

Goals & Objectives

The *Goals and Objectives* which follow set forth local residents' vision for the Town of Avon's future. The goals set direction, while the objectives define ways in which the goals can be achieved. Throughout *Part II* of this document, the implementation of these goals and objectives is discussed through the introduction of public policy recommendations.

Community Building

Planning Principle: While Avon is relatively young, and it takes time for the identity of a community to emerge, that process can be speeded up. The first step in community building is to establish an identity for Avon. Further, It is important that Avon strengthen the feeling of community commitment for current citizens by improving their already high quality of life.



An example of a gateway marking the entrance to the Town of Avon. Gateways can be designed to match an overall public improvement theme which identifies Town thoroughfares.

Goal: Make it visually apparent that Avon is an individual community.

- **Objective:** Establish gateways at major entry points so people know when they are entering Avon.
- **Objective:** Develop community gathering spaces such as parks and community buildings that serve as "everybody's neighborhood" in the absence of a traditional downtown setting.
- **Objective:** Implement urban design standards for public improvements to establish a thematic, unified look for Avon.

- **Objective:** Establish a solid reputation for Avon through marketing the community's assets: low crime, proximity to Indianapolis, and a family-friendly atmosphere.
- **Objective:** Promote Avon attractions through the installation of wayfinding signage and enhancement of the Town website.
- **Objective:** Develop a marketable identity or "brand" for Avon.

Goal: Enhance Avon's identity through the promotion of cultural elements such as fine arts and performing arts.

- **Objective:** Promote the arts in Avon as a key component to enhance the quality of life and create a unique identity for the Town.
- **Objective:** Create a grant program for arts programs and promotions which enable residents to explore artistic opportunities.
- **Objective:** Explore the development of a Hendricks County Arts Center located in Avon to house local art studios and businesses and

to serve as a gathering place for the local art community and art enthusiasts.

- **Objective:** Promote art in both indoor and outdoor public places.

Goal: Become a partner to the school corporation in their efforts to provide a quality educational experience.

- **Objective:** Coordinate with the school corporation on all planning efforts for both the Town and the School Corporation.
- **Objective:** Communicate with the school corporation on large development projects.
- **Objective:** Formally consider the impact of all rezoning requests on the school corporation.
- **Objective:** Work out an agreement with the school corporation to provide community recreation areas (e.g., ball fields).

Goal: Provide a high-quality park and recreation experience to Avon's citizens.

- **Objective:** Implement the Town Park Master Plan.
- **Objective:** Work with the Avon Parks, Recreation and Beautification Council (PRBC) to offer more park programs, including town-coordinated activities and special events such as art shows.
- **Objective:** Create a strategy to implement the town's trail plan, periodically reexamining the plan for new trail locations and changes to trail locations which provide connections to key destinations.
- **Objective:** Cooperate with the Avon PRBC to update the Park Master Plan.
- **Objective:** Make it easier for the private sector and not-for-profits to provide recreation, including golf courses and athletic fields, by simplifying the development approval process.
- **Objective:** Explore the development of a large (50 to 100 acre) recreation complex to attract regional and national sporting events, as well as to provide much needed facilities for local athletics.
- **Objective:** Partner with the YMCA and other local organizations to establish a senior citizen center.

Goal: Enhance youth recreation and social activities and opportunities.

- **Objective:** Partner with local not-for-profit recreation programs to provide park facilities for athletic practices and events.
- **Objective:** Work with local not-for-profit recreation programs to establish a grant program to fund expansion and development of recreation facilities.
- **Objective:** Partner with the YMCA and other local organizations to establish a teen center.

- **Objective:** Include non-athletic opportunities in the development of new park land, such as meeting spaces for scouting groups and classrooms and performance venues for fine arts and performing arts.

Goal: Preserve and enhance green space in the community.

- **Objective:** Identify and acquire strategic land for purchase or donation, concentrating on locations along planned trails and future park sites.
- **Objective:** Identify and preserve existing wetlands and floodplains from development through the use of zoning (e.g. *overlay district*), voluntary easements and land acquisition.
- **Objective:** Preserve the White Lick Creek Corridor for greenway development through the preservation of trail easements or public park land along the Creek as adjacent land develops.
- **Objective:** Refine the Town's street tree installation policy, so that it is clear and so that there is a plan for retroactive installation.
- **Objective:** Update Avon's open space regulations to be more clear and to preserve useable open space areas.
- **Objective:** Explore allowing a standardized developer financial donation to the parks program as an alternative to open space reservation within some subdivisions.
- **Objective:** Increase the tree canopy in Avon to reduce heat islands and increase oxygen through more stringent street tree requirements and parking lot landscaping requirements.



