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ACKNOWLEDGMENTS

The Town of Avon would like to thank the individuals mentioned below for their hard work, dedication, and support in completing this project. We would also like to thank the hundreds of residents, businesses owners, and volunteers that provided their input throughout this process.

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“The best way to predict the future is to invent it.”

- IMMANUEL KANT
COMMUNITY IDENTITY

Communities everywhere search for ways to uniquely define themselves. Some have natural features like beaches or mountains to distinguish themselves. Others must work to create and enrich those special characteristics that help provide a unique sense of identity. Avon’s primary identity that the town is continually working to cultivate is...

Avon is a vibrant community for active families and thriving businesses.

Our community provides us with several opportunities to promote this theme. We have a flourishing commercial community with a variety of restaurants and retail options. We have a first-rate parks system that provides a mix of programs and events, that offers both, active and passive opportunities. The recent addition of 7 miles of new trails is just one part of Avon’s ongoing plan to expand our park resources. We have a superior police department, not only committed to preventing and reducing crime but, also in engaging with the community with annual activities like National Night Out.

We are also lucky to have one of the best school systems in the state, consistently scoring high marks in scholarship and producing well-rounded residents. We recognize that the high quality of our public education system is one of the main reasons people move to and stay in the Avon community. In addition to our K-12 educational system, we are also home to Ivy Tech and Trine University satellite campuses, which provide an avenue for higher education and the opportunities that they create. We value this significant component to our overall quality of life and want to cultivate the entire education spectrum – from elementary to adult, in-place and distance learning, and vocational and technical schools.

We acknowledge these and other elements are what first identified Avon as the “place to be” and are what keep us in the top choices for people and businesses to live and thrive. Activate Avon is our shared community vision to shape an exciting future of a “vibrant community for active families and thriving businesses.” This comprehensive plan will serve Avon as a whole, not individual property owners or industries.
PLANNING 101

The overarching purpose of any planning process is to create a road map to get from Point A to Point B. Everyone clearly “gets” the basic adage “if you fail to plan then you plan to fail.” What this means is that if our community does not create a strategy for our future, then we may fail to adapt or change in a timely and appropriate way to leverage unanticipated opportunities. A comprehensive plan is one important mechanism communities use to prepare for and to anticipate future growth and economic opportunities. In our case, we want to go from our current state to a future desired state for our community.

This comprehensive plan will be our guide to arrive at our desired future state. At the end of the process, we need to ask ourselves how this document will help us continue our community legacy and if we arrived at the right place. Planning helps answer these basic questions:

**Where are we now?**

Discovering the answer to the first question of where we are involves the relatively straightforward process of conducting an inventory of the existing physical, economic, and social characteristics of Avon. This information is used to create a snapshot of the current community.

**Where do we want to be?**

The second step – where do we want to be – is to trend current data forward. That is, taking our most educated guess at where those elements will be (or where we want to nudge them) at a specific time in the future. The exercise of looking into the future helps planners see how many people will be living within the community and what facilities (roads, schools, parks, homes, jobs, etc.) will be necessary to accommodate them.

**How will we get there?**

How will we get there is really the fundamental aspect of any plan. The insights provided through public input and steering committee work, along with the participation of commissioners and decision-makers helps provide a road map for our future. These insights resulted in establishing overall themes for the comprehensive plan, as well as helping to establish more detailed goals and objectives. It is also important to note that the comprehensive plan is only a guide. It isn’t a regulatory document, although it is used to inform the regulations that are adopted to achieve the vision.
WHERE ARE WE NOW?
“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”

-MARGARET MEAD
AVON TODAY

Avon is a suburban community in Washington Township, Hendricks County. The town’s eastern border abuts Indianapolis - Marion County, and is about 7 miles from downtown Indianapolis at that point. The city is centrally located in the State and connected to communities throughout the state via a well-developed highway network. The town is also close to Indianapolis International Airport (about 11 miles). Avon enjoys a robust transportation system, with easy access to Interstate and State roads. Locally, there is an excellent network of roads for people to travel throughout the town and into adjoining municipalities of Plainfield, Brownsburg, Danville, and Indianapolis. Avon is largely developed with single-family detached residential housing, although there is a growing mix of rental and attached homes.

Although the first settlement was established around 1830, Avon wasn’t officially incorporated as a town until November 30, 1995. At the time of incorporation, Avon’s population was 4,007 (special census, December 10, 1996). Today there are an estimated 16,960 persons (US Census, 2016 population estimate) in the incorporated boundary. Washington Township, as a whole, has 44,764 persons (US Census, 2010 data) and Hendricks County has a total population of 160,610 (US Census, 2016 population estimate).

Located just 12 miles west of Indianapolis, Avon offers the convenience of city living with the comfort of a small town. U.S. Highway 36 bisects the town and offers restaurants, department stores, convenience stores, and specialty shops along its direct route to downtown Indianapolis. This connection has made for an ideal location for individuals and young families to put down roots in a safe, and affordable suburb.
The community is fairly homogeneous; 86 percent of the population identifies as white. The second largest racial group is Hispanic (8%), with Black (6%) and Asian (2%) rounding out the rest. Avon is also fairly young – 33 is the median age. We have a sizable young population, with about 28 percent of the town age 25-44 and 34 percent under the age of 18.

Just over a quarter of the population now is age 45 or older. As our younger folks continue to age, Avon could see a significant elderly population over the next 20 years. (StatsAmerica, town profile, 2015 Census data estimates). Using standard population projectors and assuming an overall 4.28 percent rate of growth, Avon is anticipated to grow to about 26,292 persons by the year 2026.

