

September 3, 2015

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DRAFT

CITY OF POWELL COMPREHENSIVE PLAN





EXECUTIVE SUMMARY

Responding to Changes, Planning for the Future

In 2014, the Powell Comprehensive Plan was approaching the twenty-year mark since its adoption in 1995. While many of the plan's policies and recommendations remained relevant, much has changed in the intervening years. The City of Powell undertook the Comprehensive Plan Update to respond to the changes that have occurred while creating a strategic vision for the next twenty years. One of the first tasks of the plan update was an update to the Comprehensive Plan **Vision Statement** (page vi) to better reflect the Powell of today and its aspirations for the future. The major goals of the 1995 plan were also refined and revised into a series of ten **Guiding Principles**, vetted through the public review process. Together the Vision and Principles provide an overarching framework for the plan's recommendations.

Purpose of the Plan

The Comprehensive Plan is the key policy guide for land use, development, annexation, and infrastructure decisions in the City of Powell. This plan serves as a guide for the City of Powell Staff, the Planning and Zoning Commission, City Council and other government entities as they assess the character, location, and extent of public investments and private development proposals in the City of Powell. The plan's policies and recommendations will be implemented over time through public and private decisions, such as capital improvements carried out by the City, and annexation, zoning, or development proposals initiated by property owners and conducted through the public review process.

Structure of the Plan

The Plan is comprised of five major components:

Introduction

The Introduction provides an assessment of current conditions and relevant trends affecting Powell. It also describes the process used to develop the plan.

Land Use Plan

The Land Use Plan documents Powell's current land use patterns, and provides recommendations for future land use and development decisions within the community. The Land Use Plan is a guiding framework to be used when making public and private decisions about annexation, development, redevelopment, and related infrastructure

investments. The Plan consists of a Future Land Use Map, and a series of related development guidelines and policy recommendations. The Plan provides descriptions of each land use category depicted on the Future Land Use Map, with specific policies related to transportation, infrastructure, open space, and development standards.

Transportation Plan

The Transportation Plan provides recommendations for transportation policy and related infrastructure investments within the community. As with the Land Use Plan, the Transportation Plan guides decision-making regarding the appropriateness of development proposals and infrastructure improvements necessary to support future development. The Thoroughfare Plan is the primary reference tool within the Transportation Plan, identifying recommended roadway improvements, right-of-way needs and other roadway elements. This section also includes a detailed analysis of traffic conditions in Downtown Powell and provides recommended solutions to improve downtown traffic congestion.

Fiscal Analysis

The Fiscal Analysis provides an assessment of the long-term sustainability of the City's finances, both at the current level of development and of each of the scenarios considered during the development of the plan.

Implementation

The Comprehensive Plan is a long range vision for the community. The plan is also intended to serve as a guide for how the community can turn vision into reality through specific actions. The Implementation section provides a detailed implementation matrix that outlines recommended policies and actions, and responsible parties. Among these implementation items, three **Key Priorities** are identified based on their significance in addressing the major issues facing the community:

- 1. Initiate a strategic urban design plan for Downtown Powell** to address complex transportation and development needs in a coordinated manner.
- 2. Create a sustainable revenue structure** by thoroughly examining and adjusting taxation and development policies to support long-term community needs.
- 3. Establish a multi-jurisdictional working group** to address shared issues and advance coordinated planning initiatives amongst the City, surrounding townships and the County.

Property Rights and the Distinction Between Land Use Planning and Zoning

It is important to recognize the distinction between the Powell Land Use Plan (as established in this Comprehensive Plan) and the City's Zoning Code, and more specifically, the distinction between the Future Land Use Map and the Zoning Map. The Land Use Plan is a statement of policy to be used as a guide for development and infrastructure decisions; the Zoning Code is a regulatory ordinance that governs the details of how property is permitted to be used and developed. Likewise, the Future Land Use Map is an illustrative depiction of a long term vision for growth and general development patterns to be encouraged by municipal policy and decision-making moving forward. The Zoning Map is much more specific and definitive; it is a legal instrument that identifies the precise boundaries of districts in which certain land uses and development types are permitted or restricted today.

The Land Use Plan is a statement of policy to be used as a guide for development and infrastructure decisions; the Zoning Code is a regulatory ordinance that governs the details of how property is permitted to be used and developed.

Adoption of this Plan and the Future land Use Map does not change existing zoning. Over time, the Zoning Code and Zoning Map may be modified through development approvals and municipal actions as a means to implement the policy recommendations of the Land Use Plan and Future Land Use Map. However, until such amendments are adopted into the Zoning Ordinance, the Future Land Use Map *does not* change current zoning and *does not* affect how properties may be used today. Furthermore, even in circumstances in which zoning classifications and requirements are changed in the future, existing uses and structures remain legal (often referred to as "grandfathered"), potentially with some limitations that are specified in the Zoning Code.

This relationship between land use planning and zoning requires thoughtful and balanced consideration by the community and the City's decision-making bodies when presented with development proposals. Private property rights are one of the cornerstones of American law as established in the Constitution. Yet there is also a long-standing history of land use planning as a means to ensure that private development occurs in an orderly fashion that preserves the health, safety, and welfare of the larger community.

The Land Use Plan should be consulted as a key guide when making decisions about development proposals. In some cases, the Plan's recommendations may help to determine whether or not a requested change in zoning classification should be approved. The Plan may also be used to influence the details of how a proposed development is ultimately built.

However, the Plan *cannot* be used as the sole means of denying an approval for a development that otherwise is permitted "by right" through existing zoning and development regulations. Where substantial conflict exists between the policy vision of the Land Use Plan and the types of uses and development patterns that are permitted (or perhaps even required) by current regulations, those conflicts should be resolved through a deliberative examination and public process to determine the most appropriate and acceptable direction forward. Ultimately, the planning and development process is characterized by compromise. Through a deliberate, incremental, and legally-sound decision-making process, the Plan can be implemented in a way that advances the community's goals, while also protecting the rights of individual property owners.

VISION STATEMENT

The City of Powell is **one of Central Ohio's premier communities**, sought after for its high quality of life, unique community character, and vibrant business environment. Situated in a significant growth corridor in southern Delaware County, Powell has planned for continued growth and development in a responsible and strategic manner. It has retained the **charm of a small town** with rural roots while **responding to changing trends** and development pressures in a way that is uniquely Powell.

Guiding Principles



The historic, small town charm of Downtown Powell should be preserved and enhanced. Downtown Powell should be a vibrant, accessible center of the community with a diverse mixture of uses and activities.



Traffic improvements should strive to relieve congestion at the Four Corners, but not at the expense of pedestrian mobility and safety. Improvements should enhance, rather than detract from, the character of Downtown.



Diverse housing options are important to the community. The City embraces its family-friendly character and also recognizes the need for housing to serve a diverse population in all stages of life. Alternatives to large lot single family subdivisions are acceptable, but design aesthetics, character, and high quality development standards are critical to ensuring new options are appropriate for Powell.



The natural environment should be preserved as a community amenity. This does not preclude development, but new development should be sensitively designed to protect natural features such as streams and wooded areas. Specifically, new residential development should include, where appropriate, accessible and useable public parks and open spaces in a variety of scales and types, integrating natural areas wherever possible.



Rural character should be preserved and reinstated (through new development) along the community's edges. This may be through preservation of farmsteads and active farming operations within the surrounding townships, or through sensitive roadway designs, landscape treatments and development practices that retain a rural feel for those living in and traveling through the community.



The City should strive to plan cooperatively with Liberty Township and other nearby communities to establish a shared vision and development policies.



Pedestrian and bicycle connections should be enhanced and expanded throughout the community, including connections to the surrounding townships, parks, and other destinations.



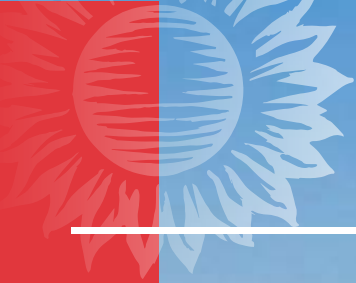
Development patterns should seek to minimize traffic impacts by mixing uses or locating compatible uses within walking distance (i.e. a 5 to 10 minute walk), and by providing interconnected street systems with sidewalks and multi-use paths that provide safe, comfortable and convenient pedestrian routes.



New commercial development should contribute to both the service needs of the community as well as the economic and fiscal well-being of the City.



Opportunities to expand transportation options (public transportation, car/ride sharing, bikes, paths, etc.) into and through Powell should be supported, both to increase transportation options for residents and employees, and to alleviate traffic congestion.



INTRODUCTION





INTRODUCTION

Introduction

The City of Powell is known as one of Central Ohio's premier family friendly residential communities. The City pays special attention to recreation and community services and has a lower income tax rate than other area cities. As a bedroom community, Powell is just a 20 minute drive to Downtown Columbus; however, rush-hour traffic creates a significant strain through the downtown core. As Powell and surrounding communities continue to grow, traffic moving through and around the City has heavily impacted the community. Traffic issues, increased development pressures, low revenue and a growing population have created a strain on Powell, driving the need for a clear vision to fit the larger goals of its residents.

What is a Comprehensive Plan?

The Comprehensive Plan is the key policy guide for land use, development, and infrastructure decisions in the City of Powell. This plan serves as a guide for the City of Powell staff, the Planning and Zoning Commission, City Council and other government entities as they assess the character, location, and extent of public investments and private development proposals in the City of Powell. The Plan's policies and recommendations will be implemented over time through public and private decisions, such as capital improvements carried out by the City, and zoning or development proposals initiated by property owners and conducted through the public review process.

Why Update the Plan?

In 2014, the Powell Comprehensive Plan was approaching the twenty-year mark since its adoption in 1995. While many of the plan's policies and recommendations remained relevant, much had changed in the intervening years. For instance, Powell has grown significantly since 1995, introducing new residents and increasing the need for public services and infrastructure. The original vision of Powell as a "rural greenbelt town" is no longer an adequate description of Powell's size and development conditions. Continued growth in Liberty Township, and continued development pressures immediately north of Powell require the City to establish its own vision and priorities for areas that could become part of Powell in the future, and which will undoubtedly affect, and be affected by the City. In some cases, critical planning elements,

such as a community-wide thoroughfare plan map, had not been included in the previous plan.

In recent years, both local and regional demographic changes, such as an aging population, changing family structures, and desire for more walkable communities and maintenance-free living, are beginning to increase demands for different types of development not previously anticipated. This trend (refer to Regional Trends on pages 16-17 for more information) is beginning to affect communities throughout Central Ohio, including many of the suburban municipalities that compete with each other for economic development and private investment. Competitive communities such as Worthington, Dublin, Westerville, and others are investing infrastructure in their historic centers and changing their development codes to allow alternative types and densities of housing and walkable mixed use development. These revised planning and development policies are a recognition that the economic welfare of the community is closely linked to the community's willingness to accommodate the demand for more compact, walkable development. This is particularly important as more of the regional workforce desires to live in closer proximity to their place of employment, and employers choose to locate in the types of communities their employees want to live in. Among the many issues facing the City of Powell that led to this plan update is the need for the community to respond to these changing trends in order to remain competitive in the region.

On February 3, 2014 Powell City Council participated in a strategic planning session facilitated by the Novak Consulting Group and focusing on issues affecting the future of the City in the coming year. The initiation of this Comprehensive Plan Update was one of the outcomes of the retreat. At the retreat, Council placed "Review & Update Plan" as a "very important" priority, in large part because most of the other goals identified in the session were contingent on an update of the plan to ensure they are adequately addressed and prioritized. Other "very important" items were to increase cooperative intergovernmental relations and sustainable capital funding.

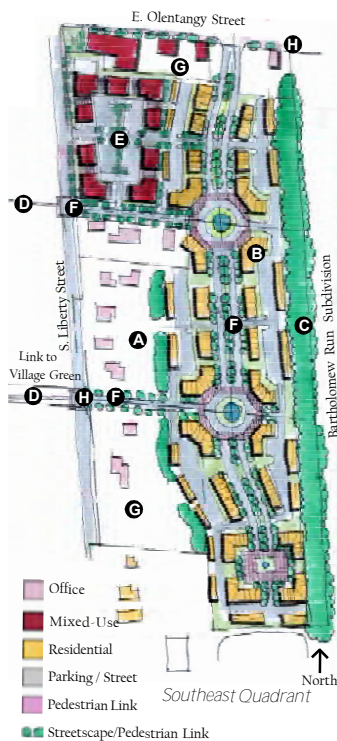
INTRODUCTION

Past Planning Efforts

A variety of plans and studies are currently in place to guide growth and development decisions both within Powell and in surrounding communities. This of course includes Powell's 1995 Comprehensive Plan, which is revised and updated by this document. Other plans have been consulted to provide an understanding of current policies that may affect Powell, or which may be affected by Powell's plan. In some cases, the recommendations of this plan may conflict with those of other policy documents. In these cases, the City of Powell should proactively engage surrounding communities to ensure cooperative and coordinated planning efforts.

1995 Powell Comprehensive Plan

Originally conceived as an update to the Village of Powell's 1988 Comprehensive Plan, the 1995 plan recommended a significant rethinking of the community's land use and transportation priorities, primarily with the goal of minimizing long term traffic impacts and fiscal strains. The plan recommended low density, high-quality residential development; limiting government services and associated costs; and minimizing employment-generating land uses that require costly transportation system upgrades.



Source: Downtown Powell Revitalization Plan, 2004

The plan also emphasized the importance of reinforcing and improving the pedestrian-oriented character of downtown Powell. It endorsed introducing a variety of housing types in the town center including "village lot" condominiums and multi-family options as a means to support local businesses.

Cumulatively, the 1995 plan established a vision for "a small, rural, greenbelt town, located off the beaten path." Twenty years later, this plan has withstood the test of time as many of the planning and transportation issues facing Powell remain relevant, and warrant a reconsideration of goals and strategies in light of current conditions and trends.