Wetlands are home to many diverse creatures, including many endangered species; and seasonal wetlands provide habitats and breeding areas for certain species. Wetlands also greatly influence the flow and quality of water. Wetlands act like natural sponges, storing water and slowly releasing it. This lowers flood height, reduces the erosive potential of run-off, and cleans the water before it reaches streams and groundwater.

Goal: Explore long-term financing for strategic parks and recreation expenses.

- **Objective:** Consider using bonds for acquisition of parkland for future development or acquisition of floodplains/wetlands for preservation.
- **Objective:** Apply for grants to plant additional trees in parks and public areas.

- **Objective:** Employ a Town staff member or consultant to seek out and apply for grants for park funding.
- **Objective:** Promote the Avon Community Parks Foundation.
- **Objective:** Explore the use of impact fees for purchase of future parkland and development of trails.
- **Objective:** Make use of the Town Food and Beverage Tax to finance park and recreation expenses.

Goal: Provide a wide variety of housing choices so residents do not have to move to another community to find housing

- **Objective:** Review the zoning and subdivision ordinance regulations so it is clear what the development process requirements are for all types of housing.
- **Objective:** Promote non-traditional housing options such as townhouses, attached single family or duplexes, condominiums and senior living to provide options for busy professionals, singles and empty nesters.

Goal: Require developers to design and build better neighborhoods.

- **Objective:** Require developers to construct trails through their developments when those trails are shown on an adopted plan; and set up a standard requiring developers to build connections from trails in their subdivisions to all trails shown on an adopted plan.
- **Objective:** Require private developers to provide development amenities within all subdivisions, such as neighborhood playgrounds, parks and public art, through the use of development bonuses (e.g., density).
- **Objective:** Assure that neighborhoods are attractive to passers-by by adopting frontage road requirements, higher design standards for perimeter lots, etc.
- **Objective:** Discourage monotony within housing developments through changes to the subdivision control ordinance and zoning ordinance that include design guidelines and architectural standards.

Goal: Encourage walkable communities to reduce obesity and to promote a more healthy Avon.

- **Objective:** Establish neighborhood street design standards that place emphasis on the pedestrian and bicyclist rather than on the automobile.
- **Objective:** Incorporate traffic calming devices into neighborhood designs and retrofit existing neighborhoods with traffic calming devices.
- **Objective:** Encourage walking and bicycling through street standards which incorporate bike lanes, requirements for bike racks at local business establishments, identification of streets and bicycle routes

through signage, standards for safe walkways through parking lots, and well delineated and protected pedestrian crosswalks.

- **Objective:** Require new developments to construct a trail system around the outside of the development.

Responsible Growth

Planning Principle: The Town of Avon has a responsibility to its existing residents to manage future growth.

Goal: Determine which locations are appropriate for growth.

- **Objective:** Set criteria for residential rezoning based on availability of public infrastructure.
- **Objective:** Set criteria for residential rezoning based on impact to town/township resources.
- **Objective:** Require submission of fiscal impact studies and traffic studies with rezoning petitions.
- **Objective:** Explore the use of impact fees to offset the impacts of growth on parks and roads.
- **Objective:** Obtain local control of sewer and water utilities, allowing the Town to control growth through the controlled extension of utility lines.
- **Objective:** Develop a recommended future land use plan as part of the comprehensive plan.
- **Objective:** Adopt development ordinances which establish criteria for creating a more walkable community, including sidewalks or multi use paths along all roadways, around new neighborhoods, connecting to public destinations such as parks, schools, and government buildings, and linking nearby residential areas to commercial amenities.

Goal: Maintain or improve the Town's services to its residents.

- **Objective:** Provide a higher level of service for zoning enforcement, through the use of ticketing.
- **Objective:** Maintain service levels for snow removal, stormwater management, planning, town court, building permits and inspections, and police protection.
- **Objective:** Extend technology to Avon's neighborhoods through the installation of fiber optic conduits in new neighborhoods , the establishment of a fiber optic backbone throughout the Town, and the provision of free "hot spots" throughout the community for high speed internet connection.