Avon is an educated community, with 23 percent having at least some college and nearly half having an Associate Degree or higher. Avon also enjoys fairly high income levels compared to much of the rest of the state, and even the nation. The median household income $91,393. The poverty rate, however, is just over 3 percent, indicating there are still some opportunities to attract jobs that will pay higher wages. Avon’s overall unemployment rate is 3.6 percent, showing opportunities for job growth as well (Data USA/Avon, IN, 2015 data).
As might be expected when looking at the extensive commercial trades located in Avon, the largest employment sector is Retail Sales, comprising about one-quarter of the total employment market. The next largest sectors are Accommodation and Food Services (17%), Health Care and Social Assistance (12%), and Education Services (8%). Wellness is one area Avon is looking to expand in the near future, as is manufacturing, which currently employs about 6 percent of the total workforce (JobsEQ®, Chmure Economics & Analytics, 2017).

Looking at most recent Census data, Avon’s median age is 33.9 with 75.9 percent of the population consisting of a family household, and 42.9 percent with children under the age of 18. Compared to the state of Indiana as a whole, at 66.9 percent family household and 29.8 percent with children under the age of 18, that’s a 9 percent and 13 percent increase respectively.
Avon is a young town, and not just in population. Over half of Avon's homes have been built since 2000 with 77 percent of total builds being single-family detached homes with three to four bedrooms. As of 2014 the median home cost was $164,900. While a large percentage of residents are homeowners 16.4 percent are renters with an average household size of 2.48 compared to 3.04 for homeowners.

With a large family-based population, Avon’s housing market is leaving little other choice for existing or future residents. Apartments and condos have been emerging onto the market, but what about those who want alternative housing choices?
WHERE DO WE WANT TO GO?
“Economic Development is a process by which a community creates, retains, and reinvests wealth and improves the quality of life”

-DAVID DODSON
PLANNING PROCESS

The answers to the question, “Where do we want to go?” sets the foundation for future growth for our community. To help us ask the right questions and get the best answers, the Avon Town Council appointed a steering committee to help guide the planning process. Committee members were carefully selected to ensure a broad mix of interests. Representatives from the business and development communities as well as from the arts, school administration, and plan commission were included in this group.

The beginning stages of the steering committee process included a brief Planning 101 session to ensure all members were starting from the same point in understanding the planning process and understanding the reason for comprehensive planning. Next, the committee members spent some time discussing elements of successful communities, and specific strengths and weaknesses of the broader Avon community. From those discussions, the committee arrived at their top five issues facing Avon and how to use those in establishing goals and objectives for our growth.
02 WHERE DO WE WANT TO GO?

Reaching into the community, the committee held a series of public open houses to invite residents and business owners to give their thoughts on the good, the bad, and the ugly of Avon. Staff planners also gave presentations to local groups (Chamber of Commerce, civic groups, etc.) to solicit input from those target audiences.

One other method of gathering public input included the use of social media. Social media is a good method of reaching folks in a relaxed, non-confrontational manner. Staff posed a series of questions that residents could discuss online with staff and each other. Residents could also post comments and offer suggestions for other lines of inquiry for the steering committee to consider.
Finally, the steering committee considered the current comprehensive plan goals and objectives - have any been accomplished? Are they all still irrelevant?

From all of this input, committee members determined the overall goal of the plan: To establish Avon as a safe, family-friendly community for families and thriving businesses. And to craft themes for the document: Connect Avon, Cultivate Avon, Build Avon, Invest in Avon, and Promote Avon. Each of these themes captures the issues and opportunities that residents deemed most important. Each of these themes are discussed in detail on the following pages.
FUTURE LAND USES

The future land use map is an important tool used by staff, the Planning Commission, and Town Council to help make informed land use decisions. When properties are proposed for rezoning, the future land use map helps decision makers by showing where preferred uses are best located. It shows the "highest and best" uses for a property.

The 2005 Comprehensive Plan utilized population projections to prepare a preferred overall land use mix. A desired "level of service" acreage was generated for each typical land use type, and that total was subtracted from existing acreage of the same type. The various areas were then laid over a map of Washington Township, resulting in the overall future land use map.

What has resulted over the past 20 years is that the vast majority of Avon's land area is currently dedicated to single-family detached residential (SFR) uses. There is very little commercial development and what exists is mainly relegated to the US 36 corridor. These two facts result in a couple of things...

1. An overabundance of detached single-family residences distributed throughout town. Single family residential is a difficult land use to support, municipally speaking, because it places the greatest demands on municipal services like police, fire, and roads. Also, residential development tends to use more services than they pay for through property tax revenue. This is especially true since there is currently a 1 percent property tax cap in place for residential development.

2. Proliferation of single-family detached development can also crowd out non residential land use categories. That means folks have to drive a little farther than they would otherwise, if residential development were more dense and concentrated. And more roads need to be built and maintained over time to help people get where they need to go.

For this future land use map update, steering committee members decided a cluster-type development goal would work best to determine the optimum growth areas and types. The committee was working with the overall goal of creating a vibrant community to attract and retain a variety of residents, jobs, and leisure opportunities instead of trying to achieve a particular level of service for each land use.

Clusters are geographic concentrations of specific or interrelated types of development. Retailers typically cluster in the same general location, as do some industries and institutions. Clustering allows developers to achieve some economies of scale with supplies, employee pools, and access to public goods. Clusters can result in enhanced productivity, better innovation, and the formation of new businesses.

Having determined to use land use clusters, the committee next chose general areas to place the uses. These are areas where new development and redevelopment should occur over the next 20 years. US Highway 36 is already a major commercial corridor and employment destination in Avon, so it was reasonable to place clusters along that arterial. Similarly, Ronald Reagan Parkway is a recently completed north-south arterial poised to become an important economic driver for the town, so that corridor became another focus area for future development. The remaining clusters were carefully sited according to their relationship to existing residential development, major road intersections, and expected residential growth.