Downtown Powell Revitalization Plan (2004)

The Downtown Powell Revitalization Plan furthered the 1995 Comprehensive Plan's recommendations for the town center with a detailed market analysis and physical plan for each quadrant of the downtown. The plan calls for rehabilitation and adaptive reuse of historic structures, as well as targeted infill and redevelopment with a mixture of uses. Like the Comprehensive Plan, the Revitalization Plan envisions the introduction of both detached and attached housing types and potentially "live-work"



Source: 1995 Comprehensive Plan, City of Powell, December 1995

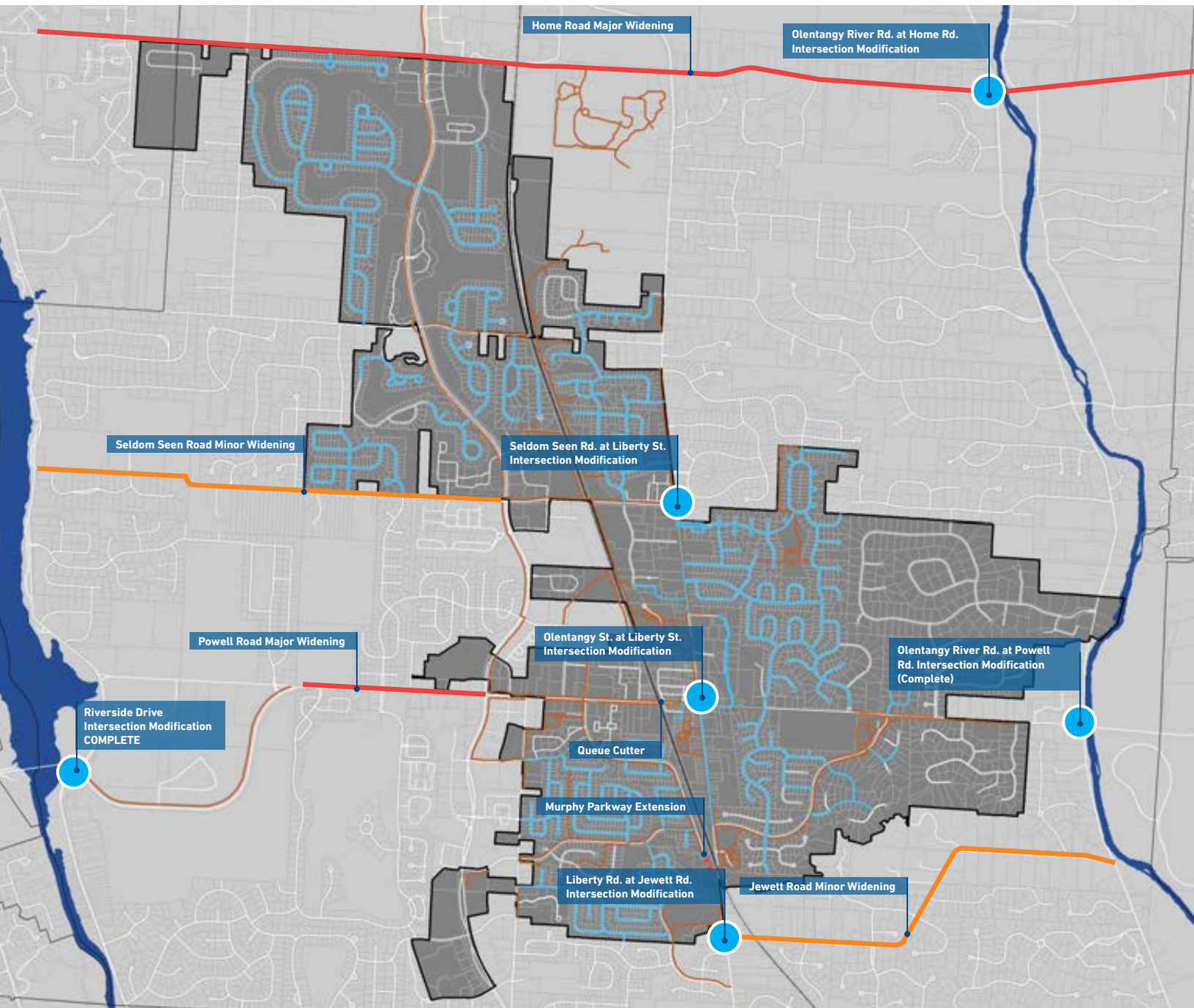
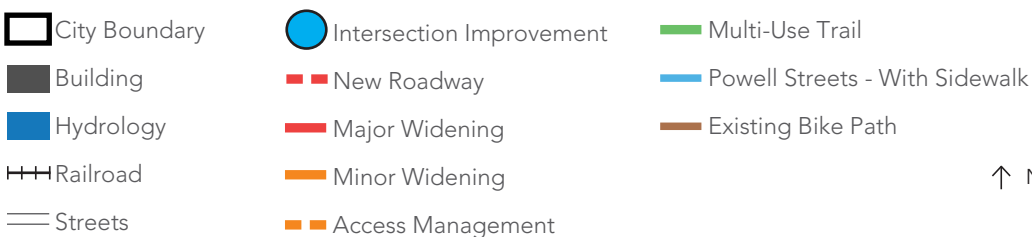


Exhibit 1.6: Transportation Projects

(As planned by the City of Powell, Delaware County, and designated in the MORPC 2012-2035 Metropolitan Transportation Plan)



↑ NORTH

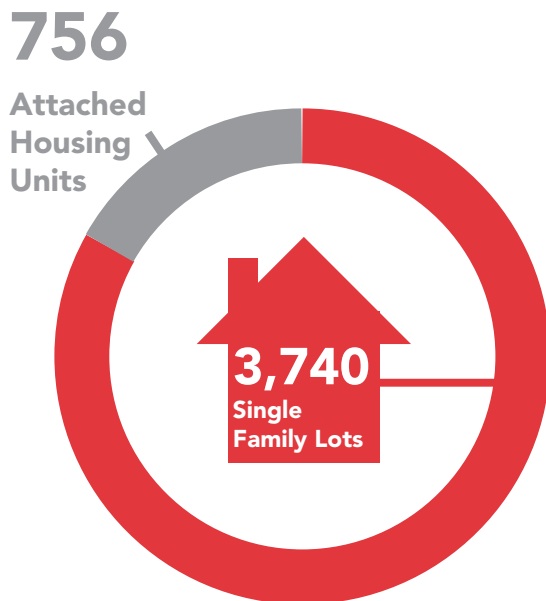
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Powell for the foreseeable future (U.S. Census Bureau; ESRI forecasts). Powell's population is also steadily diversifying, with Asian-Americans and Asian immigrants represent over 7% of the population in 2015, and expected to increase to nearly 10% by the end of the decade.

Housing Stock

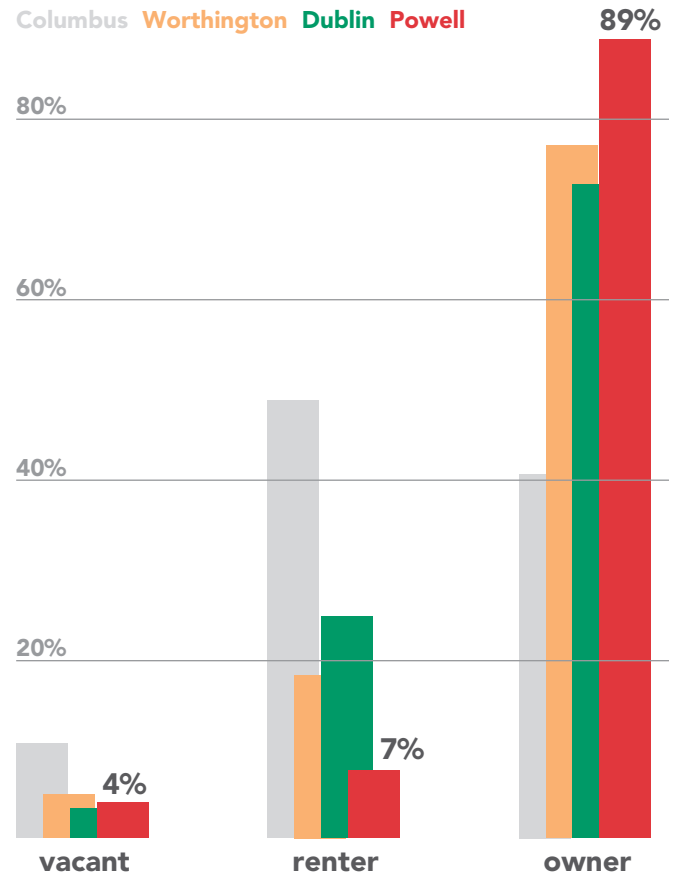
In the Columbus metro area Powell has the highest median home value at nearly \$400,000 - 2.5 times the median home value in the City of Columbus. The majority of Powell's housing stock is relatively new, built between 1990 and 2010. By comparison, the nearby City of Worthington's housing stock is substantially older, having been built primarily between 1950 and 1980. Nearly 90% of homes in Powell are owner-occupied, significantly higher than other nearby primarily single-family communities. Approximately 7% of housing units in Powell are renter-occupied; a small number of these are apartment units, while the rest are single family homes. As of 2014, approximately 83% of the City's housing stock (existing and approved for construction) is comprised of detached single-family homes. The remainder of attached housing units are primarily condominiums, typically ranging from 2 to 5 units per structure.

Exhibit 1.10: Powell Housing Types (Existing and Approved)



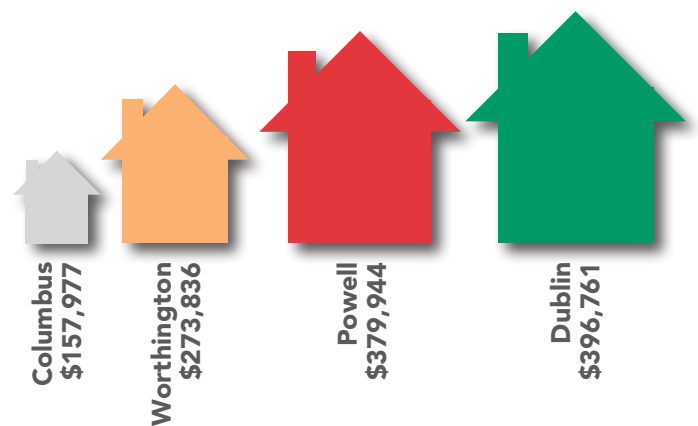
Source: City of Powell, 2014

Exhibit 1.11: Occupancy of Housing Units 2014



Source: U.S. Census 2014, ESRI

Exhibit 1.12: Median Home Values 2014



Source: U.S. Census 2014, ESRI

INTRODUCTION

Regional Trends

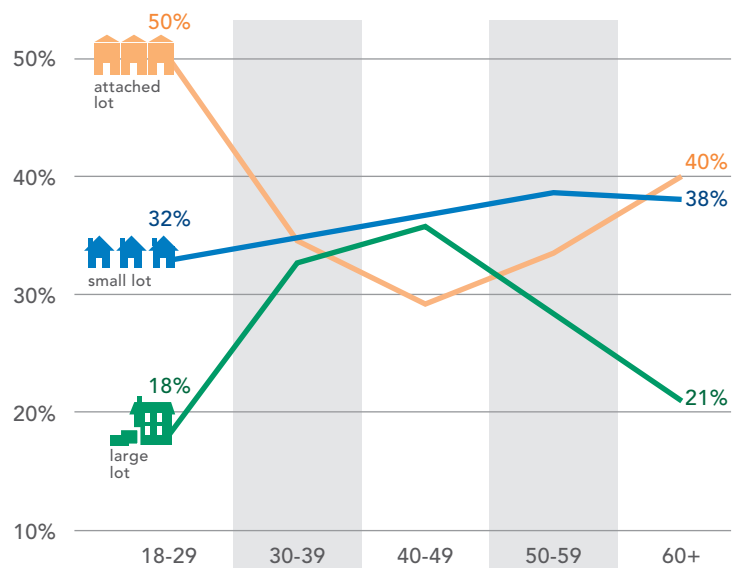
The Comprehensive Plan update was undertaken during a time of significant change for the Powell community and the region as a whole. As Powell began the planning process, the Mid-Ohio Regional Planning Agency (MORPC) was also engaging leading national planning consultants to analyze demographic and development trends for Central Ohio. This includes a report by demographer Arthur C. Nelson — *Columbus, Ohio Metropolitan Area Trends, Preferences, and Opportunities: 2010 to 2030 and to 2040*, and the *Insight2050* initiative, a joint collaboration between MORPC, Columbus 2020, and the Urban Land Institute, led by Calthorpe Associates. These studies document significant demographic changes that will affect development patterns throughout the region, and identify the growing opportunities for more compact, walkable, mixed use development that will best respond to the needs of a changing population. As discussed at the beginning of this section, Powell must consider how best to respond to these trends and remain competitive with other communities that are already taking action.

Despite projections for static or declining population numbers for most communities in the State of Ohio, Central Ohio is projected to experience continued growth and economic development over the next 30 years. However, mirroring national trends in changing demographics and housing preferences, the region is projected to experience a significant increase in demand for attached and small lot housing options. This is an issue affecting many of the suburban communities in the metropolitan Columbus area, which are dominated by large lot single family development and are now exploring how best to

accommodate other housing types in a manner that fits with the overall character of the community.

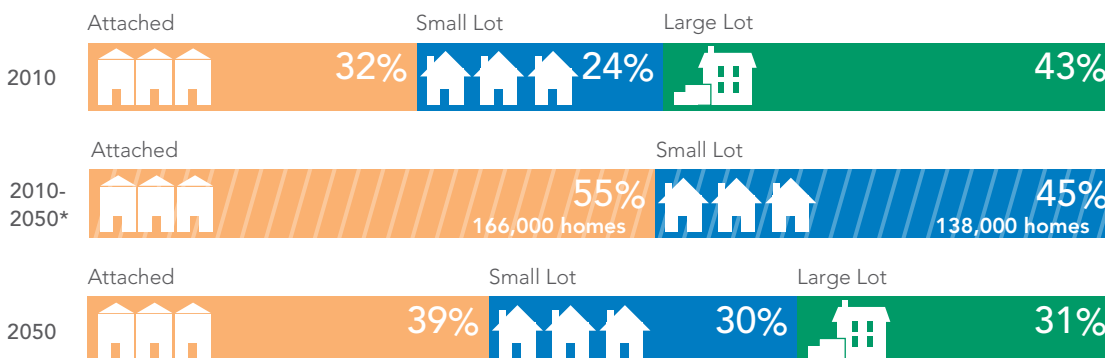
Regionally, the 65 and older demographic is projected to experience the largest percentage increase in population over the next 25 years. While Powell is currently dominated by families with children, the community can be expected to experience an increase in the senior population as the Baby Boom generation reaches retirement and begins to downsize. While there are currently some senior-oriented housing developments in Powell, the community can expect continued interest in alternatives to large lot single family homes, particularly in areas with walkable access to community amenities.

Exhibit 1.20: Housing Type Preference by Age



Source: National Association of Realtors (2011)

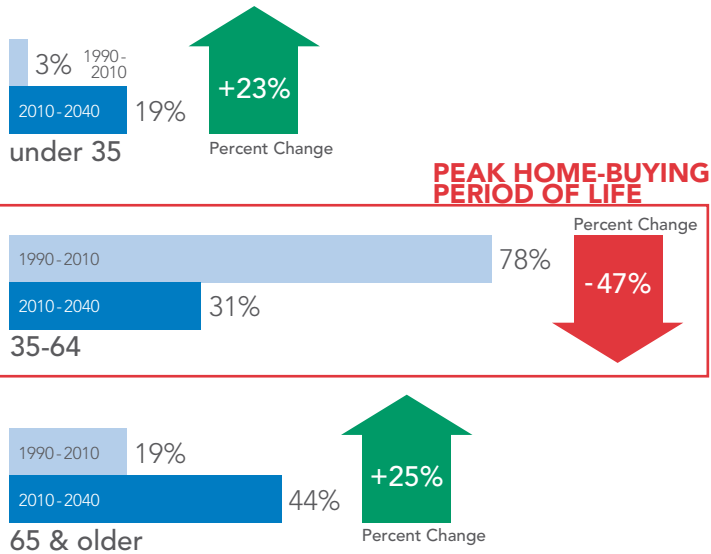
Exhibit 1.19: Projected Demand for Housing by Type, Columbus MSA (2010-2050)



*Refers to households from 2010-2050, excluding households that existed prior to 2010.

