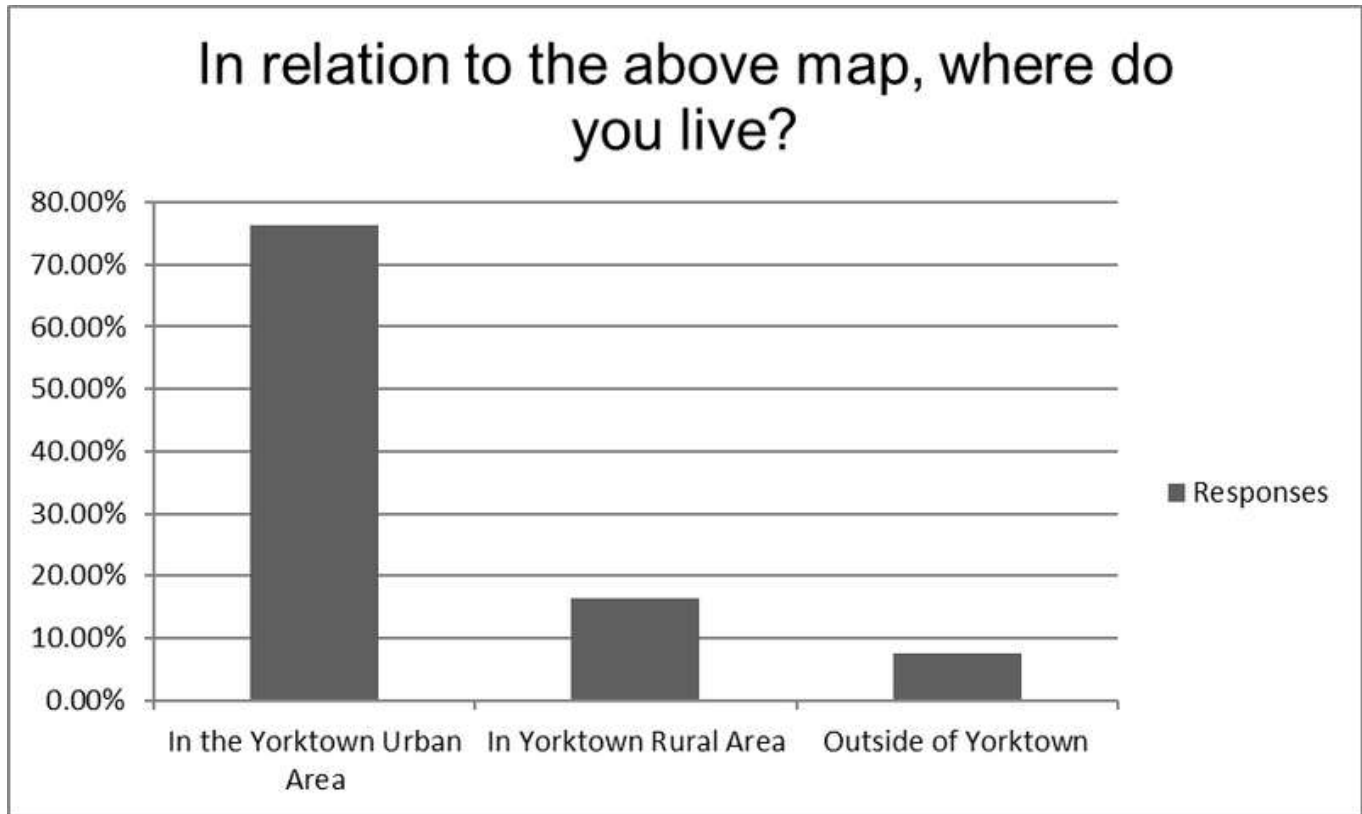
There is another park amenity you would like to see in Yorktown, put it on a sticky note and place here.