The specific clusters are:
- Agriculture
- Specialty Housing
- Town Center
- Area Retail
- Innovation
- Neighborhood Retail
- Light Industrial
- Wellness
Agriculture plays a large role in Avon’s history, and farm operations continue today. Committee members felt it important that some areas of Town should be available to agricultural and/or large-lot residential development. Additionally, highlighting areas as agriculture in nature will serve to eliminate or at least slow growth in those sectors. The Agricultural Clusters are located in the northwest and southwest sections of Washington Township. Row crops and animal husbandry are expected uses for this cluster. Large-lot residential (minimum of 5 acres and no public facilities) would also be an acceptable use. Other related uses that could occur here include agro-tourism, plant nurseries, winery/distillery/brewery with tours and tastings, restaurant uses, and agricultural breeding and research.
Specialty Housing
As noted earlier, Avon enjoys well-established single-family housing options. In the last five years or so, apartments have become more popular housing choices, and Avon has a number of apartment communities. What is missing in our community’s housing choice is diversity. It is well established that both the Baby Boomer and Millennial generations want more housing choices. Both want walkable, more “urban” development even in the suburbs. With that in mind, the committee created a specialty housing category to offer a range of multi-unit or clustered housing types compatible in scale with single-family homes. Town residents do not want a continuation of large subdivision developments that all look alike. Mixed-use neighborhoods, carriage houses, and pocket neighborhoods are expected uses for this cluster. “Granny flats,” separate living quarters above garages or behind the primary residence, will be encouraged here. These clusters are more centrally located within Avon, both north and south of US 36.
Town Center
A lively town center is a crucial and desirable element to a vibrant community. This central gathering spot will be the place to shop, play, work, socialize, and live. A wide variety of uses will be encouraged to locate in this cluster. Specialty shops/restaurants, maker spaces, vertical mixed use (residential over retail), active and passive play spaces, arts, and theater are all necessary elements to a successful town center. The Town Center cluster is located west of Town Hall Park and Town offices, along White Lick Creek and adjacent to US 36.
Area Retail
Retail is a desirable use to have in any community. As noted earlier, however, much of Avon’s retail development is stretched along the entire US 36 corridor. This results in an overcrowded primary arterial, traffic snarls, and a plethora of traffic signals. With the cluster idea in mind, we expect retail with a regional draw (shoppers from outside of Avon) to locate at and near specific intersections along US 36 and Ronald Reagan Parkway. The ultimate goal is to eliminate traffic signals on these arterials except for a few key locations. Some expected uses here are general commercial, larger shopping centers, hotels, and Class A office developments.
Innovation

Part of a vibrant community includes taking advantage of entrepreneurial ideas and business start-ups. Avon wants to nurture our small businesses, helping them grow and seed additional companies. We also recognize that education is an important part of innovation and would encourage those developments within our Innovation Clusters. These areas are generally located along US 36 and Ronald Reagan Parkway as well as smaller areas near established residential sites and Avon High School. Expected innovation uses include trade and technical schools, small business incubators, technology, research and development, medical technology and life sciences, specialty maker spaces, and Class A office.
Neighborhood Retail

These sites are proposed for smaller commercial nodes with convenience retail. They are logically placed near existing and future residential neighborhoods and connected to housing and schools for walkability. Typical uses to locate here include smaller grocers, specialty restaurants, pharmacy, boutique shops, and limited personal services.
Light Industrial

Industry is a vital component of any community's economic well-being. It is important to have a sound industrial base to foster to help grow the community and provide employment centers for residents. There is currently one large industrial site in Town, south of US 36 near the CSX rail yard. Additional industrial areas are suggested along the Reagan corridor to help expand our industrial base. "Industrial" encompasses a wide range of uses, but the ones desired for Avon include light manufacturing, assembly, research and development, and data processing. Large warehousing and distribution centers are generally undesirable and would not be encouraged. In general, the majority of work would be conducted inside a building with limited outdoor storage and encompass around 250,000 to 400,000 square feet.
Wellness
Another noteworthy presence in Avon is healthcare. Both IU Health Center and Hendricks Regional are major hospitals located in town. Avon also has a number of medical office buildings, skilled care facilities, and even a micro hospital. These areas are significant employment centers for residents, and these and new wellness businesses should be encouraged. These clusters are suggested near residential and commercial areas along major thoroughfares in town. Anticipated uses include emergency clinics, hospitals, medical office buildings, skilled care/assisted living, senior living, and hospice facilities.
03
HOW WILL WE GET THERE?
“Growth for the sake of growth is the ideology of the cancer cell”

- EDWARD ABBEY
HOW TO USE THIS PLAN

The ultimate success of any plan depends on whether and how it is implemented. If the plan is comprehensive in scope, visionary in its strategies, wide ranging in nature, and has buy-in from all levels it is more likely to be useful and to be used.

This comprehensive plan has no merit unless it is something we can all believe in and use every day. It serves no purpose if it is filed away in some collection only to be handed out ceremonially. If we use this guide annually or as each new challenge faces us and if we take the time to ask “how does this decision affect what we are striving to do?,” then we will meet our goals.

For each theme, there will be:

- **Goals and Objectives**
- **Strategies**
- **Implementation and monitoring**

A process should be set up that will help formalize implementation of the plan. We should align this course of action with the budget process to make implementation concrete, important, and achievable. We should ensure other town plans (Parks and Recreation Plan, Capital Improvement Plan, Thoroughfare Plan, Police Service Plan, etc.) are updated with comprehensive plan goals and objectives in mind.

OVERALL GOALS:

- Encourage residential infill development and commercial and industrial redevelopment in areas that are already served by utilities.