Source: Arthur C. Nelson, *Columbus, Ohio, Metropolitan Area Trends, Preferences, and Opportunities: 2010-2030 and to 2040* (NRDC)

Exhibit 1.21: Columbus MSA Population Growth Projections by Age Group



Source: Arthur C. Nelson, Columbus, Ohio Metropolitan Area Trends, Preferences, and Opportunities: 2010-2030 and to 2040 (NRDC)

Exhibit 1.23: Current & Future Households Growth by Type, Columbus MSA

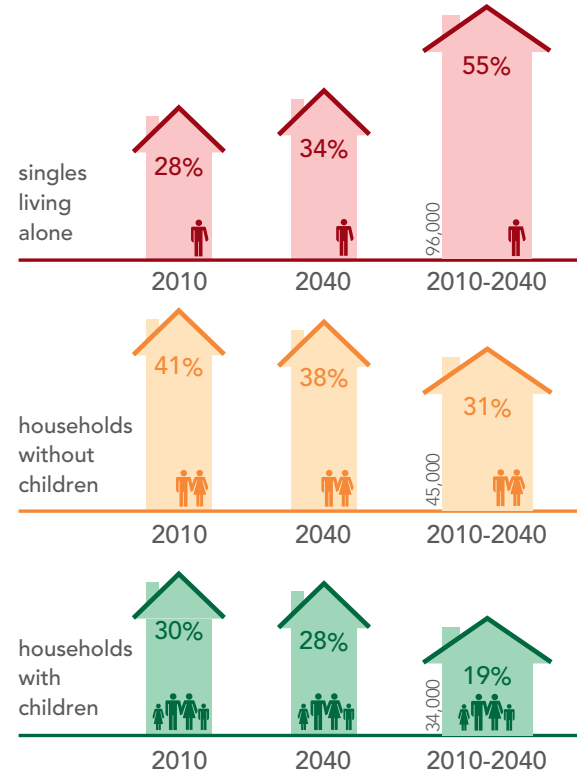
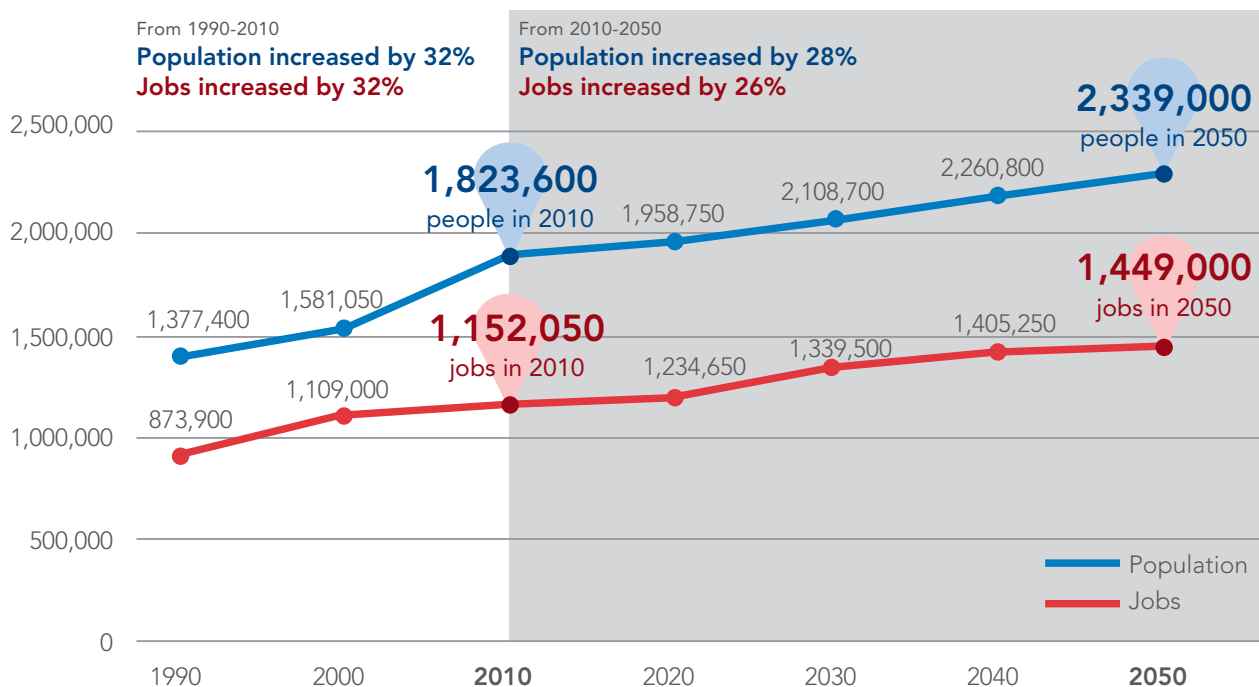


Exhibit 1.22: Important Columbus MSA Population Changes



INTRODUCTION

Community Perspectives

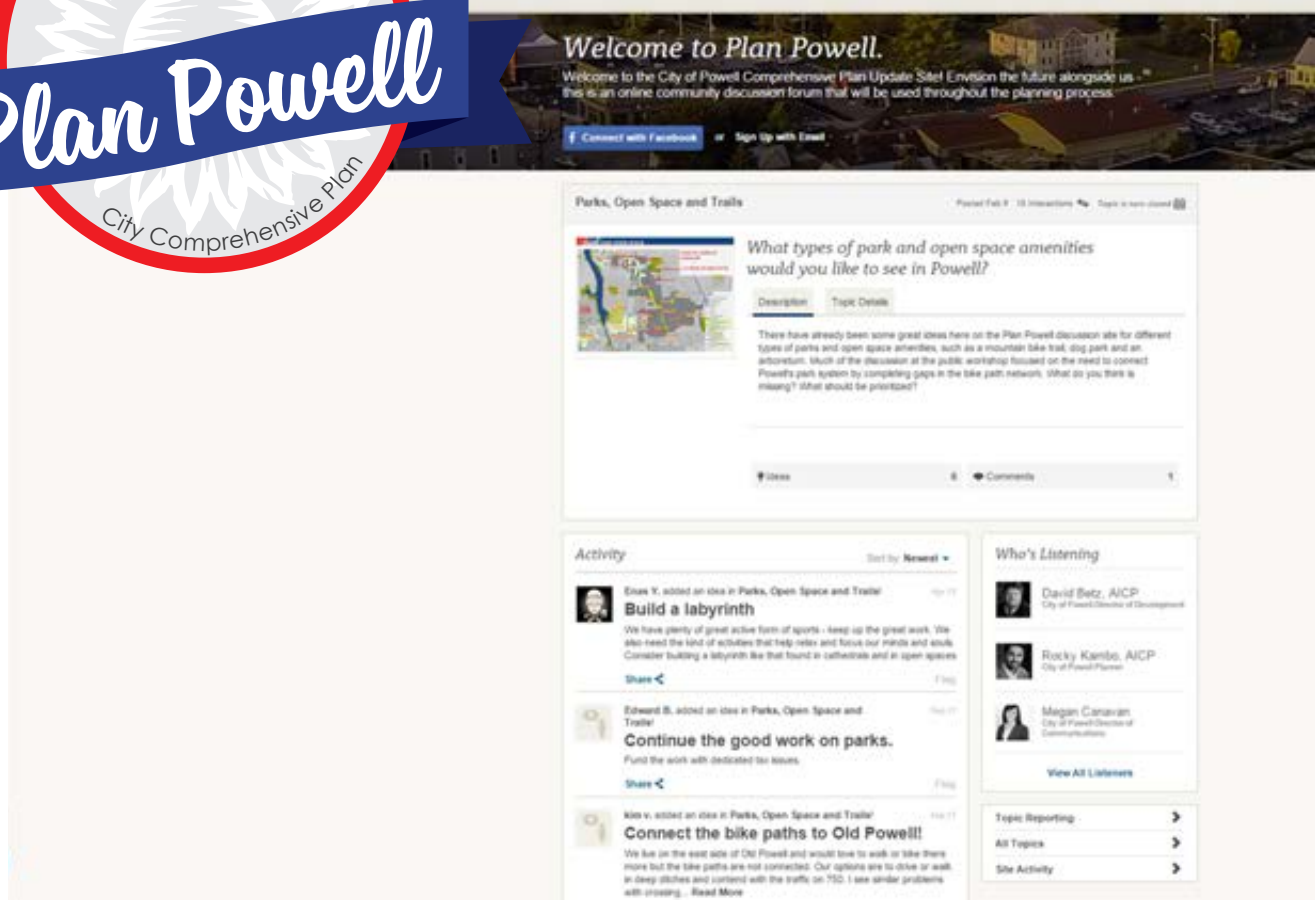
Community Attitudes Survey

In the Spring of 2014, Powell engaged the public opinion research firm Saperstein Associates to conduct telephone interviews with over 400 registered Powell voters. A majority of residents consider the City of Powell an outstanding community. They praised the city-managed amenities, city services, and Powell's public officials. They also cited the city's small-town atmosphere as one of the most attractive aspects of the community. The survey identified two major issues that the community needs to address: 1) traffic congestion, particularly in Downtown Powell, and 2) residential development involving higher densities of housing than Powell has seen in the past.

Plan Powell! Campaign and Online Engagement

In order to generate public outreach and discussion, the planning team and the City of Powell developed a branding and outreach campaign called Pland Powell! This included promotional videos and an interactive outreach website using a web-based discussion platform designed specifically for public collaboration.

The Plan Powell site generated over **200** user-generated "ideas" from over **100** participants. The site had over 13,000 page views with over 4,000 unique visitors throughout the entire process of updating the plan. All of the ideas and comments are located in the Appendix of this document. In some cases, there was considerable consensus regarding community perspectives, such as the need to improve the bikeway connections throughout the City. For other issues, especially the most topical issues of traffic congestion and housing development, a wide variety of opinions were expressed, demonstrating a clear need for the plan to provide recommendations on these items.



Plan Powell MindMixer website



LAND USE PLAN



Future Land Use

The intent of the Future Land Use Map is to illustrate a broad pattern of land use and development types across the City of Powell and potential growth areas. It is not intended to designate very specific land uses for individual parcels of land. Many of the land use categories are intentionally broad with respect to the types of residential and commercial uses that may be appropriate. This map serves to guide the City of Powell as it implements the Plan, through actions such as zoning amendments, development approvals, annexation agreements, and capital improvements. The Plan is also a resource for property owners and developers to understand how their properties fit within the larger context of development patterns envisioned for Powell.

It is important that the Land Use Plan provide a certain degree of flexibility, so that new and unexpected opportunities can be considered as they arise. The Plan should be updated on a regular basis, so that interim decisions are documented and policy recommendations can be re-evaluated for appropriateness and relevancy. As time goes on, there will likely be development proposals in certain areas that do not strictly conform to the recommendations of the Plan. Such proposals should be considered on their own merit, with the Plan serving as a guide in the decision-making process. However, proposals that clearly deviate from the key goals and intent of the Plan should be closely scrutinized and vetted through the public review process to ensure they are appropriate for the community. However, it is also imperative to recognize private property rights as established under current zoning (refer to the Executive Summary of this document for a more detailed discussion).

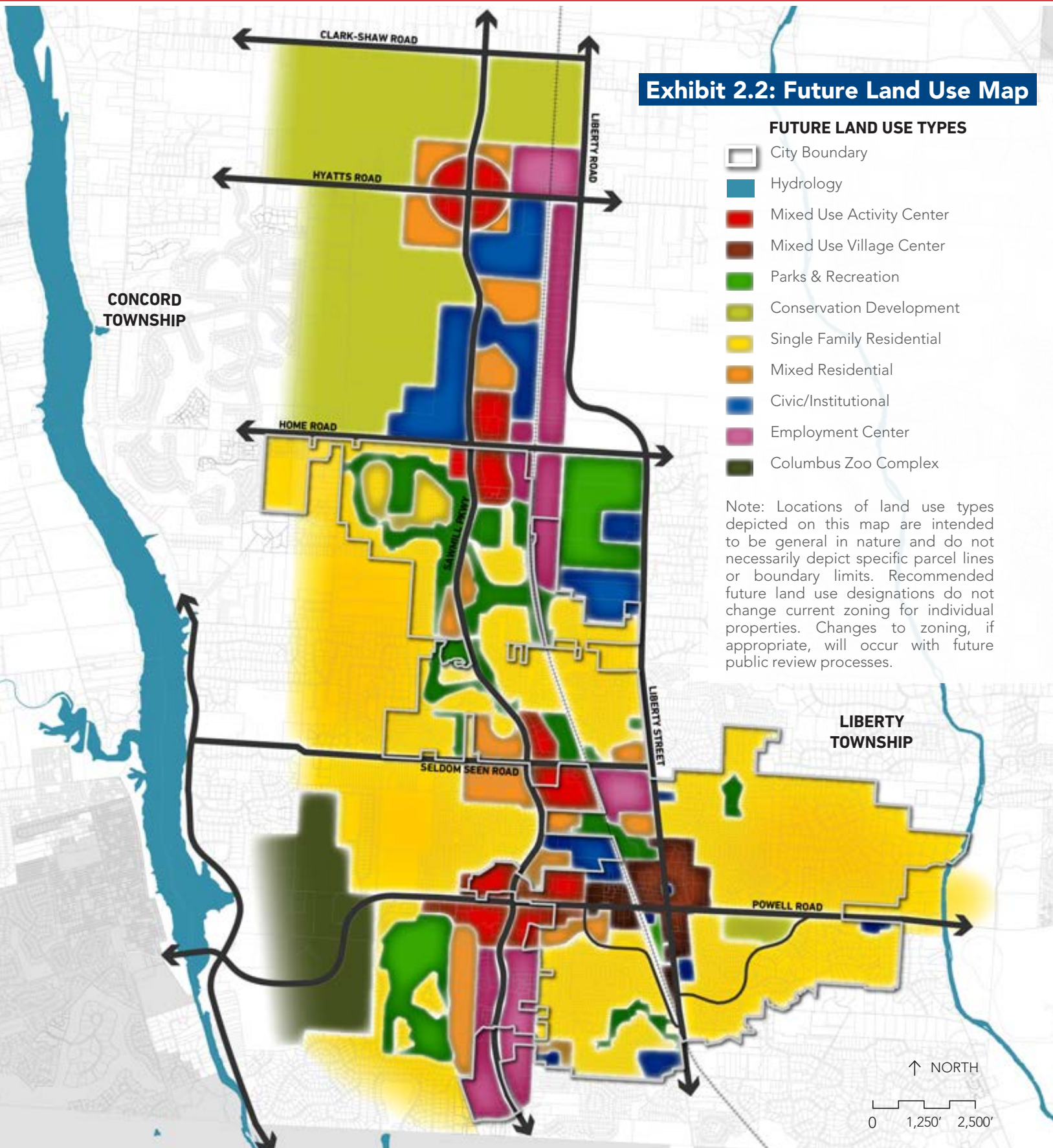
In most cases, the boundaries of individual land use categories depicted on the Future Land Use Map are intended to be general, showing the relative relationship between different land uses. Typically, development patterns will transition in terms of the mixture of uses, scale and intensity, and the degree of urban, suburban and rural character. The Plan (page 29) depicts a general pattern of land uses both within the current City of Powell corporate limits, as well as in portions of Liberty and Concord Townships in close vicinity to the municipal boundary. It is important to recognize that this is not an annexation plan - the areas depicted with a future land use type are not intended to suggest that the City of Powell will seek or support annexation of specific parcels

of land. Rather, the Future Land Use Map is intended to depict preferred land uses and development patterns, regardless of the jurisdiction within which development may occur. As discussed in the Fiscal Analysis section, annexation of specific properties into the City of Powell will require case by case analysis, based on requests for annexation initiated by individual property owners.

Each of the future land use types is described in further detail on the following pages. This includes a description of the purpose and intent of each type, a discussion of where in Powell or surrounding lands the use is appropriate for consideration, and a series of recommended development guidelines. Representative examples from Powell and other communities are also provided to help illustrate the potential scale and character of the development type. These generally reflect the results of a "visual preference survey" conducted at the April 15th, 2015 public workshop, in which participants were asked to vote on various images to help identify which were most appropriate for Powell and where the development type should be considered. This exercise, combined with the scenario prioritization exercise, helped to guide the development of the future land use plan. It should be noted that maximum development densities are not explicitly stated for individual land use types, although typical densities were used as assumptions for transportation and fiscal modeling purposes (refer to the Appendix, pages A76-A77). Quantitative measures such as maximum density are often over-emphasized during the development approvals process, sometimes at the expense of the much more important considerations of design detail and quality. This plan emphasizes quality and character over density.

In broad terms, the Future Land Use Plan encourages a shift toward more compact, walkable, mixed use development patterns. Mixed Use Centers are recommended at major nodes along Sawmill Parkway, and Downtown Powell is given special consideration as a unique type of Mixed Use district. In addition to employment within mixed use centers, specific zones of employment-generating uses are designated along portions of Sawmill Parkway, Liberty Road and Home Road. Conservation Development patterns are recommended as an alternative to the typical single family subdivision to the north of Home Road. Mixed Residential development types are recommended in various locations as a means to increase housing options throughout the community, particularly in close proximity to Mixed Use Centers.

Exhibit 2.2: Future Land Use Map



LAND USE PLAN

Mixed Use Village Center

Intent

Downtown Powell is the historic heart of the City, and is widely recognized as the community's center of identity. Its quaint village scale and Midwest vernacular architecture represent a small-town feel that many Powell residents identify with and desire to protect. The Mixed Use Village Center land use type responds to the unique character of Downtown Powell, and generally applies to the area corresponding to the Downtown Powell business district as identified on the Future Land Use Map.