CIVITAS STRATEGIES

CONCERT BOARD

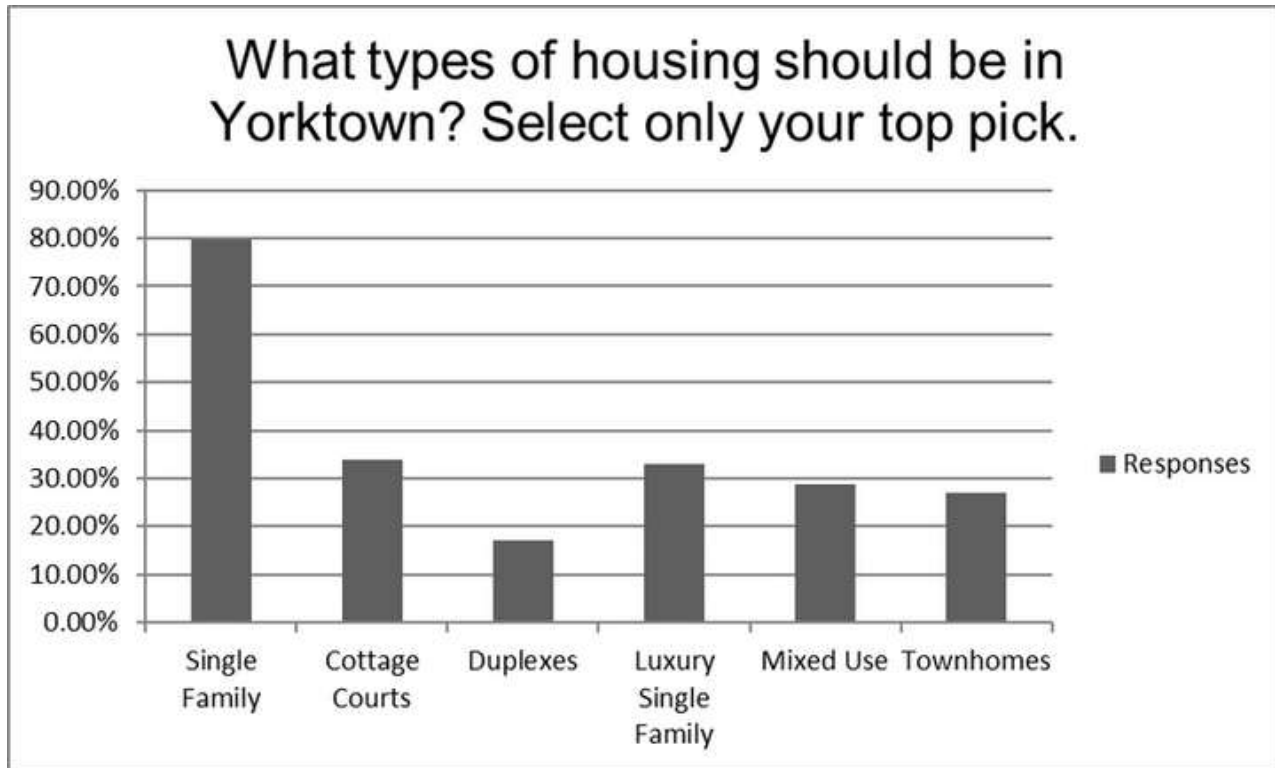


SURVEY



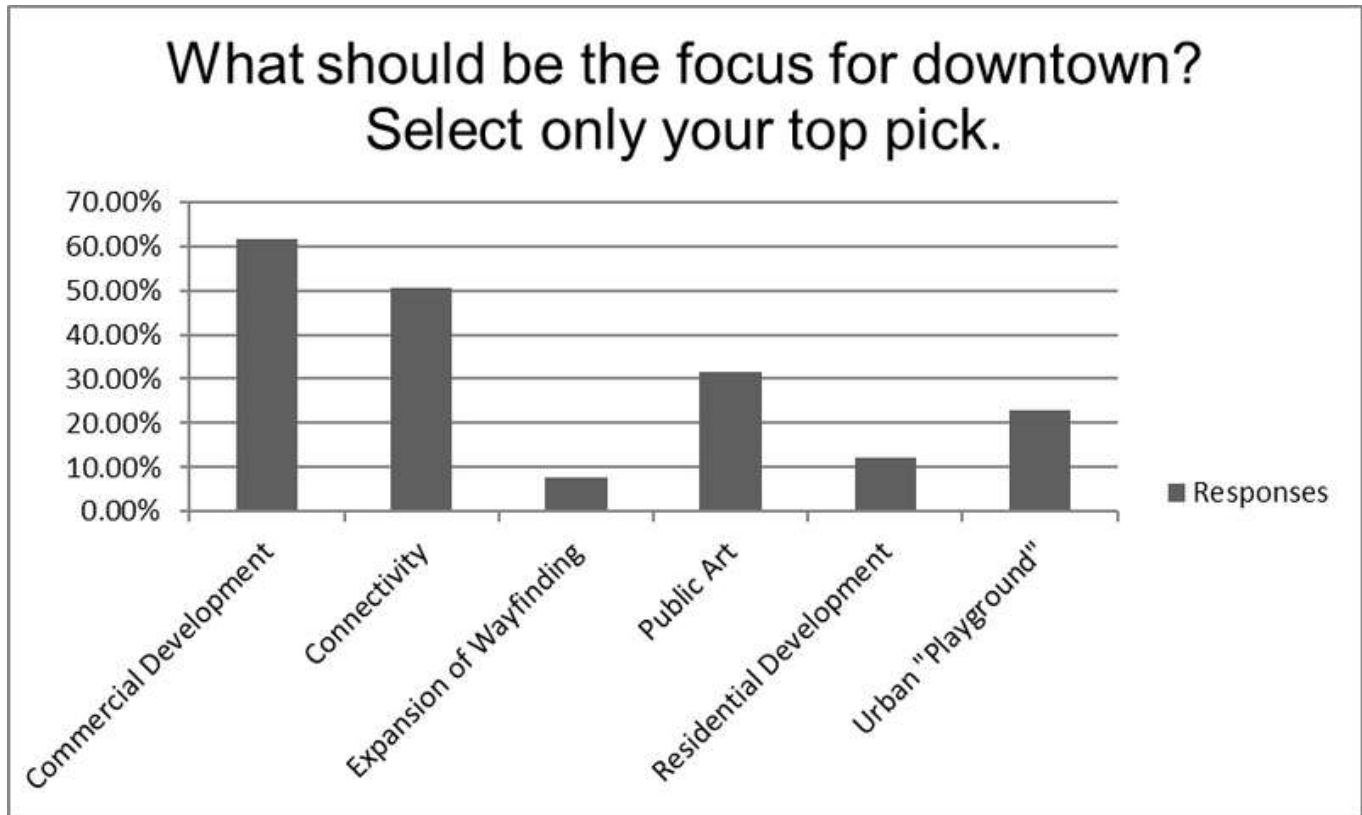
Answer Choices	Responses	
In the Yorktown Urban Area	76.19%	224
In Yorktown Rural Area	16.33%	48
Outside of Yorktown	7.48%	22
	Answered	294
	Skipped	0