- Create opportunities for all residents by bringing enough wealth and resources into the community.

- Provide enhanced opportunities to shop, play, and work in Avon.

- Proactively guide the development that the community wants and will receive.

- Create a diverse and sustainable tax base to support the ongoing provision of Town services.

- Focus on strengthening specific aspects of the Town’s existing economy by retaining its existing businesses and building diversity in the tax base, including light industrial and office-based employment.

- Establish an approach to strengthening Avon’s image and establishing a role as a destination.
BUILD AVON

This theme is all about providing housing choices for our residents. We want to facilitate housing diversity (type and affordability), facilitate neighborhood connections, and facilitate good planning to inspire excellent community design.

Avon is the fastest growing municipality in Hendricks County showing a 21.3 percent population increase in the last five years. Since 2013, the Town has approved the most residential permits in Hendricks County each year, and the trend doesn’t appear to be slowing down anytime soon. With the population currently at 16,451, now is the time to check in and help shape the future housing market according to trends in the growing population, keeping in mind what current residents desire, as well as what future residents will hope to see.
BUILD GOAL #1
Modify the existing zoning ordinance to allow for flexibility in density, design, and uses.

OBJECTIVES:
1. Research current housing issues in Avon to gain a deeper understanding of the housing market.
   Partner with local real estate specialists to conduct an existing housing market study. Explore national and local trends to understand potential gaps in the current housing stock.

2. Allow diversity in housing types within a single subdivision to help increase housing options for first-time, move-up, and empty-nester buyers.
   The zoning ordinance will be used to implement the comprehensive plan. Focusing on design standards and creating more flexible regulations will decrease the need for planned unit developments (PUD) and allow for innovation in housing and subdivision design.

BUILD GOAL #2
Encourage community involvement in enhancing community aesthetics.

OBJECTIVES:
1. Establish a facade improvement fund for commercial properties.
   Establish an application and approval process to relinquish funds. Identify buildings in need of facade improvements, and create a revolving loan fund to assist business and building owners in repairing or enhancing storefronts.

2. Fund grant program for residential neighborhood enhancements.
   Establish a biannual neighborhood clean up day, communicate with neighborhood associations, and identify neighborhoods in need.

3. Establish public/private partnerships.
   Reach out to private community stakeholders. Financing could potentially come from this.

4. Establish a Keep Avon Beautiful group.
   Model off of other Keep Beautiful initiatives. Research Keep Indianapolis Beautiful and Keep Fishers Beautiful. Community involvement, helping residents with spring plants, basic yard clean up, neighborhood entrance clean up, etc.
BUILD GOAL #3
Pursue live/work housing opportunities.

OBJECTIVES:
1. **Identify appropriate areas to establish these areas.**
   Research other communities where these uses are already existing to see what works and what may not. Carefully select stand-alone districts or mixed-use areas where these may be appropriate.

2. **Develop standards for desired development.**
   Work with residents and local decision-makers to determine which elements are crucial for live/work developments to integrate into established neighborhoods, and which design elements may be desirable to maintain aesthetics and overall community balance.

3. **Pursue mixed-use housing development adjacent to commercial clusters.**
   Determine which commercial clusters would be most appropriate to locate near. Work with service providers (police, public works, parks, utilities, etc.) to help establish optimum locations.

BUILD GOAL #4
Provide housing diversity.

OBJECTIVES:
1. **Update architectural standards to require enhanced building materials and aesthetic diversity.**
   Research housing architectural typologies to see what styles or features would be appropriate and desirable for Avon. Provide for a variety of styles and materials to create attractive neighborhoods that don’t all look (and cost) the same.

2. **Update bulk development standards (lot size, setback, etc.) to encourage medium, and higher, density residential developments.**
   Allow for varying setbacks, lot widths, and other standards to create more dense developments. Providing for more density will allow more affordable housing developments, will help preserve open space, and will allow for more flexibility in neighborhood design.

3. **Adopt criteria to ensure sustainable property values, livability, and relationships to adjacent land uses.**
   Carefully study housing trends to ensure there’s no glut of particular types of homes to the detriment of others. Make sure housing fads don’t become a predominate type of development. Actively pursue appropriate housing/business mixes in neighborhoods. Create a Keep Avon Beautiful group to encourage local pride in neighborhoods.
CULTIVATE AVON

This theme is all about growing strategically and figuring out what makes the most sense for Avon. It’s about establishing a smart balance between housing and jobs, between developed areas and open space, and between accessing and protecting our natural resources. Together, we want to create an Avon with awesome places to live, interesting places to play, important places to work, diverse places to shop, and preeminent places to learn.

Economic development is a crucial factor in creating a thriving community. It goes beyond attracting businesses, and looks at the community itself, and our people. Attracting people requires a holistic approach in community planning that involves creating amenities such as parks, trails, community events, festivals, and concerts, while also promoting existing ones such as unique natural features (creeks, lakes, etc) restaurants, shops, schools, and sports programs. It’s this balance that helps a community thrive and attract people that will ultimately create a workforce that will help to define what types of businesses locate into a town or city.
CULTIVATE GOAL #1

Identify places for more compact, mixed-use development.

OBJECTIVES:

1. Identify places for development clusters (mixed-use map).
   Use the cluster areas shown on the Future Land Use Map as a guide when considering rezone and development plan approval petitions.

2. Increase allowed density and intensity in appropriate areas.
   Again, utilize the Future Land Use Map to see which areas are meant to be more densely developed (close to more urban centers) and which are meant to be preserved from near-term development (agricultural areas and those farther from the town core).

3. Survey existing natural areas in the township to determine which are most valuable to our community.
   Conduct a land use inventory and show where waterways, wooded sites, and other important spaces are located. Include residents and decision-makers to determine priority sites and establish appropriate protections for them.