The traditional village character of Powell's historic heart should be preserved, while also accommodating sensitive infill and redevelopment in certain locations. A variety of uses and activities are encouraged to support a vibrant, walkable village center. Building heights and massing should be closely coordinated with the scale of existing buildings to create a cohesive character that blends new and old structures. This applies to both commercial and residential buildings.

Within this area a more refined breakdown of land uses is considered, as depicted on the diagram to the right. Generally, commercial and mixed use building types will be most successful when located along arterial roadways, such as Olentangy Street and Liberty Street, and collector streets such as Grace Drive. Village scale residential buildings should be located on local streets that connect to the arterial network. Refer to page 70 of the Transportation Plan for more information on proposed street conditions in Downtown.

Development Guidelines

- Commercial and mixed use buildings should be located adjacent to the public sidewalk with prominent main entrances and storefront windows. Outdoor patio spaces are encouraged.
- New development should be designed to create an interconnected public street network that will provide alternative routes to downtown businesses and eliminate the need for left turns at the Four Corners intersection.
- Shared and interconnected parking areas should be provided behind commercial buildings. Parking lots

should be physically linked together or accessible from public alleys.

- All streets should have tree-lined sidewalks, decorative street lamps and other pedestrian-oriented streetscape amenities.
- Local streets should have on-street parking to help control traffic speeds.
- New residential development should include small neighborhood pocket parks. Opportunities to create a more prominent public street presence for the Village Green and/or a recognizable town square should be explored.
- High quality materials and architectural detailing is critical to ensure new development contributes to the village character.

Exhibit 2.3: Mixed Use Village Center Detail



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

Village Center - Mixed Use/Commercial Examples



Baxter Village, Fort Mill, SC

Parking Behind Building

Urban Style Building

Transparent, Active First Floor Storefronts



New Town, VA

Flat Roofs

Active Second Floor Space

On-Street Parking

Outdoor Dining



Powell, OH

2 Stories Maximum in Height with Towers or Architectural Feature

Built Close to the Sidewalk

Mixed Brick and Siding Facade with Color Variations



LAND USE PLAN

Village Residential

Downtown Powell has begun to experience infill and redevelopment pressures over the past decade, exemplified by the successful commercial developments at 50 South Liberty Street and at the northeast corner of Liberty and Olentangy Streets. Both of these have been designed with sensitivity to the architectural character of the historic village center. Even more recently, interest in new development has increased, with a number of proposals to develop new types of residential products in and near Downtown. These include potential apartment buildings, 2-4 unit condominiums and single family detached condominiums. All of these housing options respond to the growing demand for alternatives to the conventional low-density single family home, and the desire of more people to live in and near walkable mixed use neighborhoods with a unique “sense of place.” These types of housing options are also recommended in the 2004 Downtown Powell Revitalization Plan and the 1995 Comprehensive Plan.

However, with each of these proposals, there has been much debate within the community about what types and densities of housing are appropriate for Downtown. Most of the concern has revolved around the potential impact of additional automobile traffic on the already heavily congested downtown roadways, particularly at the problematic Four Corners intersection. This concern culminated in a voter referendum in 2014 and approval of an amendment to the City Charter prohibiting the approval of “high density” housing in the downtown business district. The amendment defines high density as any dwelling containing more than one family. During the course of this comprehensive planning process, the amendment was challenged in court, and a resolution had not been determined at the time this plan was written [NOTE: This statement will be modified as appropriate if a court decision is rendered prior to plan adoption]. For this reason, it is appropriate for the community to be prepared for potential changes to the City Charter.

This Comprehensive Plan acknowledges the limitations to downtown residential development as specified by the Charter Amendment. However, it also recognizes the integral role that housing plays in a mixed use district by supporting local retail, restaurants and neighborhood services. Well-designed residential neighborhoods with high-quality architecture, accessible public open spaces and walkable streets can have a positive contribution to

community character and residents’ quality of life – with the right design, density is merely an outcome, rather than a determinant of quality development. If sensitively designed to fit with the scale and unique character of existing downtown development, a variety of housing options could be appropriate and beneficial in advancing the economic vibrancy, character, and livability of Downtown Powell.

Despite the potential benefits, it is critical that community concerns regarding unwanted impacts of new residential development be addressed. It should be noted that while all land uses produce traffic, one of the benefits of compact, walkable mixed use development is that some automobile trips can be replaced by other modes, such as walking and bicycling. Also, as discussed in the Transportation Plan (section 3), one of the key recommendations to improving traffic flow in Downtown is the creation of an interconnected street system that will concentrate left turns at controlled intersections and provide alternate routes for those traveling to downtown destinations. In some cases, new local streets are most likely to be constructed as part of new private development projects, and many of these are likely to have a residential component. In this way, new residential development in Downtown can actually help to improve traffic conditions.

Within Downtown, new residential development should be compatible with the height, scale and design aesthetic of existing downtown buildings. Specific housing types and densities for new development proposals will be required to meet the requirements of the downtown housing Charter Amendment for as long as it is in effect. However, if the Charter was to be further revised in the future, it will be necessary to establish clear expectations for other types of housing that could be considered for Downtown Powell. In all cases, high-quality architecture, construction detailing, and site design standards are of utmost importance to preserving and enhancing the character of Downtown. Even without the Charter Amendment, the need for sensitive and compatible design to coordinate with the historic character of Downtown would mean that certain types and scales of residential architecture will not be appropriate for the village core, despite being appropriate in other parts of the community.

Village Center - Village Residential Examples



Ashton Grove, New Albany, OH

← Off-Street Parking in Rear or Side

← Tree Lined Streets



Danielson Grove, Kirkland, WA

Traditional Character

← Small Lots (may be fee simple or condominium)

← Connecting Sidewalks



Harrison West, Columbus, OH

2 Stories in Height

← Built Close to the Sidewalk

← Mixed Brick and Siding Facades with Color Variations

Mixed Use Activity Center

Intent

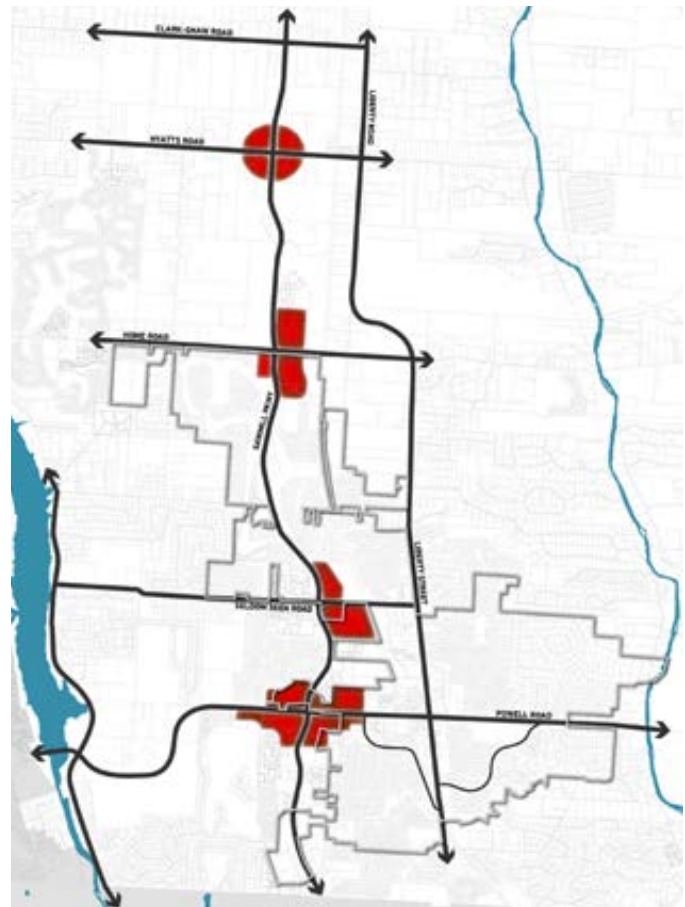
This land use type responds to growing demand for walkable places that offer a wide variety of business services, amenities and housing options. Mixed use centers have a more urban development form, but can have a variety of scales. These development types allow for a more efficient development pattern that does not require automobile travel for all daily needs which helps to alleviate traffic.

Development Guidelines

- Uses may be integrated vertically within buildings, such as residential or office over ground-floor retail, or horizontally among single-use buildings that are closely coordinated.
- Mixed Use Activity Centers should incorporate commercial and mixed residential development including townhomes and multi-unit buildings. (See *Mixed Residential Neighborhood* for more description.)
- Developments should be designed to create a system of interconnected streets and blocks.
- Streets should be designed to prioritize pedestrian and bicycle travel.
- On-street parking should be permitted to contribute to required parking maximums.
- Off-street parking should be located to the rear or side of buildings.
- Commercial buildings should be located adjacent to the public sidewalk with publicly accessible main entrances and transparent storefronts.
- Buildings heights may range from one to three stories
- Mixed use buildings should have a durable and lasting character, able to be repurposed over time.
- Mixed Use Activity Centers should include a variety of public spaces such as open squares, greens, and plazas.

Where is this appropriate?

Mixed Use Activity Centers are recommended as nodes of activity at the major arterial intersections along Sawmill Parkway. These include the existing and currently developing suburban retail strip centers at Powell Road, Seldom Seen Road and Home Road. New development or future redevelopment in these locations should take a more walkable form with mixed uses. An entirely new Mixed Use Center is recommended at the intersection of Sawmill Parkway and Hyatts Road. Most of the development that occurs north of Home Road should be concentrated in this new center as an alternative to continued sprawl development patterns.



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

Employment Center

Intent

Employment generating land uses are critical to Powell's fiscal health, contributing to the City's revenue base. The community currently has a limited amount of employment centers; existing business parks and corridors should be encouraged to infill with additional facilities if possible. Incorporating new employment centers will be an important part of Powell's growth strategy. A variety of office, tech/flex space and clean manufacturing/assembly facilities should be encouraged in key locations. It should be noted that Mixed Use Centers also provide employment opportunities, including a mixture of office and retail uses. Likewise, the boundaries between adjacent Mixed Use Centers and Employment Centers may be fuzzy. Employment-generating institutional uses with a residential component, such as nursing homes and assisted living facilities, are appropriate in some locations as well.

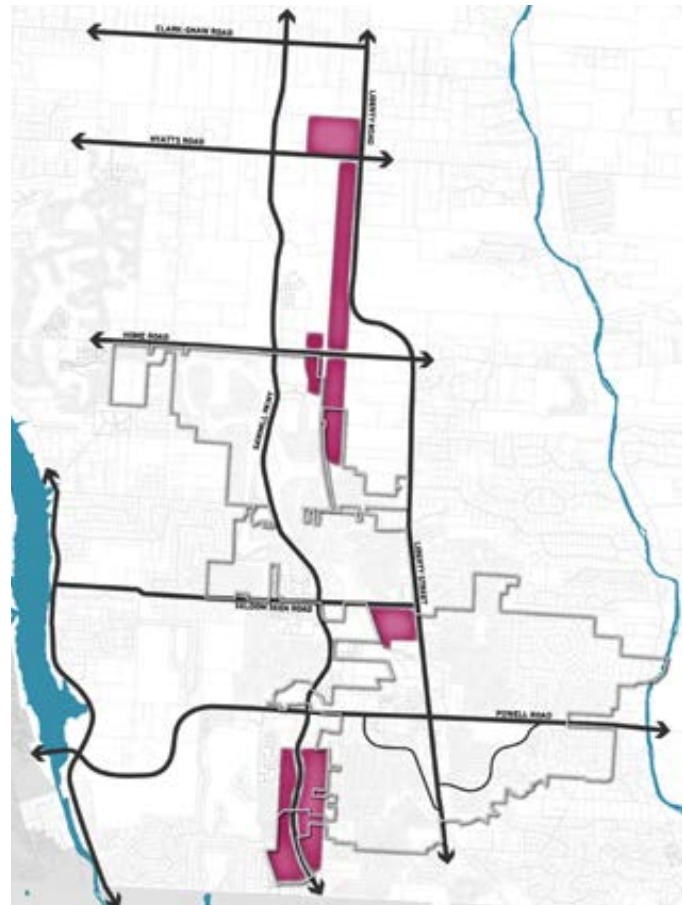
Development Guidelines

- Arterial roadway access is critical to the success of employment areas. Industrial uses will require accommodations for heavy truck traffic.
- Streets within employment areas should include sidewalks and/or multi-use paths and encourage connections to neighborhoods and other commercial centers.
- In campus and business park settings, shared parking arrangements should be encouraged, although most businesses will require some amount of dedicated parking.
- Large industrial facilities, warehouses, and flex/R&D space will often have relatively low parking needs.
- Buildings should be oriented toward the front of the lot, but will typically be set back 30 to 50 feet. Parking should be located to the side or rear.
- Loading docks and bays should be oriented away from public streets or screened with landscaping.
- Industrial, flex and warehouse buildings should balance economic construction with basic aesthetics.
- Office components and main visitor entrances should be located on the front facade.

- Railroad spurs to light manufacturing and warehouse may be necessary.

Where is this appropriate?

The existing Wolfe Commerce Park includes undeveloped land available for additional business development within the current Powell corporate limits. The commercial corridor along Sawmill Parkway south of Powell Road offers another opportunity to incorporate employment-generating uses. Future development opportunities for light industrial uses exist along the railroad corridor near Home Road, Hyatts Road and adjacent to Liberty Road.



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

LAND USE PLAN

Mixed Residential

Intent

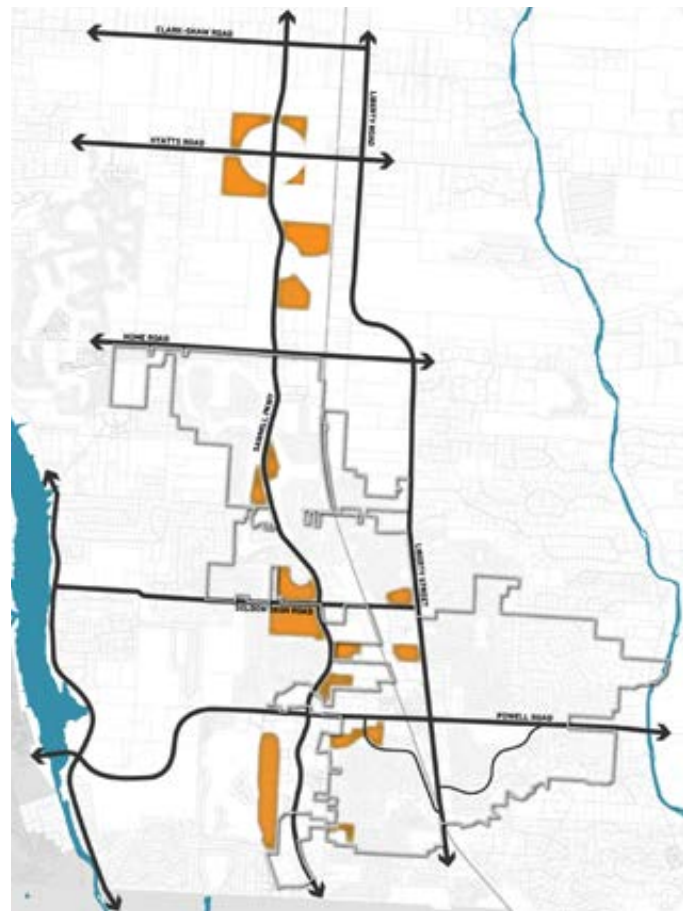
This land use type responds to changing demographic and market trends and offers alternative housing types that will cater to the growing empty nester/senior population as well as younger individuals and couples seeking a lower maintenance lifestyle. Mixed Residential neighborhoods accommodate a wide array of both attached and detached housing types including multi-level flats, small lot homes and townhomes. Ideally, all of these housing types are integrated into a cohesive neighborhood.