SURVEY



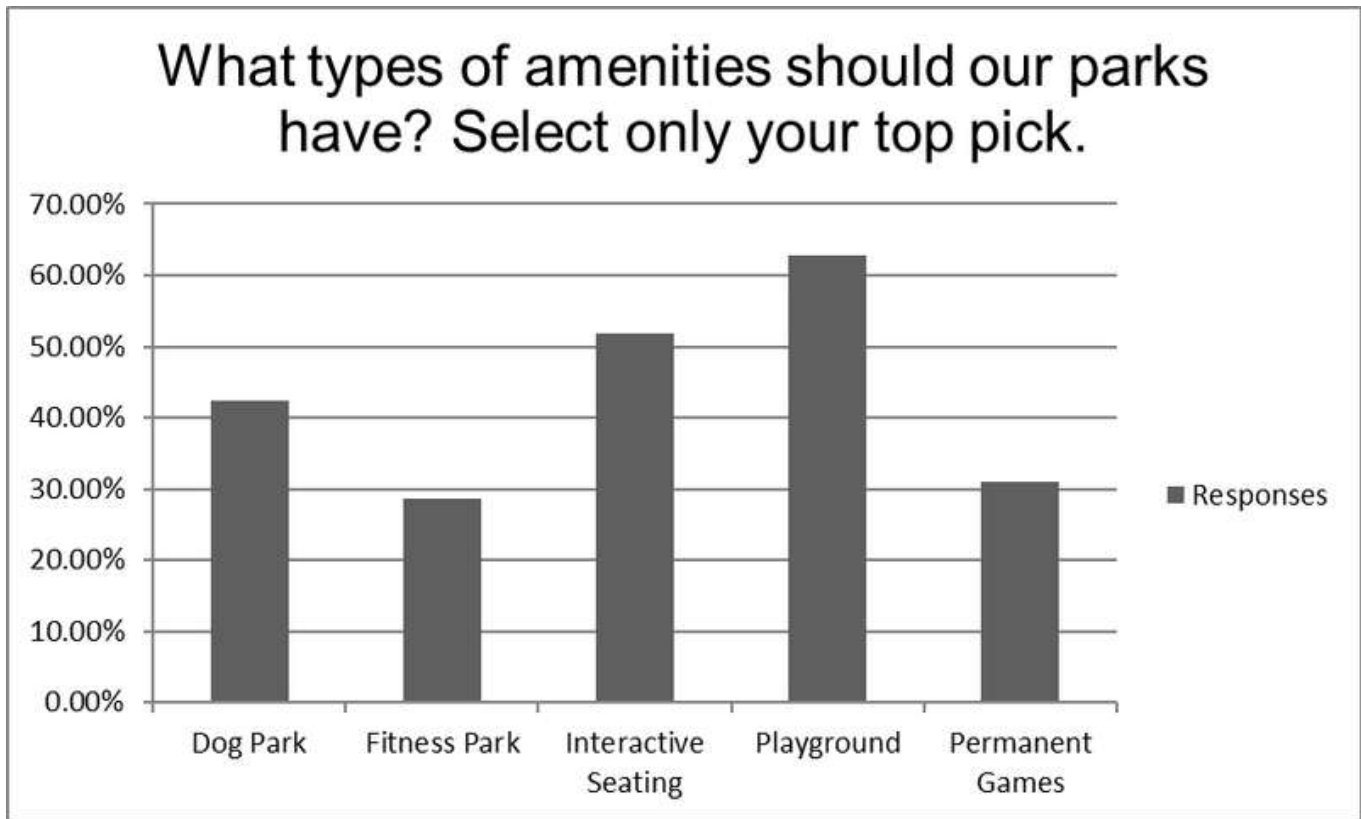
Answer Choices	Responses	
Single Family	79.73%	177
Cottage Courts	33.78%	75
Duplexes	17.12%	38
Luxury Single Family	32.88%	73
Mixed Use	28.83%	64
Townhomes	27.03%	60
	Answered	222
	Skipped	72

SURVEY



Answer Choices	Responses	
Commercial Development	61.64%	135
Connectivity	50.68%	111
Expansion of Wayfinding	7.76%	17
Public Art	31.51%	69
Residential Development	12.33%	27
Urban "Playground"	22.83%	50
	Answered	219
	Skipped	75

SURVEY

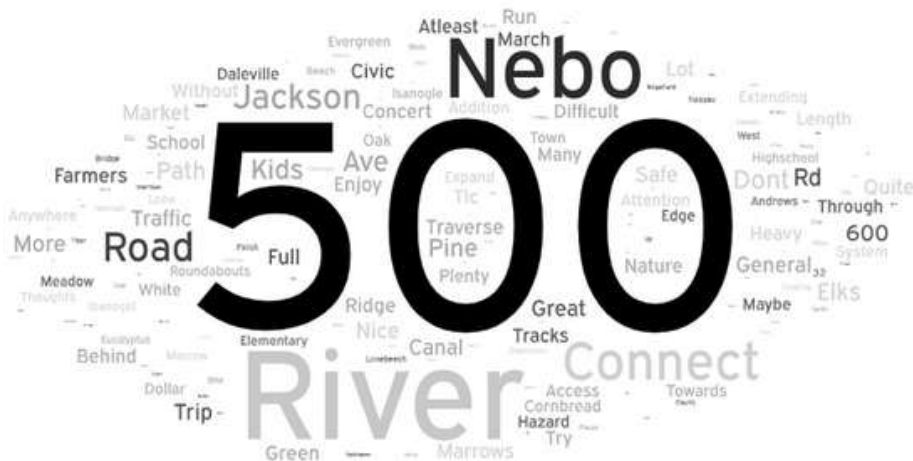


Answer Choices	Responses	
Dog Park	42.38%	89
Fitness Park	28.57%	60
Interactive Seating	51.90%	109
Playground	62.86%	132
Permanent Games	30.95%	65
	Answered	210
	Skipped	84

