



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 vi).

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.












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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	<ol style="list-style-type: none"> 1. Conduct a "Code Diagnostic" by reviewing all zoning, subdivision and development requirements for consistency with the Plan 2. Revise regulations where necessary 	Development Dept. Engineering Dept. Building Dept.
	Balance land use, community character, infrastructure, transportation and fiscal sustainability goals	<ol style="list-style-type: none"> 1. Review policy and procedures 2. 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 Adopt subdivision and development requirements that prevent the creation of isolated and disconnected developments	Development Dept. 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 Engage Liberty Township to update the Cooperative Economic Development Agreement	City Manager/City Council 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
	Maintain the Character of the Community in its Historic Village District and 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.

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

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 Undertake corridor development studies that consider both public realm improvements and private development potential	Development Dept. Engineering Dept. 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 Require infrastructure improvements and/or fee-in-lieu payments according to the anticipated impacts of development	Engineering Dept. Engineering Dept. Finance Dept.

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	