Development Guidelines

- Neighborhoods are designed with multiple interconnected streets with an emphasis on the pedestrian.
- Cul-de-sacs and dead-ends are not appropriate.
- Streets should have sidewalks on both sides, with tree lawns of sufficient width to support large shade trees.
- Arterial streets leading to or through these neighborhoods should be lined with multi-use paths.
- On-street parking should be permitted.
- Front setbacks should range from 10 to 20 feet, with porches, lawns or landscape gardens between the sidewalk and building face.
- Buildings should frame the street, with modest side setbacks, creating a relatively continuous building edge.
- Garages and parking areas should be located to the rear of buildings, accessed from a rear lane or alley. If garages are front-loaded, they should be setback from the building face.
- Neighborhoods should be designed with architectural diversity in terms of building scale, form, and style.
- High quality materials, such as brick, stone, wood, and cementitious fiber should be encouraged
- Neighborhoods should include a variety of publicly accessible parks and open spaces

Where is this appropriate?

Existing condominium communities offer the only current alternative to the single family subdivision, but often lack architectural diversity, which could be improved over time. Additionally, Mixed Residential neighborhoods should be considered as an integral component of the Mixed Use Center land use type, providing a residential base to support neighborhood businesses in a walkable distance. (See *Mixed-Use Center* for more description.)



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

Conservation Development

Intent

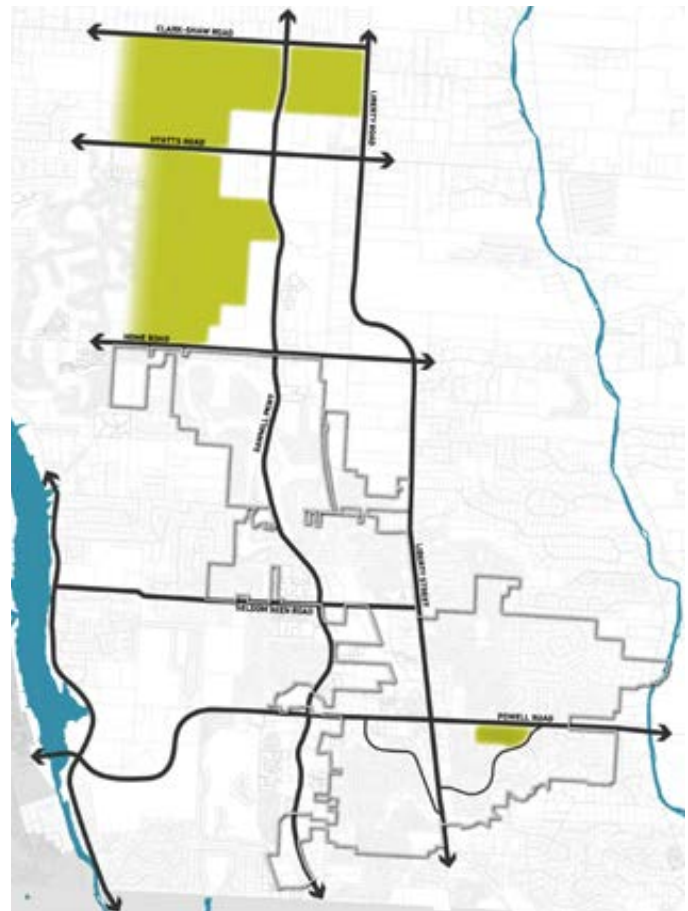
This land use type offers an alternative to residential sprawl. Conservation Development balances development pressures with goals of preserving open space and responding to market demands for alternative types of neighborhoods. Conservation Development is designed to work with the natural landscape, clustering homes together into neighborhoods and preserving large amounts of open space. At least half of the overall development should be preserved to create an interconnected greenway system.

Development Guidelines

- Conservation developments are master planned and designed to preserve significant amounts of open space.
- These communities are likely to be entirely residential, but may incorporate mixed use and, where supported by the market, commercial development at major intersections.
- Local streets should be designed to encourage interconnectivity to and through the neighborhood.
- Cul-de-sacs should be discouraged unless necessary due to topographic or environmental constraints.
- Multi-use paths should be provided throughout conservation communities.
- Sites should incorporate large scenic landscape setbacks from existing rural roadways.
- Residential buildings should be clustered together and oriented in a manner that encourages community interaction among residents.
- At least 50% of the overall site area should be preserved.
- Open spaces within Conservation Developments should emphasize interconnected greenway systems and preservation of environmentally sensitive lands.
- Residential buildings may take a variety of forms, but traditional midwestern vernacular is encouraged.

Where is this appropriate?

Existing farmland north of Home Road will face the same residential development pressures that have resulted in suburban subdivisions throughout Liberty and Concord Townships. Conservation Development patterns should be the standard for all new residential-only development in these areas. On a smaller scale, individual sites with streams, woodlots or other natural features, such as the Bennett Farm on Powell Road, should be developed with conservation design principles if they cannot be preserved entirely as open space/recreation.



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

LAND USE PLAN

Single Family Residential

Intent

This land use type includes existing low density single family subdivisions that have developed throughout Powell over the past forty years. This land use type is not intended for extensive application beyond existing or currently planned developments, or where new suburban residential development would most appropriately coordinate with adjacent developments. The Mixed Residential land use type (pages 38-39) offers alternative housing types to accommodate changing market preferences. This will help diversify Powell's housing stock while also preserving value in existing single family neighborhoods discouraging over saturation of an individual housing type. Also, the Conservation Development land use category (pages 40-41) offers an alternative to the conventional suburban residential subdivision that balances the desire for non-urban living while also preserving rural character.

Development Guidelines

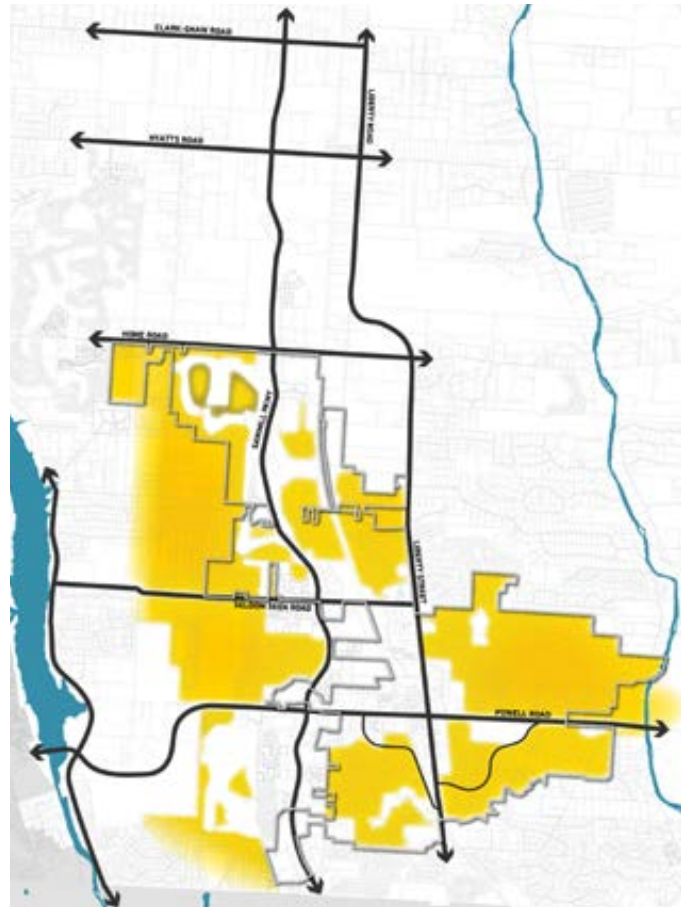
- New Single Family Residential streets should be designed to encourage interconnectivity to and through the neighborhood and to surrounding subdivisions.
- Cul-de-sacs and dead-end streets should be discouraged unless necessary due to topographic or environmental constraints.
- Suburban residential subdivisions are auto-oriented by design. To the extent possible, this approach to residential development should be de-emphasized.
- Sidewalks and/or shared use paths should be provided on all streets, with connections to larger pedestrian and bicycle systems. Sidewalk retrofits in existing subdivisions should be considered after thorough consultation with and support from existing residents.
- Reverse frontage lots should be avoided. Homes should not back onto arterial or collector streets, unless those roadways are designed with substantial green space setbacks.
- Homes should be designed with "four-sided" architecture. Garages doors should not dominate

the front facade; ideally garages should be set back from the front facade and/or side-loaded.

- High quality materials, such as brick, stone, wood, and cementitious fiber should be encouraged. Special attention should be paid to material specifications and installation.

Where is this appropriate?

New suburban single family subdivisions are most appropriate for smaller infill development sites surrounded by existing single family developments.



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

LAND USE PLAN

Civic and Institutional

Intent

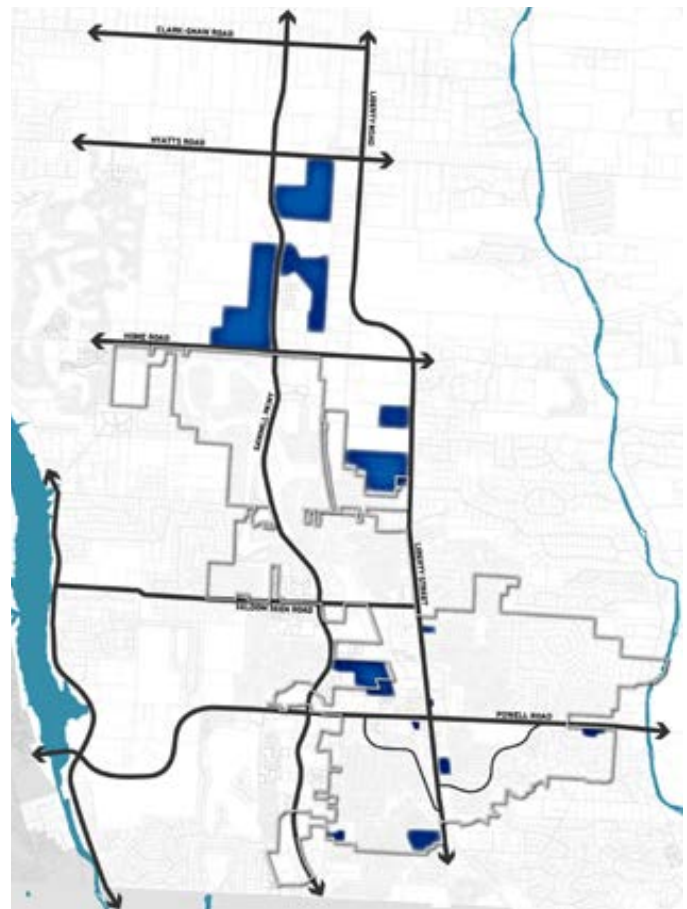
Civic and Institutional uses include government, educational and religious facilities and other types of public and private facilities intended for public assembly and gathering. These types of civic uses fill an important role in community life and identity.

Development Guidelines

- Civic uses should have a strong architectural presence along public streets to reinforce their connection to the public realm.
- The scale, form, and character of civic and institutional buildings should respond to the surrounding development context. However, civic buildings should be recognizable as serving a special function in the community. This may be achieved through monumental architectural elements, such as towers, cupolas, spires or grand entrances.
- Main entrances should be connected to the sidewalk, but buildings typically will have landscape setback between the street and building face.
- Civic facilities often serve as destinations for meetings and events that require automobile travel. However, streets providing access to institutions should balance auto access with other modes.
- Neighborhood-oriented institutions, particularly schools, should be accessible by foot and bicycle.
- Shared parking with other nearby uses should be encouraged to minimize large expanses of pavement. This is particularly important for religious institutions, which often require large amounts of parking, but which is only used once or twice a week.

Where is this appropriate?

Existing schools, religious facilities and government buildings are shown on the Future Land Use Plan. Most of the Olentangy Local Schools facilities are located immediately adjacent to Powell, but outside of the corporate limits. These could be incorporated into the City in the future. As with parks/open space, the land use plan is not intended to illustrate all individual locations for future institutional facilities. Various types of civic uses may be incorporated into any of the other land use types, if designed and operated to fit within the surrounding development context.



Note: Locations of land use types depicted on this map are intended to be general in nature and do not necessarily depict specific parcel lines or boundary limits. Recommended future land use designations do not change current zoning for individual properties. Changes to zoning, if appropriate, will occur with future public review processes.

Intent

Great communities have great open spaces and public gathering places with pathways connecting them. This land use type represents the many public parks and open spaces already existing in Powell, as well as a wide variety of new open space types that should be created with future development. Parks and Recreation may include everything from small streetside plazas and pocket parks, to large public squares, neighborhood and community-scale parks, and natural greenways. Private recreational facilities such as golf courses are also included in this category.

- All residential neighborhoods should include publicly accessible parks and open spaces. New development should be required to dedicate useable public space with paths and amenities - this should not be unusable, "leftover" space.
- Neighborhood parks should be accessible by sidewalk, and located within a 5-minute walk for nearby residents. Ideally, all residents of the community should be able to walk or bike a short distance to a public park.
- Most parks and open spaces should have some amount of public street frontage. This provides physical and visual access and contributes to community character.
- Large mixed use developments should be designed with high quality public gathering spaces as a focal point. Parks in higher density and more urban development areas will typically have a more formalized design.
- Larger community-scale parks and greenways should include naturalized landscapes.
- Public greenway corridors should be preserved wherever possible, aligned with streams and tree lines, and with enough space to construct multi-use trails.
- Where greenway connections are not practical, the public street network should be enhanced with bicycle facilities to interconnect all major parks into a comprehensive system.

Park and recreation uses should be located throughout the community, varying by type, size, and function depending on their specific location and the context of surrounding land uses.



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commercial and residential development that will occur in phases over time. In particular, large residential development sites with arterial roadway frontage should preserve that frontage for commercial uses that will both generate revenue for the City, while also providing jobs and services within walking distance of nearby homes. Phased developments and adjacent sites should be designed in a manner that will create a seamless, well-integrated development pattern at build-out. This will require the creation and enforcement of subdivision and development requirements that prevent the creation of isolated and disconnected developments.

6. Promote sensitive infill development and redevelopment

One of the most efficient means of development, from both a fiscal and environmental perspective, is through the development of parcels that are already adequately served by public infrastructure. In many cases, this will mean redevelopment of aging and obsolete structures that have outlived their useful life, or development of small sites that were left undeveloped in the first wave of construction. Redevelopment offers a significant opportunity to replace development that may have little community character, such as aging, auto-centric shopping centers, with more attractive architecture and pedestrian-friendly site designs. However, infill and redevelopment also poses challenges due to the typically close proximity of other development, particularly when that development is an established residential neighborhood. The scale, intensity, character and design of these new developments must take into consideration their compatibility with and potential impacts on pre-existing development. At the same time, the establishment of a nearby pre-existing development pattern should not be used as a sole means of prohibiting a new form of development if it advances the larger goals of the community. This is a delicate balance that must often be struck on a case by case basis, although detailed focus plans (see policy 13) can help to anticipate and resolve these issues in a proactive manner.

7. Create an interconnected open space system throughout the entire community

Powell is home to numerous, high-quality public parks, but lacks an interconnected greenway system that connects these parks together in a seamless manner.

The City should prioritize multi-use path improvements to link parks and open spaces into a holistic system. Opportunities for safe bicycle and pedestrian connections to parks within Liberty Township and to Highbanks Metro Park should also be prioritized. Where appropriate, new developments should be designed to include public open space that connects to the larger greenway network. New development should be required to preserve significant natural features as part of a publicly accessible open space system. Open space should be integral to development design, rather than an afterthought of the development process.

8. Advance Implementation of the Downtown Powell Revitalization Plan

A strategic urban design plan should be undertaken for Downtown Powell as a means to advance the implementation of the Downtown Revitalization Plan and to integrate the land use, urban design, and transportation objectives discussed throughout this Comprehensive Plan. A detailed urban design plan will provide a clear expectation and implementation strategy for both private development and public improvements in Downtown Powell. Refer to Transportation Policy #8 (page 80) for related information on this recommendation as it relates to physical improvements to the Four Corners intersection and creation of a more robust downtown street network.

Since its adoption in 2004, some of the Revitalization Plan's recommendations for downtown development have been implemented, such as the successful 50 South Liberty Street development. As a more detailed street network alignment and circulation plan is developed, it will be necessary to ensure that future development coordinates with and helps to implement the needed infrastructure improvements.