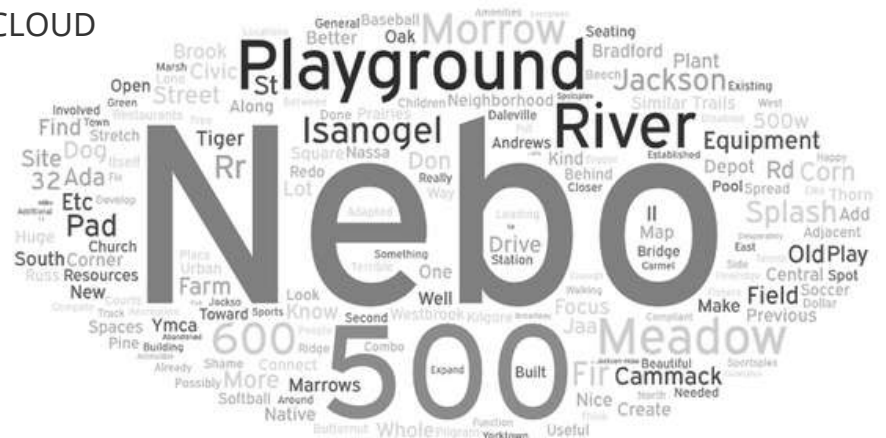
SURVEY

Within the map above, where should new parks and trails be? (Use street names and general descriptions of areas)

Answer Choices	Responses	
Parks	66.98%	71
Trails	84.91%	90
	Answered	106
	Skipped	188