Goal: Maintain or improve Avon's existing roads.

- **Objective:** Establish an actual level of service (LOS) for all of Avon's arterial and collector roads.

- **Objective:** Concentrate on improving roads that receive a LOS of D, E or F.
- **Objective:** Maintain LOS on roads that receive a rating of A, B or C.

Goal: Plan for future transportation needs.

- **Objective:** Revise the Town's Thoroughfare Plan, including a bicycle and pedestrian component.
- **Objective:** Revise the Subdivision Ordinance to upgrade requirements for intersection design, curb cuts, etc.
- **Objective:** Identify appropriate roads for the addition of bike lanes with future improvements.
- **Objective:** Make sure that road improvements (including State Highways) include pedestrian accommodations, such as sidewalks.
- **Objective:** Maintain a strict sidewalk installation requirement for developers, implementing a cash escrow policy.
- **Objective:** Complete a sidewalk installation and maintenance plan for existing development in Avon, that looks at connecting gaps in sidewalks or installing sidewalks in areas where there are none.
- **Objective:** In planning for future road improvements, consider potential mass transit locations, setting aside right-of-way for dedicated bus lanes or other high speed transit, and indicating ideal locations for park-and-ride facilities.

Goal: Adopt an Infrastructure Cost Policy for the Town

- **Objective:** Require developers to pay for all road costs associated with new development. Consider implementation of this objective through the use of impact fees for roads.

Economic Development

Planning Principle: Commercial and industrial uses generally demand less service from a community than what they pay for in taxes, thereby relieving the residential tax burden. Thus, economic development is an essential component of a healthy, growing community.

Goal: Continue to encourage commercial development.

- **Objective:** Attract more entertainment related uses, such as skating, bowling, movies, restaurants, recreation facilities, banquet halls, etc.
- **Objective:** Allow currently zoned commercial areas to develop and/or flip to another use before adding more commercially zoned land to Avon.
- **Objective:** Encourage redevelopment and infill development instead of green field development, through the use of incentives.

- **Objective:** Support small business growth by partnering with the Hendricks County Economic Development Partnership to provide a business incubator.

Goal: Work with the Hendricks County Economic Development Partnership to develop a strategy for growth of the office sector.

- **Objective:** Capitalize on the county's two hospitals (Hendricks County Regional Health and Clarian West) by focusing on medical office uses.
- **Objective:** Provide high tech infrastructure such as fiber optics, wireless network connections, and internet service to strategic locations in order to spur development.

Goal: Preserve land along the Ronald Reagan Parkway (RRP) Area for industrial development.

- **Objective:** Annex the area on the south side of the railroad, west of the RRP.
- **Objective:** Reserve the RRP area for industrial development by adoption and enforcement of the *Ronald Reagan Parkway Master Plan* and zoning overlay district.
- **Objective:** Develop an industrial park between CR 900 and the RRP, south of the railyards.

Goal: Identify other large sites, in addition to the land along the RRP, that are appropriate for commercial or industrial development (including high tech/research and development uses).

- **Objective:** Evaluate the potential of economic development west of Avon's current town limits.
- **Objective:** When scattered existing residential uses are adjacent to potential commercial and industrial sites, buffer it by the use of parks and natural areas, rather than large mounds and fencing.

Goal: Make Avon more attractive to commercial and industrial developers.

- **Objective:** Work with the railroad to allow construction of new rail spurs.
- **Objective:** Develop public incentives that are both attractive to developers and acceptable to the town (e.g. TIF, tax abatement, etc.).
- **Objective:** Review the zoning ordinance for permitted land uses in each zoning district, making sure that desirable uses are clearly allowed by right, such as flex space and research and development (while also amending the regulations to discourage certain uses, making them special exceptions, or moving them to a different zoning district).

- **Objective:** Support existing local industries through public-private partnerships which assist in the provision of necessary infrastructure improvements.

Goal: Encourage limited neighborhood commercial uses.

- **Objective:** Limit where neighborhood commercial can be located, so that the siting benefits more than just the developer's fiscal analysis.
- **Objective:** Develop and adopt a set of design standards in the zoning ordinance for neighborhood commercial, addressing such issues as scale, setbacks, signage, buffers, etc.
- **Objective:** Allow neighborhood commercial adjacent to residential only as a C-1 (neighborhood commercial) or C-4 (transitional office) zoning districts, reserving the C-2 district for town-wide or regional commercial areas.