It will also be necessary to monitor the legal status of the Charter Amendment limitation on downtown housing types as discussed in the Land Use Plan (refer to page 32). Currently, the Downtown Revitalization Plan recommends a variety of housing types, some of which are in conflict with the Charter Amendment. Once the legal status of the Amendment is resolved, the City should reassess appropriate downtown housing types, and amend both this Comprehensive Plan and the Revitalization Plan accordingly.



LAND USE PLAN

9. Ensure development quality meets Powell's standards for aesthetic and community character

New development should contribute to the aesthetic character of Powell with high quality materials and well-planned site design. Minimum standards should be developed to ensure both residential and commercial development creates a positive image for Powell and will be durable and sustainable.

10. Explore options for the creation of a community recreation center

Public input generated as part of the planning process suggested a community desire for a public recreation center. The City should undertake a feasibility study to determine the potential size, location, programming and financing of a community recreation center. If determined to be feasible, options for co-location of other public facilities and/or potential public-private partnerships should be explored.

11. Preserve rural character by requiring conservation development patterns in growth areas north of Home Road.

New residential development within Liberty Township should preserve large amounts of open space, consistent with the Conservation Development land use type described in this plan. Typical suburban development patterns that have consumed land over the past forty years should be avoided in favor of development that is concentrated in smaller areas with at least fifty percent or more of gross site acreage dedicated to publicly accessible open space. This may result in higher net densities in smaller portions of a site, but lower gross densities across larger areas. The resulting open space should be linked together in a comprehensive system, consistent with the recommendations of Policy 7.

12. Ensure adequate development and use of utility infrastructure to support land use and development goals.

Adequate provision of utilities, particularly sanitary sewer service, is a critical limiting factor for new development, in terms of both location and intensity. The City should work with developers and with the Delaware County Regional Sewer District to ensure that sewer infrastructure improvements will accommodate expected and desired

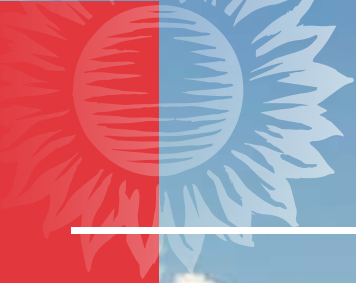
growth patterns. In some cases, overlapping sewer service areas may offer an opportunity to maximize capacity in adjacent service areas.

13. Undertake more detailed plans and studies for specific focus areas and development corridors.

This plan provides a general framework for development decisions and expectations throughout the City. As with Downtown Powell, there are a variety of other development areas and roadway corridors that would benefit from more detailed analyses, policy recommendations, and physical planning to address unique issues and establish clear expectations for future development and public improvements. The City should identify priority areas for which more detail is desired and undertake focus area plans or corridor studies to advance the plan. Market studies should be included as a part of these focus plans to ensure that anticipated development types are supported by market conditions. Ideally, such plans should be adopted by reference as future amendments to the Comprehensive Plan.

14. Develop an annexation strategy to guide decisions about Powell's physical expansion.

Powell has experienced significant growth over the past twenty years, largely through annexation. Today, the City has an irregular boundary that creates awkward service areas and sometimes confusion for residents who may not understand if they actually live within the municipality or the township. Service area gaps and "township islands" should be considered for long term annexation, generally at the request of those property owners (while there are numerous mechanisms under Ohio law to govern the annexation process, the most common method is through voluntary petition and consent of property owners who own land adjacent to a municipality). In recent years, the City has used development agreements and incentives to encourage commercial annexation, such as in the Sawmill Parkway corridor. This approach should be continued as an economic development strategy.



TRANSPORTATION PLAN



The average delay per vehicle for each of the alternative conditions at the Four Corners intersection is shown in Exhibit 3.14. For future traffic conditions, the intersection will operate at a failing level of service in the AM and PM with existing turn restrictions. Again, prohibiting left turn movements on all approaches provides a significant reduction in intersection delay. The intersection would operate at a level of service of D in the AM (which is typical for peak hour operation), but would still operate at F in the PM. Prohibiting both left and right turns on all approaches allows the intersection to operate at a level of service of C in the AM and D in the PM.

As a final measure, the traffic conditions in Downtown Powell were simulated for existing turn restrictions and the condition that all turns are prohibited at the intersection. If existing turn restrictions are maintained, queues on the eastbound approach could extend nearly to Murphy Parkway during both the AM and PM peak hours. Restricting all turns at the signal has the potential

to reduce this eastbound queue by 57% in the AM and 44% in the PM, with average queues reaching just beyond the railroad crossing. Refer to the Four Corners Intersection Queue Length exhibit (Appendix, page A10) for an illustration of projected 2035 conditions.

Exhibit 3.13: Level of Service Criteria for Signalized Intersections

Level of Service	Average Delay (sec/veh)
A	< 10.0
B	> 10.0 and ≤ 20.0
C	> 20.0 and ≤ 35.0
D	> 35.0 and ≤ 55.0
E	> 55.0 and ≤ 80.0
F	> 80.0

Exhibit 3.12: Four Corners Intersection Capacity Utilization, Alternative Conditions, 2035 Volumes

Existing Restrictions

No Left Turns from SR 750 & Liberty

No Turns from SR 750 & Liberty

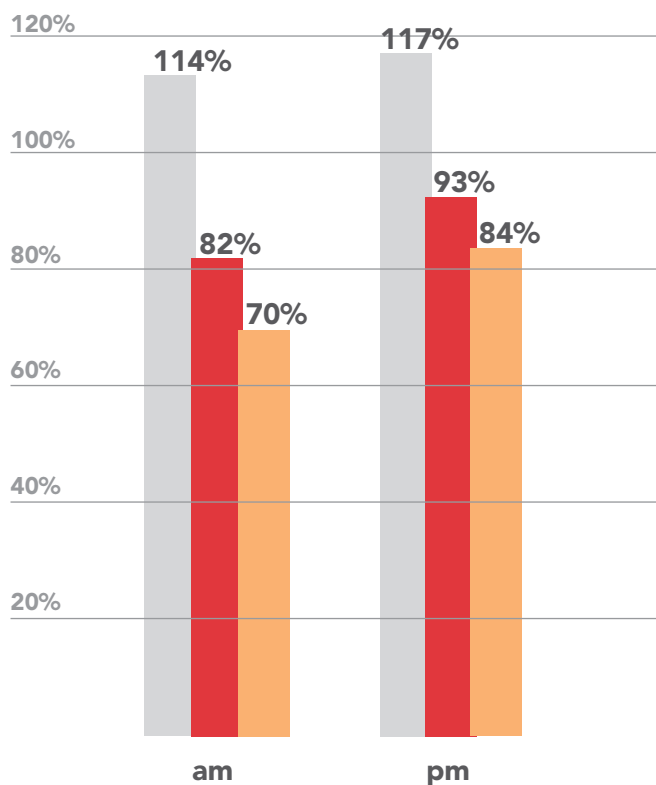


Exhibit 3.14: Four Corners Intersection Delay, (Seconds per Vehicle) HCM 2010, 2035 Volumes

Existing Restrictions

No Left Turns from SR 750 & Liberty

No Turns from SR 750 & Liberty

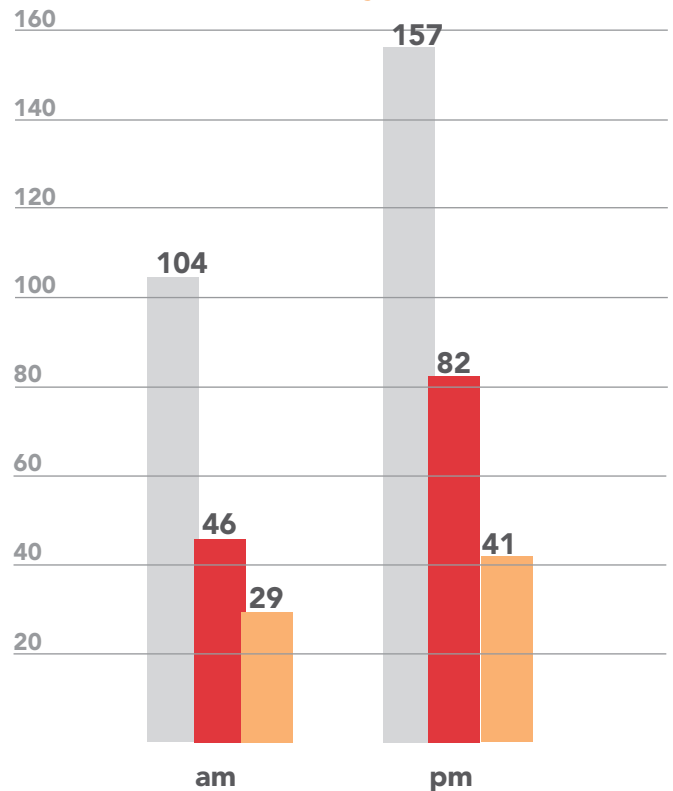
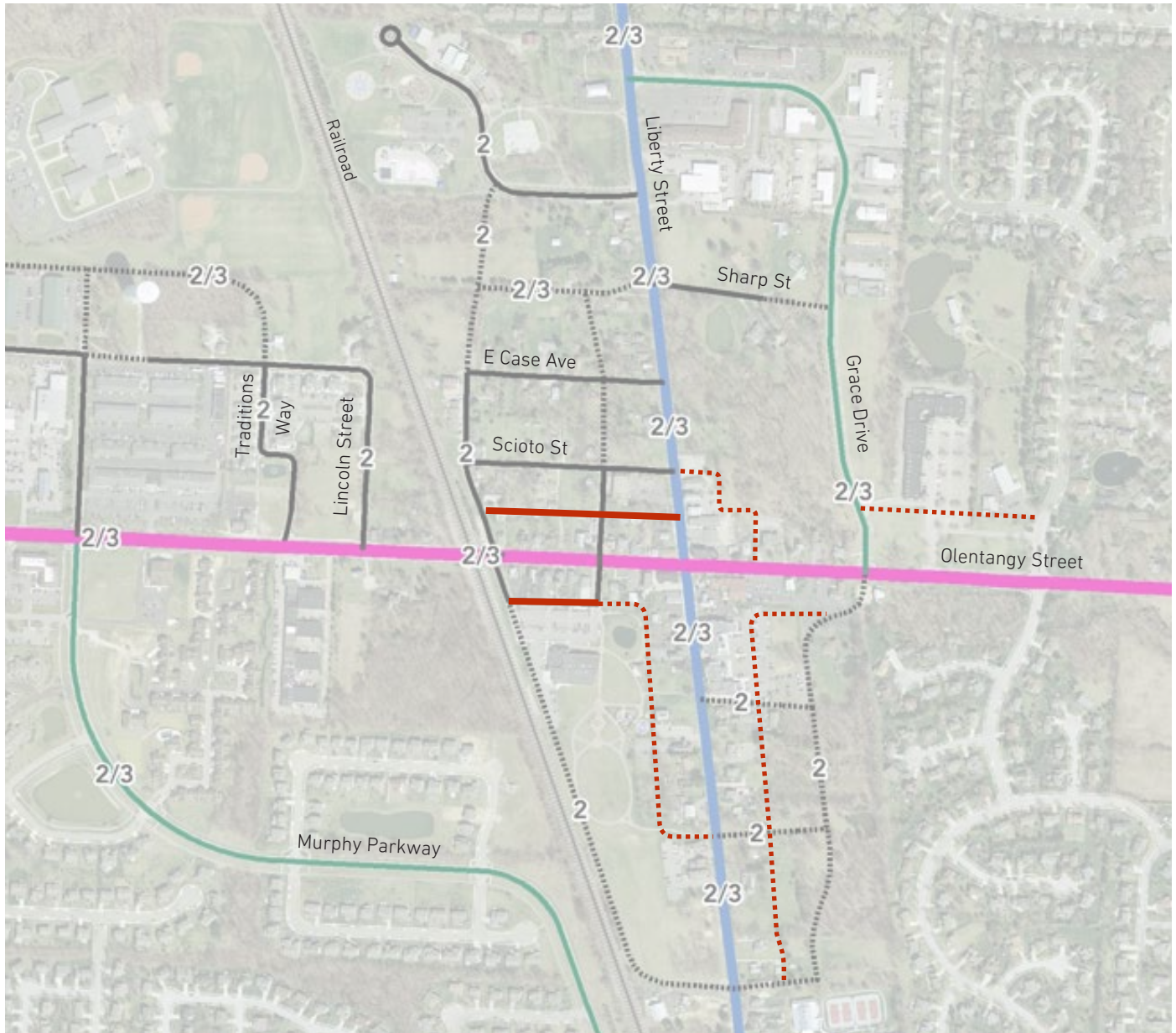


Exhibit 3.16: Thoroughfare Plan - Downtown Powell Alley System



- | | |
|--|---|
| ■ Major Arterial | — Alley (Existing) |
| ■ Minor Arterial | - - - Alley (New) |
| ■ Major Collector | |
| ■ Minor Collector | |
| — Local | |
| - - - Local (New) | |

Bikeway Plan

Bicycle travel, both for recreational purposes and for access to destinations such as shops, schools, and places of employment, is a critical part of a well-balanced, multi-modal transportation system. For suburban communities such as Powell, with lower-density development that results in longer travel distances, biking offers a more practical option than walking for many residents who would like to travel by means other than an automobile, or who cannot drive at all. This is especially important for children, who may not live in walking distance of their school, but could bike to school if safe and convenient routes are provided. People of all ages may wish to bike to a public park or to downtown Powell, but many find it difficult due to significant gaps in the existing bike path system. The Mid-Ohio Regional Planning Commission's Metro Bike Map identifies most of Powell's major roadways as having poor to moderate levels of service for bicycle travel, largely due to the gaps in the roadside path system. Throughout the course of the Comprehensive Plan update, public comments emphasized a desire for improvements to Powell's bikeway network by connecting gaps and creating safe connections to major destinations, such as downtown Powell and Highbanks Metro Park.

Bicycle Infrastructure

Today, Powell's bikeway system is comprised entirely of off-street paths that run alongside major roadways or through parks and open spaces. These paths are more accurately considered "multi-use paths" as they are not reserved exclusively for bicycle travel, but also may be used for walking, jogging, or other non-motorized transportation. While there may be opportunities for on-street bike lanes on some roadways, these facilities would primarily serve riders who are more confident riding with traffic. For this reason, expansion and connection of the off-street path system should be considered the highest priority to best serve the entire community, including families, children and recreational riders. In some cases, critical connections within the system may require on-road facilities if there is no space for a roadside path. However, this may not require significant infrastructure investments if bicycle routes are strategically located along low traffic residential streets that are signed and marked as designated bicycle routes (i.e. a "signed/shared roadway" or "bicycle boulevard").



Policy Recommendations

The Thoroughfare Plan serves as a guide for roadway infrastructure improvements necessary to accommodate anticipated growth and future traffic conditions over the next twenty years. The Thoroughfare Plan will be implemented over time, through a combination of proactive capital improvements and development-initiated construction. As with the Land Use Plan, the Thoroughfare Plan is intended to advance the Vision Statement and Guiding Principles outlined at the beginning of this document. The following series of policy recommendations provides a framework for implementing the Thoroughfare Plan and advancing related transportation and mobility goals.

1. Proactively address long-term transportation improvement needs

The City should begin to prioritize components of the Thoroughfare Plan for implementation. While some improvements may happen incrementally in conjunction with private development projects, others will require public commitments and action. The City should target land needed for new or expanded public rights-of-way and acquire property as needed to preserve space for future improvements.

Powell currently undertakes capital improvements planning as part of the annual budget process, including a five-year budget horizon, general phasing and identified funding sources. These are the essential elements of a Capital Improvements Program (CIP), and the City should continue to prioritize and fund infrastructure projects over a multi-year period. The City should also consider expanding the CIP into a stand-alone document that would provide greater detail for individual projects and priorities, and serve as a publicly accessible road map to infrastructure implementation. The CIP should continue to be assessed and updated on an annual basis in conjunction with the annual budget process.