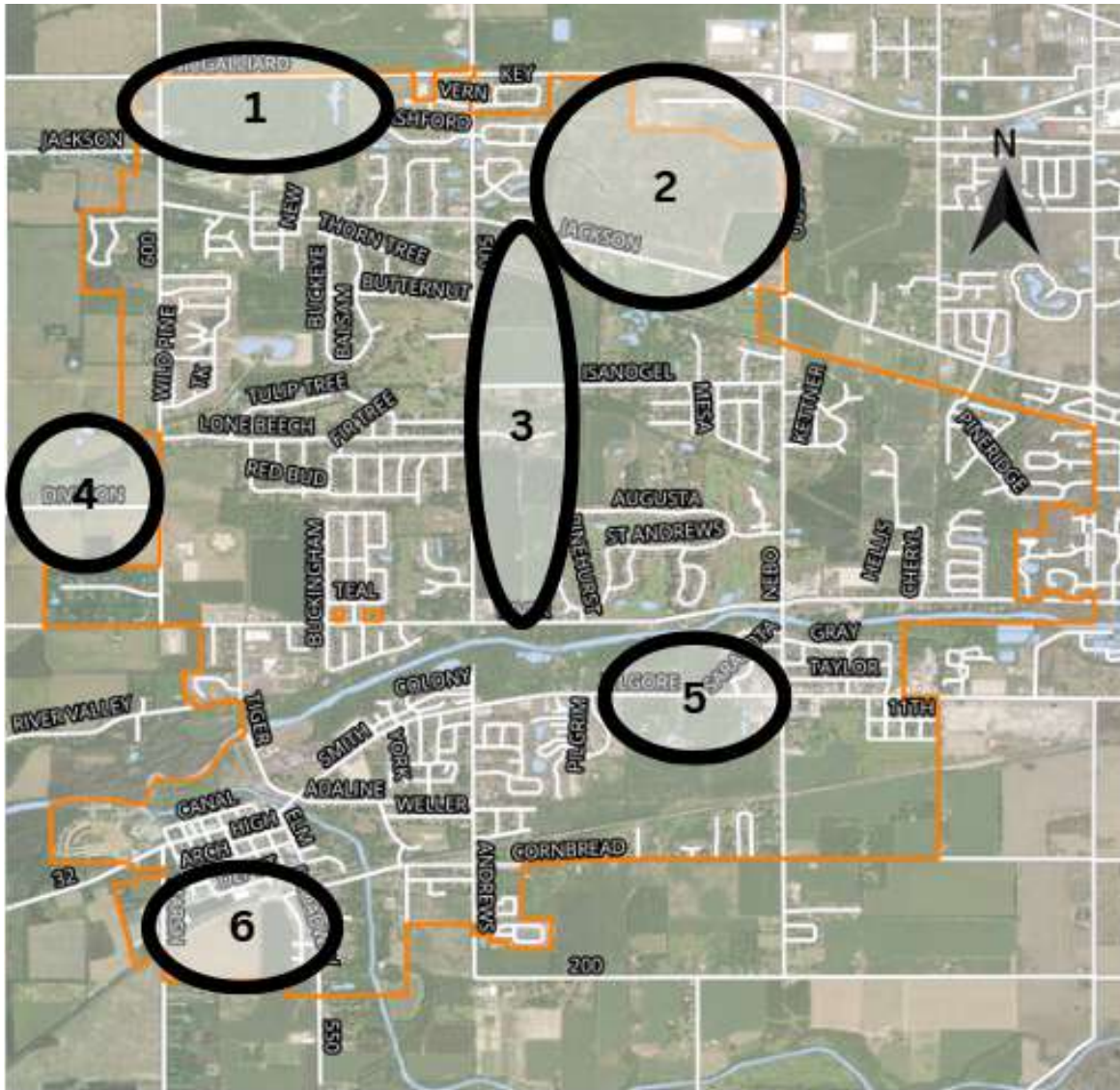


TRAILS WORDCLOUD



PARKS WORDCLOUD

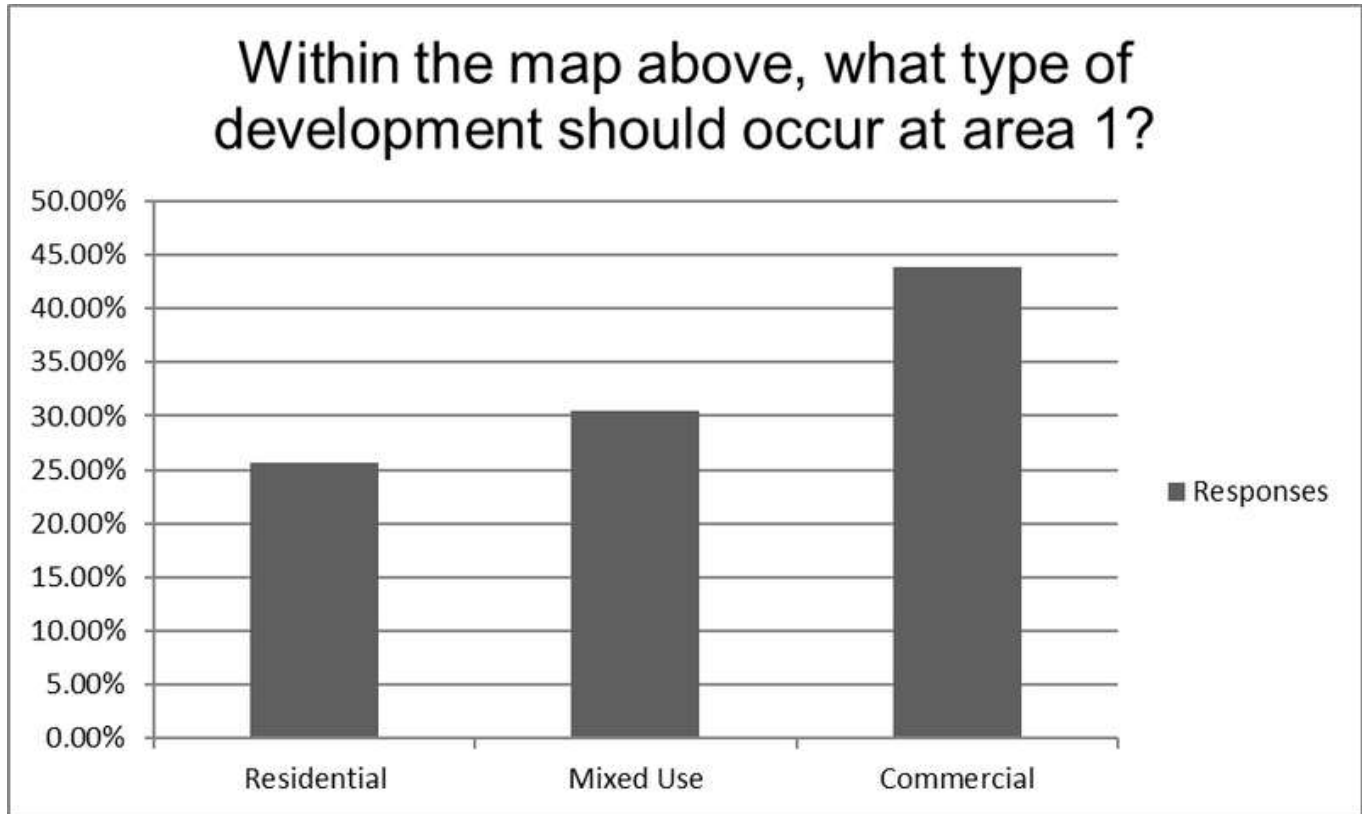
SURVEY



MAP FOR THE FOLLOWING QUESTIONS

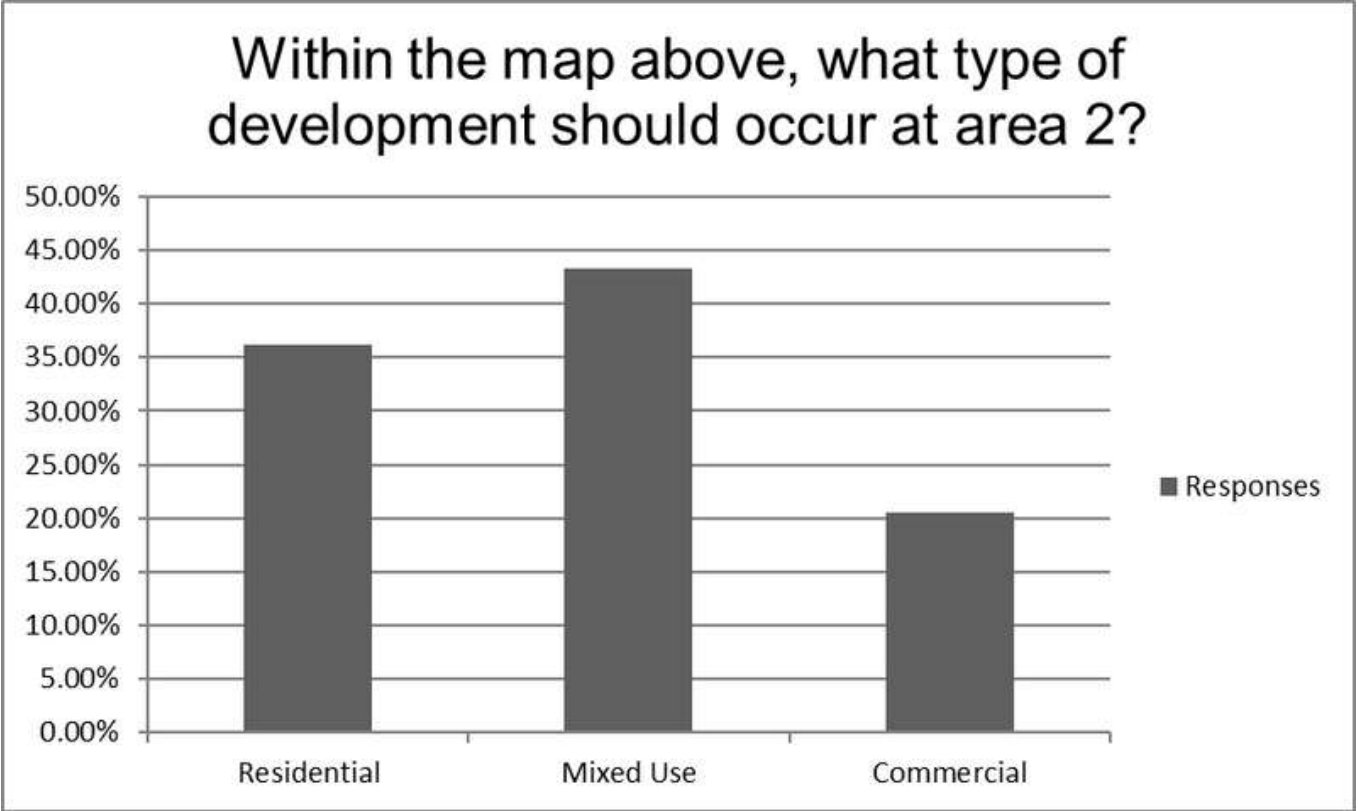
The use of this map does not indicate any Town actions against the properties