CULTIVATE GOAL #2

Expand arts and culture opportunities.

OBJECTIVES:

1. Conduct feasibility study of establishing a performing arts center.
   Work closely with existing arts and culture groups to explore the feasibility of a flourishing arts community within town. Seek advice on specific elements to include and which to perhaps exclude.

2. Foster makerspaces and other entrepreneurial enterprises in appropriate sites.
   Makerspaces allow individuals to share space and tools to develop, manufacture, and provide items in a more cost-effective manner than they could alone. We should work with existing local entrepreneurs and businesses to advantageously locate these spaces and determine any special needs.
CULTIVATE GOAL #3
Discourage corridor development outside of the desired corridor areas.

OBJECTIVE:
1. **Identify places for development clusters (Future Land Use Map).**
   Development in long strips along roadways creates sprawl and isn’t an efficient way to use our land or man-made services. By establishing smaller clusters at desirable locations, we can preserve more land for open spaces and a mix of uses and become more effective in providing services.

CULTIVATE GOAL #4
Study feasibility of establishing a Town Center.

OBJECTIVES:
1. **Create an overall vision for a future Town Center.**
   The Future Land Use Map establishes a town center cluster just west of the existing Avon town hall complex. This is not to say that it is in the center of town, but that the natural elements and size of the property allow for the future growth of a district that will foster a mix of uses such as retail, residential, office space, outdoor activities, and park space. It is these elements that will create a space that is uniquely Avon.

2. **Identify permitted uses and establish a Town Center zoning district in contrast to the majority of existing uses along U.S. Highway 36.**
   Research other municipal downtowns to help determine the most successful mix of uses to create a vibrant and thriving town center.

3. **Create development standards for the Town Center district that avoid a static streetscape and allow for a mix of architectural styles and building materials.**
   Choosing the right place for a central gathering spot is important. Just as important, however, is establishing the right set of standards for development and getting them to work with the right uses. Work in conjunction with residents, business owners, and decision makers to hit the ‘sweet spot’ of effective placemaking.

4. **Establish a public-private partnership to build the Town Center.**
   Carefully select and partner with other public and with private entities to make sure a successful town center is launched. This partnership will allow all involved to take ownership of the town center and help ensure an enduring place.
This theme concerns the Avon “brand” and how we promote and market ourselves. We want to enhance our community aesthetics and identity through signage, landscaping, open spaces, and art. We also want to recognize our position in the region as a desirable location.

Obviously, creating a community in which folks want to live and invest is a vital foundation. Marketing that community to the world at large is the next step. One issue many residents noted is that Avon doesn’t have a distinct identity - it’s just one Indianapolis suburb of many. We need to not only create a separate identity; we need to “get the word out” about us. Some of the goals mentioned here are to create and enhance the Avon brand, enhance community aesthetics, and enhance Avon’s position in the region as a desirable spot to reside and build a business. During the creation of this comprehensive plan update, the Town engaged a consultant to help us re-brand and redefine ourselves. That consultant created a new town logo along with wayfinding and gateway signage. These elements will help set us apart from the other county towns and signal our existence to the rest of the world. Promoting ourselves is an important component to growing our community and establishing a firm fiscal foundation.
**PROMOTE GOAL #1**

Develop Avon’s brand.

**OBJECTIVES:**

1. **Market the town’s new logo.**
   As we discussed various topics for the comprehensive plan, it became clear the Town needed an identity and a brand new logo. The Town had a new logo professionally designed and has begun using it on business cards and letterhead. Future marketing opportunities will be researched and utilized to help market and expand our new identity.

2. **Incorporate logo and colors throughout the Town.**
   Investigate new opportunities to incorporate our logo and identity into non-typical areas. Study other municipalities and businesses for marketing ideas.

3. **Establish a design palette for street furniture, plantings, and amenities for developers to utilize in key areas throughout town.**
   It’s important to use our logo to brand various elements and sites throughout town to make everyone feel like one community. Work with artists and manufacturers to help create an easy-to-replicate palette to incorporate into site designs.

**PROMOTE GOAL #2**

Approve gateway signage design and fund at least four signs.

**OBJECTIVES:**

1. **Obtain town council approval for gateway signage design by end of 2017.**
   Staff worked with the council to create a budget for 2018 and a five-year capital improvement program to design gateway and wayfinding signage.

2. **Establish funding in 2018 budget to install two signs by the second quarter of 2018 and two signs by the end of the fourth quarter 2018.**
   Funding to purchase and installation of gateway signs has been approved for the 2018 budget.
**PROMOTE GOAL #3**

Establish gateways and wayfinding.

**OBJECTIVE:**

1. **Identify key locations to install gateway signage.**
   (Keep in mind future growth of the town. We don’t want to change gateway locations with annexations.)
   Two locations, at the north and south entrances to Avon along the Ronald Reagan Parkway, have been selected to receive the first gateway signs.

2. **Identify places of destination (map: schools, library, town hall, parks).**
   Collaborate with other town and township entities to specify important destinations and incorporate those into one map. Use this map to establish crucial wayfinding signage locations.

3. **Establish a wayfinding sign design.**
   Work with a design professional to craft easy-to-read signage that’s noticeable and useful.

4. **Establish visually identifiable Avon pedestrian crosswalks at strategic locations throughout town.**
   Work with the public works department on the capital improvement plan and town thoroughfare plan to ensure a standard crosswalk design.

**PROMOTE GOAL #5**

Develop marketing tools.

**OBJECTIVES:**

1. **Develop an ‘Avon’ brochure aimed toward business recruitment.**
   Partner with community business leaders to determine the most desirable material to help recruit and retain business and industry. Incorporate findings into a graphic and eye-catching brochure for distribution and promotion.