2. Coordinate roadway improvements and maintenance with surrounding communities and jurisdictions

Powell's irregular municipal boundaries result in a number of roadways that periodically enter into and exit the City's jurisdiction, or which are bisected by the boundary of the City and Liberty Township. Powell



already has shared maintenance agreements with the township to address these circumstances and should continue such relationships to ensure consistent infrastructure conditions and provision of services such as snow removal. Some roadways also fall under State or County jurisdiction, which may provide additional funding sources for improvements, but also may create limitations on roadway design. The City should coordinate closely with ODOT and the Delaware County Engineer to ensure that improvements in and near Powell are appropriately prioritized and designed to meet the community's needs.

These needs may go beyond those of accommodating adequate traffic capacity, and also include aesthetic design elements, community gateway treatments and pedestrian/bicycle improvements. For instance, Sawmill Parkway, as Powell's major north-south arterial, establishes a visual image for the City that could be improved with enhanced roadside and median landscape treatments, which would require close coordination with the Delaware County Engineer.

3. Implement access management programs to reduce congestion and improve safety

A significant factor in roadway congestion is the location and frequency of vehicular curb cuts on arterial roadways and collector streets. Numerous, uncoordinated access points on busy thoroughfares can impact traffic movement, particularly where there are no turn lanes to provide space for drivers to wait for turns without stopping the flow of traffic. Numerous driveway curb cuts also interrupt

TRANSPORTATION PLAN



Transportation improvements should consider the character and context of surrounding development.

sidewalks and bike paths and create potential conflict points for cars, pedestrians and bicyclists. This situation is best exemplified along Olentangy Street in Downtown Powell. As described earlier in this chapter, the City should implement an access management plan for Downtown Powell that will create consolidated, controlled access points to properties along Olentangy and Liberty Streets. Outside of Downtown, access management solutions should take into consideration the unique circumstances of different roadways and development conditions to appropriately balance traffic movement with access to adjacent properties.

4. Maximize roadway connectivity

New developments should be designed to extend public street systems. An interconnected roadway system provides more direct travel routes and increased travel options that help to disperse traffic and minimize congestion on arterial roadways. Isolated and gated developments should be discouraged. At the same time, care should be taken during the design process to ensure that roadway connections will appropriately serve area residents and businesses, and not induce outside “cut-through” traffic. In the case of private residential roadways and commercial drives, connections between adjacent developments and cross-access easements

should be required during the development process. For new residential development, cul-de-sacs should be discouraged in favor of loop streets and other layouts that increase route choices.

5. Promote multi-modal transportation options throughout the community

While Powell is a very automobile-oriented place, residents also enjoy walking and bicycling. Much of the public input generated during the comprehensive planning process identified a need to improve pedestrian and bicycle infrastructure. Powell currently has a disconnected system of sidewalks and bike paths. The City has already identified significant gaps in the system that should be completed, and should establish a long term implementation plan as part of the Capital Improvements Program.

Streets should be designed to function for all users, including pedestrians, cyclists, motorists, and in some cases, transit riders. Powell should adopt “complete streets” and “context-sensitive” design standards for new and improved roadways to ensure all users are accommodated in ways that are appropriate to the location and development context of various roadways. In addition, compact, walkable development patterns, as described in the Land Use Plan, should be emphasized to increase the ability of residents to travel by means other



Sawmill Parkway caters primarily to the automobile today, but has the potential to serve as regional transit route in the future.

than the automobile.

Powell should strive to increase the efficiency of the transportation system by providing, supporting, and promoting programs and strategies that are aimed at reducing the number of car trips and miles driven (for work and non-work purposes). The City should promote and implement programs that encourage alternatives to driving alone by connecting people to transit. This requires policies and projects that address access to and from park-and-ride facilities, major transit hubs, and transit corridors. Transportation demand should also be managed by encouraging employer-based programs, or development-based programs, that offer incentives to ride transit. In addition, public education and marketing programs should be implemented to promote transit and other alternatives to driving.

Further, the City should work with MORPC, COTA, DATA, and surrounding jurisdictions to identify transit-emphasis corridors that connect designated compact and mixed-use centers with appropriate urban design and infrastructure standards to accommodate and enhance the operation of transit services. In particular, the Sawmill Parkway corridor has the potential to be a major regional transit route in the future, and could be prioritized for a Bus Rapid Transit (BRT) line.

Finally, Powell should support future opportunities to introduce commuter rail service to the existing CSX rail corridor. While there are no immediate plans for such service, the existence of a major rail line running through the center of the City, while currently a barrier to traffic, could be part of a long-term solution to Powell's traffic congestion issues.

All modes of travel and types of facilities, from sidewalks and bikeways, to roadways, transit lines and transit stops and stations, should be linked together into a cohesive system that allows Powell residents to choose a convenient and preferred mode of travel and to switch between modes safely and efficiently.

6. Implement a signage program to direct drivers to alternate routes around Downtown Powell

The City should work with County, State, and Township officials to develop a signage program that encourages drivers to travel on alternate routes instead of through Downtown Powell. This program should be implemented on both a regional scale and a local scale in order to optimize its efficiency in relieving congestion through Downtown Powell. On a regional basis, traffic traveling to and from the Columbus Zoo currently encumbers Downtown Powell, especially during the summer season. In lieu of existing signage which directs drivers to SR 750, new signage should be installed to make better use of Home Road, Sawmill Parkway, and Riverside Drive. This signage should begin directing drivers to a more appropriate route as far away as I-71 (to Home Road) and I-270 (to Sawmill Parkway) in order to capture these longer-distance, regional trips.

Signage should also be installed on a local scale to direct those drivers with destinations outside of Downtown Powell (not just Powell residents) to the available bypass routes along Bennett Parkway, Grace Drive, and Murphy Parkway (upon completion of its extension). Successful implementation of this program has the potential to significantly reduce congestion issues at the Four Corners intersection and throughout Downtown Powell.



Delaware County Data Bus Service
Image: Columbus Dispatch

7. Balance traffic capacity needs with community character impacts

Traffic congestion is widely recognized as one of the primary issues of concern among Powell residents. The most acute traffic problem is experienced within downtown Powell at the Four Corners intersection, but other congested intersections and roadways are also of concern. Providing adequate roadway width, travel lanes, and turn lanes is an important aspect of improving residents' quality of life and supporting local business activity. However, roadway design must also take into consideration the character of the surrounding area, and should not be solely focused on moving automobiles. Roadways are part of the public realm, and should contribute to a positive visual image of the community. The City should establish roadway character guidelines for priority corridors that establish design expectations for the public realm, to be coordinated with the context of surrounding development. As recommended in the Land Use Plan, targeted corridor studies should be considered that will establish a coordinated vision for both public and private improvements in priority areas.

8. Create a holistic design plan for the Four Corners intersection and associated downtown roadway improvements

As described in this section of the plan, a detailed analysis of existing and potential future conditions at the Four Corners suggests that the most appropriate solution to downtown traffic congestion involves eliminating all left turning movements at Olentangy and Liberty Streets, and

introducing left turn lanes elsewhere on these streets to disperse local traffic prior to reaching the intersection. A variety of design options have been explored, including widening Olentangy and Liberty Streets to three-lanes, introducing a median near the Four Corners, and alternating the roadway width from a three-lane to a two-lane section to preserve sidewalk width near the intersection. All of these options have costs and benefits in terms of traffic movement, parking impacts, pedestrian comfort and downtown character. The City should undertake a more detailed and comprehensive design plan to determine the most appropriate configuration of travel lanes and the adjacent streetscape. Design considerations should include an analysis of on-street parking impacts, roadside landscape treatments and street furnishings, stormwater drainage, sidewalk connectivity and consistency, pedestrian crossings, the potential for bicycle accommodations, and burial of overhead utilities, among other factors. This study should produce a comprehensive design plan for Olentangy and Liberty Streets and a clear strategy for implementation.

9. Use the Thoroughfare Plan as a guide in the development approvals process

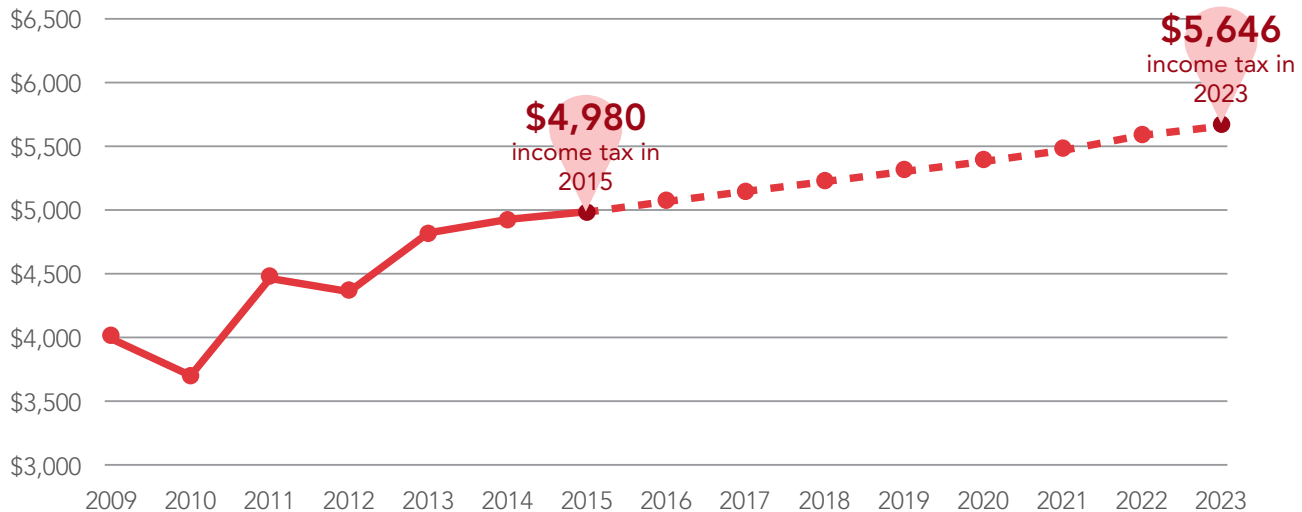
Like the Land Use Plan, the Thoroughfare Plan should be consulted for all zoning and development decisions within the City to determine if development proposals are consistent with roadway improvement and right-of-way needs identified in the plan. For developments that include frontage on an existing arterial or collector roadway identified in the plan, development plans should be designed to accommodate the recommended public right-of-way width. Generally, rights-of-way should be dedicated to the City as part of the development process. Roadway infrastructure improvements, such as widening and pedestrian/bicycle path construction, should be constructed by the developer as part of the development process, or alternatively, a fee in lieu of construction should be paid to the City where piecemeal construction of improvements is not appropriate. In some cases, it may be appropriate for multiple developments to pay a fair share contribution to a major roadway project.



FISCAL ANALYSIS



Exhibit 4.7: Total Income Tax Revenues, 2009-2023



Source: City of Powell Finance Department

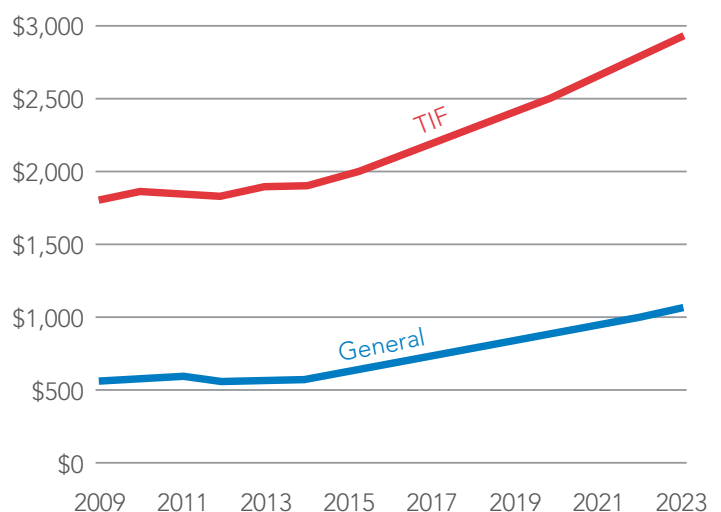
Therefore, it is assumed that wages and salaries – and thus income tax revenues – per worker will remain constant. Approximately \$3.8 million of the income tax receipts come from residents; the other \$1.1 million come from non-residents. Taxes generated by residents will stay constant per household, but increase in total as the number of households increases. With no increase in wages and no new development, wages paid to non-residents will stay constant in total. But these wages will decrease per household as the number of households increases. The net impact is a slight decline in income taxes per household in coming years – from \$1,138 per household in 2014 to \$1,096 per household in 2023. Total income tax revenue, however, will increase given the increasing population. Historical and projected income tax revenues are shown in Exhibit 4.7. Total income taxes increase 15% to \$5.6 million by 2023. This represents an annualized increase of 1.6%, less than the Congressional Budget Office’s 2.3% long-term projection of inflation.

Property Tax Revenue

Property tax collections totaled \$1.8 million in 2014. As discussed earlier, a substantial share of property tax revenues are generated within the TIF districts. Other revenues are committed to specific funds, such as for the payment of debt service on the City’s bonds. It can be argued that by supporting the cost of financing

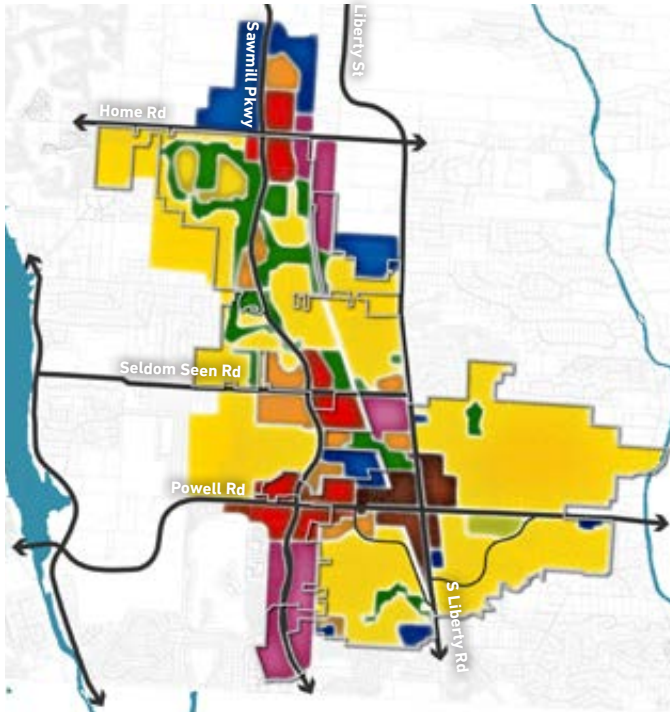
infrastructure that would presumably have to be constructed in any case, property taxes earned for these designated purposes help to offset the financial burden faced by citizens. For that reason, the revenues designated to satisfy bond payments are treated as an offset to debt service costs. TIF-designated revenues are excluded, as are TIF-related costs. These revenues per household are also assumed to increase 5% per year. Exhibit 4.8 shows general fund and other property taxes.

Exhibit 4.8: Property Tax Revenues, 2009-2023



Source: City of Powell Finance Department

Scenario 2



Scenario 2b: Annexation of Existing Residential Developments

This alternative involves annexing as many as 14 existing residential developments. Most of these developments are fully built, but the Heathers at Golf Village North and Shamrock Golf Club were not yet developed at the time of this analysis and Kinsale Village was only partly developed with 15 units. All three of these uncompleted developments must be evaluated assuming that they are fully built out. The Heathers is assumed to be developed with 129 units in multi-unit structures with an average value of \$182,700 per unit (comparable to Seldom Seen Acres). Kinsale Village is evaluated with a total of 120 units comparable to existing units in this development. Shamrock Golf Club is assumed to be developed with a mix of 122 single-unit and 55 multi-unit structures. The single-unit properties are assumed to have an average value of \$300,000, while the multi-unit dwellings are assumed at \$235,000 – comparable to the Orchards at Big Bear Farms.