or property owners. Areas were selected to give people locations to think about when answering questions.

SURVEY



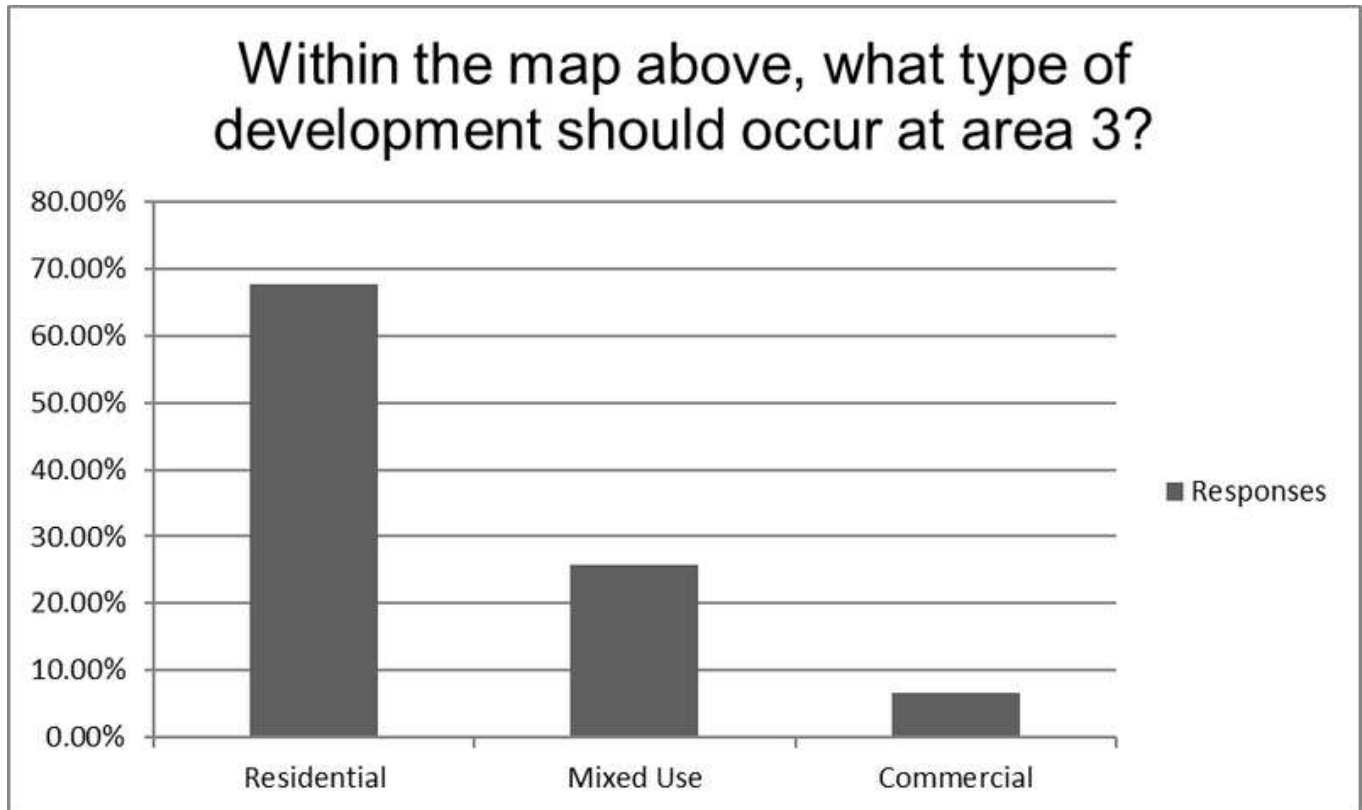
Answer Choices	Responses	
Residential	25.71%	54
Mixed Use	30.48%	64
Commercial	43.81%	92
	Answered	210
	Skipped	84