2. **Utilize design palette for town projects and park sites.**
   Repeating similar elements for local projects will help establish a cohesive look for the community and let folks know they’re in Avon.
This theme had its beginnings during a broad discussion on transportation. Avon is blessed with a fairly well-established road network. When we talk about connecting Avon, however, we’re really talking about moving people, goods, and services, not cars, trucks, and trains. Once we recognized that fact, the committee dug deeper and discussed connecting people through various methods - vehicles, bikes, buses, business, internet, reputation, and the like. Our future desired state includes an Avon with free-flowing roads, a generous multi-use pathway network, transit options, and robust electronic connections.
**CONNECT GOAL #1**

Update the town thoroughfare plan.

**OBJECTIVES:**
1. Establish an overall thoroughfare plan that includes all transit modes.
2. Develop a list of key projects to complete.
3. Update and implement the bicycle/pedestrian plan.

The above objectives are all necessary elements in crafting a useful thoroughfare plan that connects Avon to important places throughout town, but also connects us to the rest of the region. It also helps us to look at alternate transportation modes like biking, walking, and even ride sharing.

**CONNECT GOAL #2**

Update the town parks and recreation master plan.

**OBJECTIVES:**
1. Establish an overall plan that provides parks in key locations throughout town.
2. Develop a list of priority projects that connect people to parks.

The parks and recreation plan is another strategic document under the comprehensive plan. While this comprehensive plan takes an inclusive big-picture and long-term look at our community, the parks plan focuses more on open spaces and leisure opportunities and how to link those sites and activities with people and other places.
**CONNECT GOAL #3**

Provide for free flowing, efficient, and effective traffic along primary and secondary arterials.

**OBJECTIVES:**

1. Stoplights will be present only at certain commercial clusters.

2. Identify commercial clusters.


4. Identify corridors along US 36 that are prime for redevelopment.

5. Identify intersections that would benefit from roundabouts.

6. Reduce the number of access cuts along US 36.

A major purpose of updating thoroughfare plans is to study current and future traffic patterns and see where increasing efficiencies can be built in. Because traffic congestion is a major issue with travelers, it will be important to study our current road network and identify where major and minor improvements can be made to alleviate congestion in the future.

**CONNECT GOAL #4**

Identify roads for potential bike lanes, transit bus stops, and other alternative modes of transportation infrastructure.

**OBJECTIVES:**

1. Explore on-demand transportation options (trolley bus, uber).

2. Create a bike share/car share program.

3. Explore option for express bus service to the airport.

4. Encourage expansion of existing local bus service into Hendricks County.

5. Establish economic improvement districts to help fund projects.

Research alternatives to privately owned automobiles to help ease existing road congestion and pollution. Examine other municipalities and business to determine current best practices and select ones that would work best for Avon. Partner with local businesses to help provide alternative services to provide more transit options.
CONNECT GOAL #5
Create walkable, bikeable links to schools, recreational areas, retail sites, and places of worship.

OBJECTIVES:
1. **Identify school districts with corresponding neighborhoods (map).**

2. **Conduct public outreach with residents and schools to educate on bicycle safety.**

3. **Identify parks, sports facilities, within 1 mile of neighborhoods (map).**

Creating links between these important destinations and where people live is a main thrust of making a quality community. People in Avon want to be able to walk or bike to these various destinations — at least occasionally. We will study and determine the best pathways, construct the links, and create a map helping folks get from point A to B.

CONNECT GOAL #6
Establish a regional planning committee.

OBJECTIVES:
1. **Establish partnerships with other agencies around Avon/Hendrick’s County with the intent of sharing planning, development, and process information.**

Create a collaboration group or groups that can be versatile and able to research and respond to a wide variety of local and regional issues. Explore best practices from other partnerships and implement them as needed.
**CONNECT GOAL #7**
Create a more user-friendly Town website.

**OBJECTIVE:**
1. **Establish a public meeting “portal” with upcoming projects, their project locations, and respective meeting times.**

2. **Consider establishing a “real-time” video link for all public meetings.**

Making connections isn’t always about the physical. Sometimes it’s about communication and how best to relay information back and forth. Explore the possibility of having public meetings available to view remotely. Create a community calendar to highlight upcoming public meetings and available information.

**CONNECT GOAL #8**
Attract a premiere college satellite campus.

**OBJECTIVES:**
1. **Identify possible locations for a campus.**
   Explore ways to expand current university partnerships and how best to locate new or enhance existing locations

2. **Conduct economic development outreach to Indiana colleges.**
   Partner with local business and industry representatives to create program potentials with colleges and college students.
**CONNECT GOAL #9**

Create transit link from Avon to airport.

**OBJECTIVES:**

1. **Coordinate with Town of Plainfield - conduct research on other modes of airport transportation.**
   Cooperate to conduct research on extending existing public transit and including other modes of airport transportation. Determine ways to partner on ancillary items like long-term parking options and transit stations.

2. **Determine viable transit station location.**
   Explore an option to locate a public transport operation near US 36 and/or Ronald Reagan Parkway.

**CONNECT GOAL #10**

Identify a park and ride area (this is separate, or possibly connected to, the airport transportation).

**OBJECTIVES:**

1. **Identify potential location(s).**

2. **Anticipate the Town’s (and surrounding towns) growth and future destinations/connections.**

3. **Determine the best mode of public transportation (bus, trolley, on demand).**

As a stand-alone project or connected with airport transportation, research mid-to large-scale park and ride operations. These sites could help transport workers to local or regional businesses from a single point, thereby relieving some roadway congestion.
**CONNECT GOAL #11**

Build paths, bike lanes, etc. to Town boundaries, and link with other Towns.