Contrary to the findings above, one of these developments does provide a positive net benefit, and in several other cases, the negative fiscal benefit is so small that the development can be assumed to break even. It is not possible to determine in advance whether a specific development will generate more in revenues than its service cost. The net benefit of any development is a complex function of property value (and hence resident income), development layout (related to the amount of needed service and infrastructure), density, and degree of development. In this analysis, the number of units in the development does not appear to have an impact on its own.

Once again, these possible annexations must be evaluated both financially and strategically. Can they be easily and economically serviced from the city's existing territory? Does the annexation give Powell access to commercial developments – current or potential – that can generate a positive net benefit? Similar to the senior housing case above, if annexing a negative net benefit residential development allows the annexation of a strong commercial development, the true net fiscal benefit would incorporate the impact of both the residential and the commercial developments.

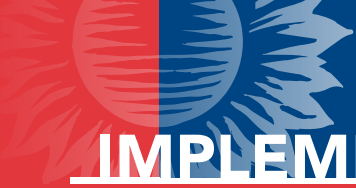
Exhibit 4.13: Scenario 2b

	Revenues	Net expenses	Net impact
Big Bear Farms	382,143	561,105	-178,963
Seldom Seen Acres	87,873	177,576	-89,703
The Heathers at Golf Village North	97,007	170,529	-73,522
Shamrock Golf Club (Verona)**	192,802	264,696	-71,894
The Village at Wedgewood	36,267	95,835	-59,567
Greensview Apartments	69,944	126,840	-56,896
Bear Pointe Apartments	59,342	105,700	-46,358
The Village of Clermont	59,008	91,607	-32,599
The Orchards at Big Bear Farms	62,278	74,695	-12,417
Rutherford at Liberty	11,088	21,981	-10,893
Kinsale Village	149,373	159,254	-9,882
Rutherford at Railroad Tracks	4,375	9,537	-5,162
Hunters Bend	21,176	24,467	-3,291
Rutherford at Sawmill Pkwy	6,407	7,219	-812
Powell Road/SR 315 (NW)	33,121	21,140	11,981
Plus total arterials	---	118,102	-118,102
Total Scenario 2b	1,272,205	2,030,282	-758,077



IMPLEMENTATION





IMPLEMENTATION

Achieving the Vision

The Comprehensive Plan Update is a long range vision for the community. The plan is also intended to serve as a guide for how the community can turn vision into reality. This section provides a detailed implementation matrix that outlines recommended policies, specific actions, and responsible parties. A graphic key links each policy recommendation to the corresponding Guiding Principle(s) outlined at the beginning of this document (refer to the Vision Statement on page v).

The implementation strategy begins with adoption of the Plan as the official policy document to guide public and private decision-making. To be effective the Plan should be consulted on a regular basis for decisions made by the City regarding land use, development, growth, infrastructure, and fiscal policy. The Plan is a living and flexible document, and as such, should be monitored and updated on a regular basis, including annual reviews to assess implementation progress, update technical information, and adjust policy recommendations if appropriate. More extensive updates should be considered at least every 10 years.

Implementation Matrix

The following list of projects and tasks is a road map for implementation of the plan.

This section provides a detailed listing of all the projects and tasks within the plan which work toward implementation. The goal is to break down the various features into achievable tasks with incremental and measurable outcomes.

Some of these actions are already being undertaken by the City, and should be continued and improved upon where necessary. Others may require the creation of entirely new initiatives and procedures.

Leadership

Project leadership identifies the key entity which will be responsible for implementing the individual plan element. These are often City departments, but may also be another government agency, non-profit organization, private entity, or a partnership of such groups.

Key Priorities

Among the variety of policies and actions listed in the implementation matrix, some items should be considered as high priorities for implementation, based on their significance in addressing the major issues identified in the plan. Three key priorities are identified:

1. Initiate a strategic urban design plan for Downtown Powell.

Throughout the planning process, the transportation and development issues facing Downtown Powell have risen to the top of the community's concerns. Decisions to quickly resolve one issue, such as improving traffic flow through the Four Corners, could have unintended consequences if not considered as part of a larger, comprehensive initiative. Before major infrastructure decisions are made, a holistic engineering and urban design plan should be undertaken as described in this plan. This effort will advance implementation of the Downtown Revitalization Plan and will add further specificity to guide land use and development decisions within the context of current development pressures and potential transportation improvements.

2. Create a sustainable revenue structure.

The Fiscal Analysis section identifies a "structural imbalance" in the City's current funding structure, with a projected deficit that will grow over time unless there are significant changes to the municipal revenue structure. While strategic implementation of the land use plan will help to lessen the fiscal gap, it will not resolve the issue alone. The City must undertake a thorough review of its revenue streams, particularly its income tax structure, and determine appropriate adjustments that will resolve this issue. This will require extensive public education to ensure that the community understands the benefits and supports proposed changes to taxation policy.

3. Establish a multi-jurisdictional working group.

Many of the implementation items regarding land use and infrastructure decisions will require close coordination with other jurisdictions and government agencies. Powell should engage these stakeholders, including key officials from Liberty Township, Concord Township, and Delaware County, among others, to establish a joint planning working group with regular meetings to address shared issues and advance coordinated planning initiatives.

Guiding Principles



The historic, small town charm of Downtown Powell should be preserved and enhanced. Downtown Powell should be a vibrant, accessible center of the community with a diverse mixture of uses and activities.



Traffic improvements should strive to relieve congestion at the Four Corners, but not at the expense of pedestrian mobility and safety. Improvements should enhance, rather than detract from, the character of Downtown.



Diverse housing options are important to the community. The City embraces its family-friendly character and also recognizes the need for housing to serve a diverse population in all stages of life. Alternatives to large lot single family subdivisions are acceptable, but design aesthetics, character, and high quality development standards are critical to ensuring new options are appropriate for Powell.



The natural environment should be preserved as a community amenity. This does not preclude development, but new development should be sensitively designed to protect natural features such as streams and wooded areas. Specifically, new residential development should include, where appropriate, accessible and useable public parks and open spaces in a variety of scales and types, integrating natural areas wherever possible.



Rural character should be preserved and reinstated (through new development) along the community's edges. This may be through preservation of farmsteads and active farming operations within the surrounding townships, or through sensitive roadway designs, landscape treatments and development practices that retain a rural feel for those living in and traveling through the community.



The City should strive to plan cooperatively with Liberty Township and other nearby communities to establish a shared vision and development policies.



Pedestrian and bicycle connections should be enhanced and expanded throughout the community, including connections to the surrounding townships, parks, and other destinations.



Development patterns should seek to minimize traffic impacts by mixing uses or locating compatible uses within walking distance (i.e. a 5 to 10 minute walk), and by providing interconnected street systems with sidewalks and multi-use paths that provide safe, comfortable and convenient pedestrian routes.

















New commercial development should contribute to both the service needs of the community as well as the economic and fiscal well-being of the City.
















Opportunities to expand transportation options (public transportation, car/ride sharing, bikes, paths, etc.) into and through Powell should be supported, both to increase transportation options for residents and employees, and to alleviate traffic congestion.












IMPLEMENTATION

GUIDING PRINCIPLES	LAND USE PLAN IMPLEMENTATION		LEADERSHIP
	Policy	Actions	Responsible Party
	Use the Future Land Use Map as a guide in making development decisions	Develop a standard procedure for including the Comprehensive Plan as part of the official development review and approvals process	Development Dept.
	Update zoning and development regulations to advance the goals of this plan	1. Conduct a "Code Diagnostic" by reviewing all zoning, subdivision and development requirements for consistency with the Plan	Development Dept. Engineering Dept. Building Dept.
		2. Revise regulations where necessary	Development Dept. Engineering Dept. Building Dept.
	Balance land use, community character, infrastructure, transportation and fiscal sustainability goals	1. Review policy and procedures	Development Dept. Engineering Dept. Finance Dept.
		1. Require new development to make fair share contributions to transportation and infrastructure improvements	Development Dept. Engineering Dept. Finance Dept.
	Ensure adequate development and use of utility infrastructure to support land use and development goals	Establish a joint policy between the City, Liberty Township, Concord Township and the Delaware County Sewer District to preserve sewer capacity for desired uses and development patterns	City Manager Development Dept.
	Undertake more detailed plans and studies for specific focus areas and development corridors.	Create a map of potential focus areas and corridors and establish a priority list and timeframe for planning initiatives	Development Dept.
	Develop an annexation strategy to guide decisions about Powell's physical expansion	Establish criteria for actively pursuing targeted annexations and/or accepting voluntary annexation requests	City Manager Finance Dept. Development Dept.
	Encourage mixed use development in appropriate locations, as designated in the plan	Create focus area and corridor plans for targeted mixed use areas	Development Dept.
		Adopt subdivision and development requirements that prevent the creation of isolated and disconnected developments	Development Dept. Engineering Dept.
	Coordinate with surrounding communities and jurisdictions	Establish a working group with Liberty Township, Delaware County and the City of Delaware to develop joint planning initiatives	City Manager/City Council
		Engage Liberty Township to update the Cooperative Economic Development Agreement	City Manager Development Dept.











GUIDING PRINCIPLES	LAND USE PLAN IMPLEMENTATION		LEADERSHIP
	Policy	Actions	Responsible Party
	Promote sensitive infill development and redevelopment	1. Create focus area plans for targeted infill and redevelopment areas to establish clear expectations for land use, development intensity, character and design	City Manager Development Dept. Finance Dept.
		2. Develop neighborhood outreach programs to engage residents who may be affected by infill and redevelopment	Public Information Office Development Dept.
		3. Provide development incentives to encourage infill and redevelopment of priority sites	Development Dept.
	Create an interconnected open space system throughout the entire community	Prioritize multi-use path connections as part of the annual CIP process	Engineering Dept.
		Establish a working group with Liberty Township, the Delaware County Engineer, ODOT, and Columbus Metro Parks to develop a safe bicycle connection between Powell and Highbanks Metro Park	Engineering Dept. Parks & Recreation
		Create minimum open space dedication, design, and connectivity standards for new development	Development Dept. Parks & Recreation
	Advance implementation of the Downtown Powell Revitalization Plan	Initiate a comprehensive design plan to integrate land use, urban design, and transportation objectives in a holistic manner	Development Dept. Engineering Dept.
		Monitor the legal status of the downtown housing Charter Amendment and reassess appropriate downtown housing types and design details accordingly	
	Ensure development quality meets Powell's standards for aesthetic and community character	Develop minimum quality standards (architectural and site design) for residential and commercial development	Development Dept.
	Explore options for the creation of a community recreation center	1. Initiate a community recreation center feasibility study	Parks & Recreation Finance Dept.
		2. Identify a preferred location	Parks & Recreation Finance Dept.
		3. Identify co-location and/or partnership opportunities	Parks & Recreation Finance Dept.
	Preserve rural character by requiring conservation development patterns in growth areas north of Home Road	Initiate a joint planning initiative with Liberty Township	City Manager Development Dept.
		Create development standards and regulations for conservation development	Development Dept.
		Create a focus area plan for the North of Home Road area	Development Dept.

IMPLEMENTATION

GUIDING PRINCIPLES	TRANSPORTATION PLAN IMPLEMENTATION		LEADERSHIP
	Policy	Actions	Responsible Party
   	Proactively address long-term transportation improvement needs	Assess right-of-way needs for near-term and long-term transportation projects and develop acquisition strategies	Engineering Dept. Finance Dept.
		Continue to develop the annual CIP with additional detail. Use the CIP as a tool to prioritize all recommended transportation projects to ensure continual progress toward implementation	Engineering Dept. Finance Dept.
 	Coordinate roadway improvements and maintenance with surrounding communities and jurisdictions	Continue shared maintenance agreements with Liberty Township	City Manager Engineering Dept. Finance Dept.
		Identify partnership opportunities for the construction of regional and cross-jurisdictional infrastructure improvements and engage other funding entities proactively	City Manager Engineering Dept. Finance Dept.
		Engage the Delaware County Engineer and Liberty Township to establish a landscape and gateway beautification program for Sawmill Parkway	
 	Implement access management programs to reduce congestion and improve safety	Create an access management plan for Downtown Powell	Engineering Dept. Development Dept.
		Establish access management standards for other roadways and development areas throughout Powell	Engineering Dept. Development Dept.
	Maximize roadway connectivity	Establish minimum connectivity standards for all new development	Development Dept. Engineering Dept.
   	Promote multi-modal transportation options throughout the community	Prioritize multi-use path connections as part of the annual CIP process	Engineering Dept. Parks & Recreation
		Adopt complete streets and context-sensitive design standards for various roadway types throughout Powell	Engineering Dept. Development Dept.
		Encourage compact, walkable development patterns and pedestrian-friendly site design	Development Dept. Engineering Dept.
		Engage Liberty Township, the Delaware County Engineer, ODOT, and the Columbus-Franklin County Metro Parks to identify bicycle routes, roadway crossings, and river crossing points that will connect Powell residents to Highbanks Metro Park	
		Engage COTA and DATA to explore opportunities to expand public transit service to Powell	

GUIDING PRINCIPLES	TRANSPORTATION PLAN IMPLEMENTATION		LEADERSHIP
	Policy	Actions	Responsible Party
 	Implement a signage program to direct drivers to alternate routes around Downtown Powell	Establish a working group with County, State, and Township officials to identify appropriate routes and sign locations	Engineering Dept. City Manager
  	Balance traffic capacity needs with community character impacts	Establish roadway character guidelines for priority transportation corridors	Development Dept. Engineering Dept.
		Undertake corridor development studies that consider both public realm improvements and private development potential	Development Dept. Engineering Dept.
 	Create a holistic design plan for the four corners intersection and associated downtown roadway improvements	Initiate a comprehensive engineering and urban design process for Olentangy and Liberty Streets, the Four Corners intersection, and for a more robust downtown street and circulation system	Development Dept. Engineering Dept.
   	Use the Thoroughfare Plan as a guide in the development approvals process	Require right-of-way dedication for new developments	Engineering Dept.
		Require infrastructure improvements and/or fee-in-lieu payments according to the anticipated impacts of development	Engineering Dept. Finance Dept.

IMPLEMENTATION

GUIDING PRINCIPLES	FISCAL IMPLEMENTATION		LEADERSHIP
	Strategy	Actions	Responsible Party
	Closely monitor trends in revenues and expenses, particularly income taxes, and implement policies to address the fiscal gap	1. Strategically implement the Future Land Use Plan to advance fiscal goals with revenue-generating uses	Development Dept. City Manager Finance Dept.
		2. Analyze and advance tax revenue strategies and consider potential adjustments to income tax structure	Development Dept. City Manager Finance Dept.
		3. Implement a public education campaign to address concerns and gain support for potential tax rate adjustments	Development Dept. City Manager Finance Dept.
	Establish a dedicated fund for capital improvements, and communicate both funded and unfunded capital needs broadly	Identify capital needs spelled out in the City's annual budget document that should be met but cannot be because funds are not available to do so	Development Dept. City Manager Finance Dept.
		Initiate a public discussion of unmet capital needs and their impact on municipal services	
	Undertake a market study to assess the capacity for proposed commercial developments	Initiate a community-wide market study and market strategy initiative that analyzes specific commercial sectors, residential types and geographic areas of the City	Development Dept. City Manager Finance Dept.
	Prioritize the annexation of commercial and mixed use development over residential-only development	Establish criteria to guide the annexation of residential developments that may have a strategic or community benefit	Development Dept. City Manager Finance Dept.
 	Consider the impact of development holistically and strategically	Conduct a market study to assess the degree to which new commercial development pays for new residential development	Development Dept. City Manager Finance Dept.
		Establish a strategic annexation policy for that will incorporate lands in a fiscally sustainable manner	
  	Evaluate the status of conservation areas as a strategic issue	Establish a standard policy with clear expectations for how conservation areas will be owned, maintained, and used by the public	Development Dept. City Manager Finance Dept.
		Explore opportunities to partner with land conservation entities such as the Metro Parks System or a private land trust	
	Understand the scale impacts of proceeding with the development scenarios	Analyze the specifics of accommodating a larger geographic area as part of the implementation strategy	Development Dept. City Manager Finance Dept.
		Create a City Staff position for an Economic Development Specialist	