SURVEY



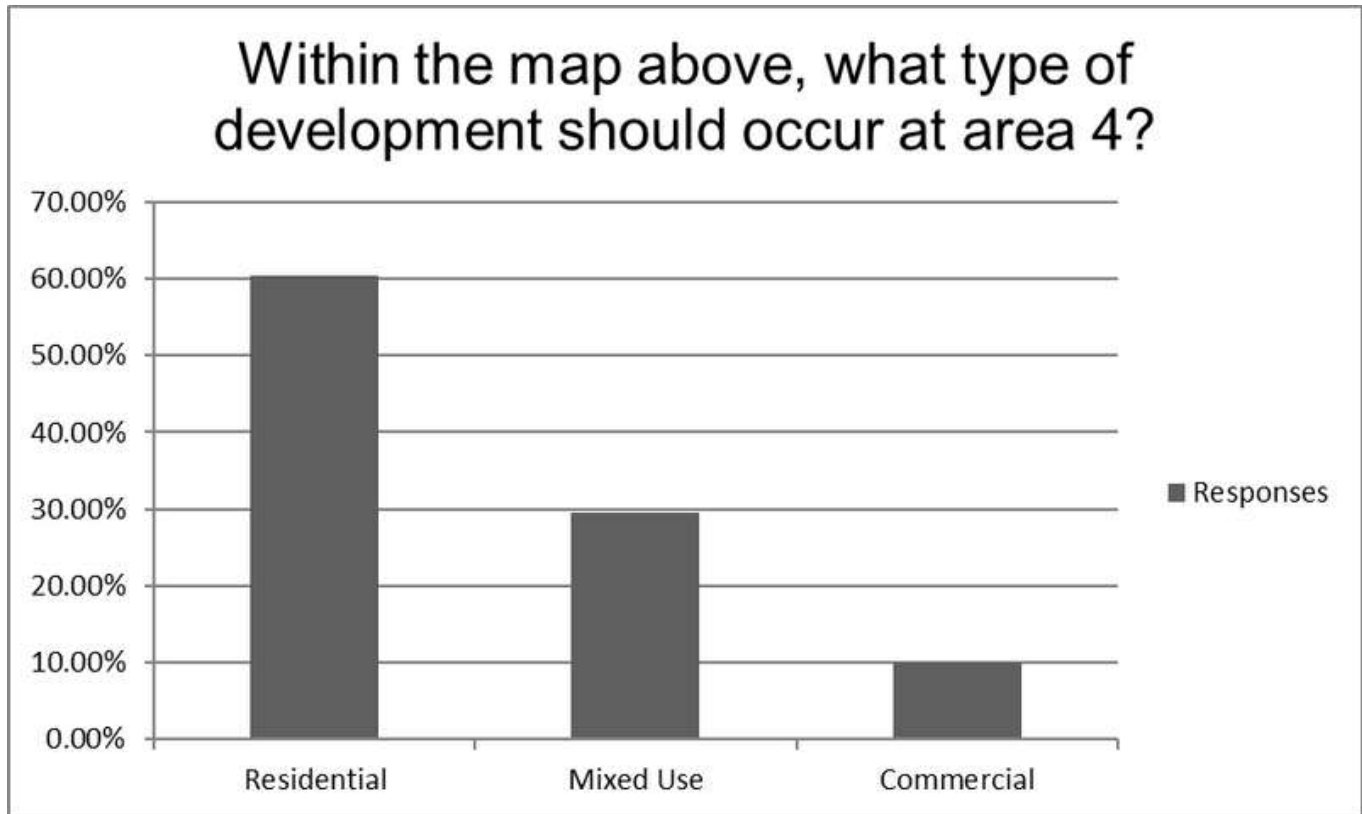
Answer Choices	Responses	
Residential	36.19%	76
Mixed Use	43.33%	91
Commercial	20.48%	43
	Answered	210
	Skipped	84

SURVEY



Answer Choices	Responses	
Residential	67.62%	142
Mixed Use	25.71%	54
Commercial	6.67%	14
	Answered	210
	Skipped	84