**OBJECTIVES:**

1. **Reach out to other municipalities for upcoming projects.**
   Continue to partner with adjoining municipalities on walk/bike projects. Explore broadening our reach by working with cities outside of Hendricks County.

2. **Work with other municipalities to determine joint projects.**
   Expand our current partnerships to include the smaller communities in the county. Seek new partners outside of Hendricks County.
INVEST IN AVON

Investing in Avon is all about laying a good foundation for the Town’s future financial sustainability. It’s about growing strategically and building a community others want to move to, invest in, build businesses in, and encourage others to do the same. This broad topic area touches on aspects of the other themes in the plan, but focuses on tangible things the Town can do to encourage economic development.
INVEST IN GOAL #1
Create and implement an economic development plan.

OBJECTIVES:
1. Review current plans.
2. Hire/promote staff to focus on economic development strategies.
3. Establish fiscal guidelines.
4. Create an informational packet to offer potential businesses.

The above objectives are all aimed at creating a specific economic development approach to town growth. Growth has occurred in the past and brought economic benefits in its wake. Now, we should focus on enhancing elements that attract the specific businesses and industries we want. Achieving the above will assist us in creating a mature economic development environment.

INVEST IN GOAL #2
Expand quality of life through parks and recreation.

OBJECTIVES:
1. Research open-space standards for development projects. Search national park trends (ADA friendly, sledding parks, splash pads) to identify specific Town-funded park development. Quality of life is the overarching concern of new businesses seeking to locate their next endeavor. We must enhance our current open space and leisure efforts to attract the next generation of business developers.
2. Establish park standards for development projects.
   Research best practices for park and open-space criteria. Seek successful projects to emulate and build upon.
3. Create policy for developer agreements for land or dollar donations.
4. Maintain the recreation impact fee program, updating as necessary.

Active park areas and diverse leisure offerings are important elements to a successful community. As important, however, is protecting and enhancing existing natural sites. Work with specialists to inventory our current natural sites supply and establish rigorous standards for protection and enhancement.
INVEST IN GOAL #3
Enhance existing partnerships and cultivate new ones.

OBJECTIVES:
1. Encourage technical training programs.

2. Partner with Avon schools to provide high school training programs.

3. Partner with existing post-secondary schools to provide technical training and retraining opportunities.

Establishing a broad base of industries and job types will help to achieve a firm foundation for future economic growth. Institute job training and retraining programs at all workforce levels – from persons seeking their first job to those who are looking to change careers or begin a new career in retirement.

INVEST IN GOAL #4
Attract small business/entrepreneurs.

OBJECTIVES:
1. Support and expand incubators, emphasizing Stage 1 and 2 businesses.

2. Create incentive program “seed bank”, emphasizing Stage 1 and 2 businesses.

3. Create and partner with an entrepreneur hub.

4. Diversify business and housing stock.

Small business owners and entrepreneurs are the backbone of community vitality. Focus on smaller business/industries to help with initial start-up efforts and expansion once the businesses achieve stated benchmarks.
INTERPRETING THE FUTURE LAND USE MAP

The proposed development clusters are purposely nebulous in nature. It is not the intent of the committee (or map) to depict specific parcels to be included or excluded from future land use areas. This is to allow decision-makers to use their best judgment when determining a highest and best use for parcels. If a proposed use falls outside a specific cluster, it may or may not make sense to include that use on a particular parcel. That decision should be made during the rezone process. Likewise, the future land use map does not rezone property - it merely establishes the most desirable use should the property be developed. Where existing zoning districts are established and not overlaid with a new cluster, the underlying zoning district denotes the desired land uses. Local decision-makers should also take into consideration proposed developments within the grey areas of the future land use map by assuming it continues as the existing land use in that area.

STRATEGY MATRIX

The following pages indicate our goals and objectives for each development cluster shown on the Future Land Use Map. The information is presented in an easy-to-read matrix that can be referred to separately from the overall document.

An objective may have more than one type required to achieve its purpose. The associated cost for each objective is an estimate of the overall dollars, time, and effort that the objective would require. No specific dollar amount is assessed; it is simply an estimate of comparative costs.
<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Type</th>
<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve certain areas for agricultural and/or estate lot residential development. (These are on the Future Land Use Map in green and are located in the North West and South West quadrants of Washington Township.)</td>
<td>Encourage growth in more suitable areas within town boundaries. These areas include sites close to existing residential, commercial, or industrial areas that are already served by utilities.</td>
<td>✔️</td>
<td>3</td>
<td>$</td>
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<tr>
<td></td>
<td>Utilize the approved Future Land Use Map to guide development in the Agriculture Cluster.</td>
<td>✔️</td>
<td>3</td>
<td>$</td>
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<tr>
<td></td>
<td>Actively encourage ancillary agricultural uses such as wineries, nature centers, parks, and plant nurseries.</td>
<td>✔️</td>
<td>3</td>
<td>$</td>
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</table>
### Specialty Housing

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Type</th>
<th>Priority</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Provide a variety of desirable housing options that move beyond the simple single-family detached and attached model. (These areas are designated on the Future Land Use Map in yellow and are located centrally within the township.)</td>
<td>Establish a housing subcommittee to explore best practices in detail to assist in developing policies.</td>
<td>🔢 ⚙️ ⤵️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Develop comprehensive list of desirable housing options.</td>
<td>🔢 ⚙️</td>
<td>1 2 3</td>
<td>$</td>
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<tr>
<td></td>
<td>Craft zoning ordinances that will allow desirable housing options.</td>
<td>🔢 ⚙️ ⤵️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Promote context sensitive infill housing developments that reflect the character of adjacent neighborhoods.</td>
<td>🔢 ⚙️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Craft design standards for site design and architecture.</td>
<td>🔢 ⚙️ ⤵️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Select one cluster for a pocket neighborhood development.</td>
<td>🔢 ⚙️ ⤵️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Consider implementing a residential partnership program to encourage creative redevelopment of existing residential areas.</td>
<td>🔢 ⚙️ ⤵️</td>
<td>1 2 3</td>
<td>$</td>
</tr>
</tbody>
</table>
### TOWN CENTER