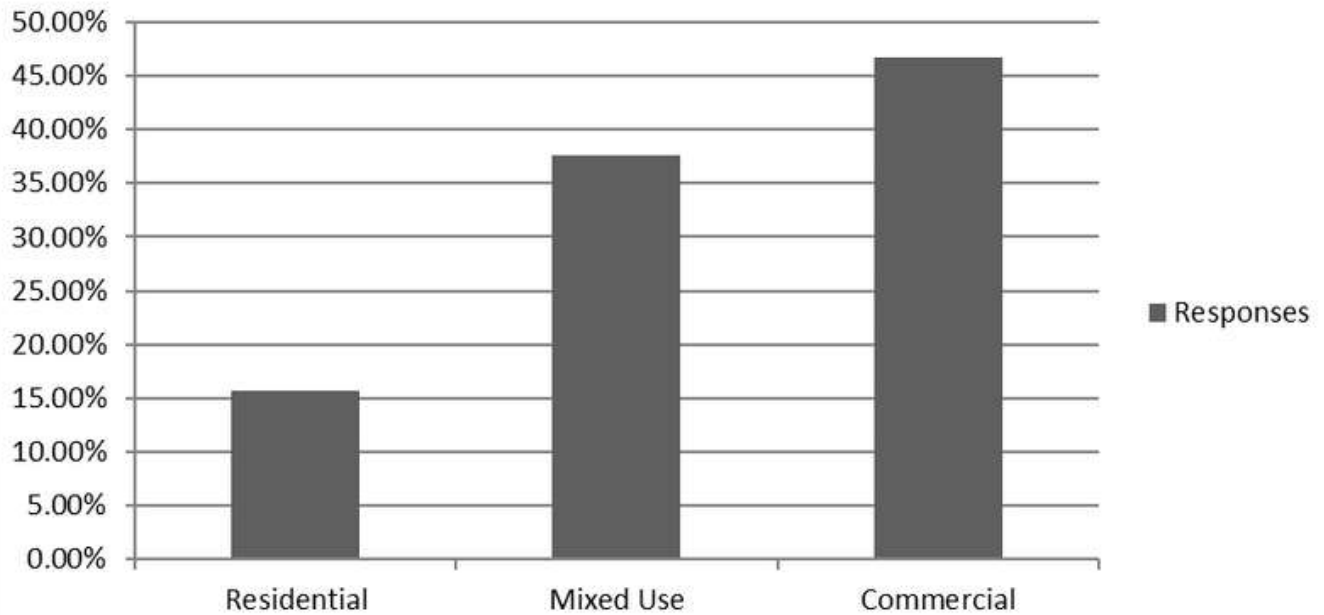
SURVEY



Answer Choices	Responses	
Residential	60.48%	127
Mixed Use	29.52%	62
Commercial	10.00%	21
	Answered	210
	Skipped	84

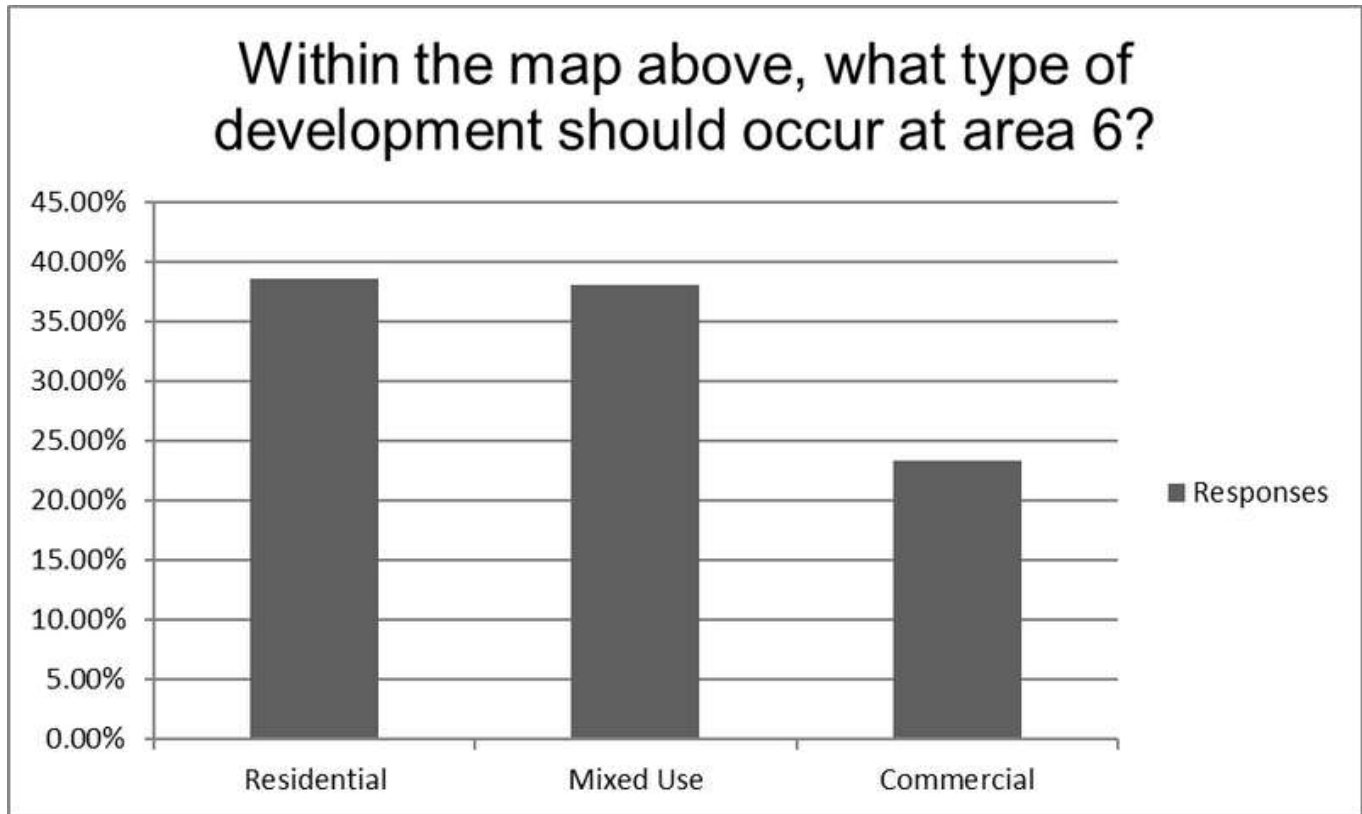
SURVEY

Within the map above, what type of development should occur at area 5?



Answer Choices	Responses	
Residential	15.71%	33
Mixed Use	37.62%	79
Commercial	46.67%	98
	Answered	210
	Skipped	84

SURVEY



Answer Choices	Responses	
Residential	38.57%	81
Mixed Use	38.10%	80
Commercial	23.33%	49
	Answered	210
	Skipped	84



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