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Type</th>
<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a vibrant central gathering spot for the Avon community.</td>
<td>Craft development standards to achieve a lively, mixed-use development district.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>(This area is designated in orange on the Future Land Use Map and includes Avon Town Hall government center and park.)</em></td>
<td>Establish town center specific standards to encourage unique uses and businesses within the district.</td>
<td></td>
<td></td>
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<td></td>
<td>Explore the potentials of public-private partnerships.</td>
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<td></td>
<td>Utilizing the partnership, determine and then construct Phase 1.</td>
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<tr>
<td>Goal</td>
<td>Objective</td>
<td>Type</td>
<td>Priority</td>
<td>Cost</td>
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<tr>
<td>Provide development nodes for larger retail centers that attract customers from within and outside of Avon. Typical uses include &quot;big box&quot; retailers and integrated shopping centers. (These areas are denoted in red on the Future Land Use Map and are limited to specific intersections on US Highway 36 and on CR 900 E near Ronald Reagan Parkway.)</td>
<td>Develop a comprehensive list of desirable and appropriate regional retail uses.</td>
<td>![Checkmark]</td>
<td>![3]</td>
<td>![Money]</td>
</tr>
<tr>
<td></td>
<td>Create design guidelines or pattern book(s) for cluster/site development. This would include architecture, landscaping, site layout, and transportation network.</td>
<td>![Checkmark]</td>
<td>![2]</td>
<td>![Money]</td>
</tr>
<tr>
<td></td>
<td>Design a frontage road network to connect retail clusters to each other without utilizing major arterials, with the overall goal of reducing stoplights along US Highway 36 and Ronald Reagan Parkway.</td>
<td>![Checkmark]</td>
<td>![1]</td>
<td>![Money]</td>
</tr>
<tr>
<td></td>
<td>Create and fund a grant program encouraging reuse of existing large retail buildings within these clusters.</td>
<td>![Checkmark]</td>
<td>![1]</td>
<td>![Money]</td>
</tr>
<tr>
<td>Goal</td>
<td>Objective</td>
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<tr>
<td>Designate clusters for smaller, neighborhood-scale retail uses. Desirable uses include small-scale grocers, specialty restaurants, pharmacies, boutique shops, and limited personal services. (These clusters are designated in dark purple on the Future Land Use Map and are located near existing and planned residential neighborhoods.)</td>
<td>Develop a comprehensive list of desirable and appropriate neighborhood retail uses.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create design guidelines for site, architecture, landscaping, parking, and connectivity to adjoining neighborhoods.</td>
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</tbody>
</table>
## INNOVATION

<table>
<thead>
<tr>
<th>Goal</th>
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<th>Type</th>
<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embrace innovation through the designation of areas and supportive programming to entrepreneurs and businesses producing innovation that encourage future potential for high investment, growth, and high wages opportunities. (These areas are designated as pink on the Future Land Use Map and are located along US Highway 36 and Ronald Reagan Parkway.)</td>
<td>To foster and guide innovation, provide designated areas for innovation clustering on the Future Land Use currently utilized where innovation most likely naturally occurs: Healthcare and Wellness centers.</td>
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<tr>
<td>Provide strength in policies and procedural opportunity to innovative projects that have potential for high growth, wage, and community investment.</td>
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<tr>
<td>Incentive innovative projects that have potential for high growth, jobs, wages, and community investment: Return on Incentive and Investment-Avon (Rll-Avon).</td>
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<tr>
<td>Market inventory and incentives to potential companies who are in growth mode. Emphasize Stage 1 and 2 businesses.</td>
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</tbody>
</table>
## LIGHT INDUSTRIAL

<table>
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<tr>
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<th>Type</th>
<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish concentrated and strategic areas for a solid industrial</td>
<td>Define desirable uses and update use list.</td>
<td></td>
<td>3</td>
<td>$</td>
</tr>
<tr>
<td>base. Light industrial uses encompass a wide range, but those most</td>
<td>Create marketing strategy for Industrial clusters.</td>
<td></td>
<td>2</td>
<td>$</td>
</tr>
<tr>
<td>desirable include light manufacturing, assembly, research and</td>
<td>Establish partnership with existing industries to facilitate location</td>
<td></td>
<td>1</td>
<td>$</td>
</tr>
<tr>
<td>development, data processing, and the like. Large warehousing and</td>
<td>and expansion in town.</td>
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<td></td>
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<tr>
<td>distribution centers are undesirable uses and will not be</td>
<td>Create an economic development plan that targets light industrial</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>encouraged.</td>
<td>development.</td>
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### WELLNESS

<table>
<thead>
<tr>
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<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish areas to support current and emerging health and wellness technologies and services. This industry type serves as a crucial component to overall community quality of life and is an important economic asset.</td>
<td>Emphasize micro-hospital development and encourage these uses by seeking and marketing to specific end users.</td>
<td>☑️</td>
<td>🟢</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Encourage development of health clusters that include a variety of related health care uses.</td>
<td>☑️</td>
<td>🟢</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Craft ordinances to allow a mix of related uses within wellness clusters</td>
<td>☑️</td>
<td>🟢</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>Examine and work with existing wellness businesses to determine best expansion and/or retention strategies</td>
<td>☑️</td>
<td>🟢</td>
<td>$</td>
</tr>
</tbody>
</table>