



**AGENDA**  
**POWELL REGULAR COUNCIL MEETING**  
**47 HALL STREET, POWELL, OH 43065**  
**COUNCIL CHAMBERS**  
**TUESDAY, FEBRUARY 6, 2024**  
**7:30 PM**

**I. CALL TO ORDER/ROLL CALL**

**II. PLEDGE OF ALLEGIANCE**

**III. CITIZEN PARTICIPATION**

Public Comment Received

[Public Comment David Dirr 02.05.2026 RE\\_ Bike paths.pdf](#)

**IV. APPROVAL OF MINUTES**

a. Approval of the Minutes from the Special Meeting of City Council held on January 6, 2024.  
[city-council\\_minutes\\_summary 01.06.2024.pdf](#)

b. Approval of the Minutes for the City Council Meeting held on January 16, 2024.  
[city-council\\_minutes 01.16.2024 summary.pdf](#)

**V. RESOLUTIONS**

a. **RESOLUTION NO. 2024-08**

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH CSX TRANSPORTATION, INC. FOR THE IMPROVEMENT OF THE AT-GRADE CROSSING ON SR750.

[Memo Resolution 2024-08 - CSX Crossing Improvement at SR750 Agreement.pdf](#)  
[Resolution 2024-08 CSX Crossing Improvement at SR750.pdf](#)  
[Final Agreement.pdf](#)

**VI. PRESENTATION**

a. Street and Path Maintenance Program Update, presented by Grant Crawford, Public Service Director and Aaron Stanford, City Engineer.  
[City of Powell - Street Maintenance Presentation.pdf](#)

**VII. GOAL SETTING DISCUSSION**

a. 2024-2025 City Council Goals Review and Discussion  
[Memo - Council Goal Setting 2024 - 2025.pdf](#)  
[Priority Notes.pdf](#)  
[2024 City Goals Related to CAS.pdf](#)

- VIII. COMMITTEE REPORTS** *Development Committee: Next Meeting: March 5, 2024 @ 6:30 p.m.*  
*Finance Committee: Next Meeting: March 12, 2024 @ 7:00 p.m.*  
*Operations Committee: Next Meeting: February 20, 2024 @ 6:30 p.m.*  
*Planning & Zoning Commission: Next Meeting: February 15, 2024 @ 6:30 p.m.*  
*Powell Development Corporation: Next Meeting: February 27, 2024 @ 6:30 p.m.*

**IX. CITY MANAGER'S REPORT/CITY CALENDAR**

- a. Consideration of Legislative Training Budget Appropriation.  
[Memo - FY 2024 Legislative Training Budget Modification - Consideration.pdf](#)  
[2024 Ohio Basic Economic Development Course.pdf](#)
- b. February Calendar  
[City Calendar February 2024.pdf](#)

**X. OTHER COUNCIL MATTERS**

**XI. EXECUTIVE SESSION**

- \* Ohio Revised Code Section 121.22 (G)(1) Personnel - to consider the appointment for boards and commissions
- \* Ohio Revised Code Section 121.22 (G) (8) To consider confidential information related to negotiations with other political subdivisions regarding economic development.

**XII. ADJOURNMENT**

**From:** [Andrew White](#)  
**To:** [David Dirr](#)  
**Cc:** [Grant Crawford](#); [Elaine McCloskey](#)  
**Subject:** RE: Bike paths  
**Date:** Monday, February 5, 2024 11:32:39 AM  
**Attachments:** [image001.png](#)

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Good morning David,

Thank you for reaching out. I will provide a copy of your email to the Clerk and Council and keep a copy as part of the official record. At tomorrow's meeting staff will present the 2024 Street and Path maintenance program and include a forecast through 2028. This will reflect a significant increase of infrastructure investment -- totaling over \$14 million from 2024 - 2028. By comparison over the five year period of 2019 - 2023 the City was only able to invest a total of \$5.1 million. The presentation is in advance of a bid acceptance which will come before Council for a request to approve later this spring. You would have another opportunity to address Council on the issue at that meeting as well.

City Council held its goal setting session in January, for the 2024 – 2025 legislative session, and pathway maintenance/connectivity was a focus to address. The 2024 Street and Path maintenance program recommendation will include repair maintenance of pathways and can include the failing section of Grandshire bike path you referenced. The City will need an agreement with the HOA to proceed with that work, have you been able to further conversation with the HOA board on allowing the City to access its property? The City is available to attend meetings with the HOA to discuss and answer questions if that is helpful. Staff is also working through the Capital Improvement Program to convey path maintenance responsibility from HOA's to the City and will need to establish some similar type of maintenance easement. A number of the sections of failing path are located on private property and we will need an authorization to complete needed repairs.

A video link to the Council meeting will be available for you to review and I can also have a PDF copy of it sent to your email. Thanks again for reaching out.

Sincerely,  
Andy

**Andrew D. White**

City Manager

47 Hall Street, Powell, Ohio 43065

614.885.5380 | [www.cityofpowell.us](http://www.cityofpowell.us)



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**From:** David Dirr <ddirr@columbus.rr.com>  
**Sent:** Monday, February 5, 2024 10:10 AM  
**To:** Andrew White <awhite@cityofpowell.us>  
**Subject:** Bike paths

Andy,

My understanding is bike path maintenance is on the agenda for Tuesday's council meeting. I would like to be there but have another commitment. So I am sending this email to voice concern about the decision concerning city maintenance of the bike path in Grandshire that we have discussed before. I hope that a decision is coming soon and that the city will accept responsibility for the path. There is little question about the current need for repair, which is also true for a number of sections of the bike path that runs along the north side of Presidential Parkway.

Thanks for your consideration of this issue.

David Dirr  
Grandshire HOA Board of Trustees

Sent from [Mail](#) for Windows





**CITY COUNCIL  
MEETING MINUTES  
JANUARY 6, 2024**

**I. CALL TO ORDER / ROLL CALL**

Mayor Tom Counts called the Special Meeting of City Council to order at 8:30 a.m. Councilmembers present included Councilmember Christina Drummond, Councilmember Ferzan Ahmed, Councilmember Tyler Herrmann, Councilmember Leif Carlson, Vice-Mayor Heather Karr and Mayor Tom Counts. Absent from the meeting was Councilmember David Lester. Staff present included Mallory Sribanditmongkol, Strategic Communications Officer; Jason Nahvi, Human Resources Manager; Sean Hughes, Economic Development Administrator (exited at 2:30 pm); Grant Crawford, Public Service Director; Ron Sallows, Police Chief; Rosa Ocheltree, Finance Director; Jeffrey Tyler, Assistant City Manager/Community Development Director (exited at 4:05 pm); and Andrew White, City Manager. Also, in attendance from the public included Larry Coolidge.

**II. PLEDGE OF ALLEGIANCE**

**III. TODAY'S BUSINESS**

**a. Introduction of Tracy Owens, 3 Point Consulting LTD**

Mayor Tom Counts discussed the purpose of the meeting for goal setting. He introduced Tracy Owens to the Council and Staff. Tracy Owens discussed the agenda for the meeting. He started with an introductory exercise for all present to participate in. He discussed working with the City previously in the Spring of 2021 as a Process Improvement Consultant. Mayor Tom Counts discussed different phases of the development of Powell through the years. Phase One was approximately 1982 to 2001, The City was then a Village and there was hardly any planning or funding. The second phase was 2002 to 2021, when the City was able to plan it, but could not fund it. He described the third phase as starting in 2022 where the City can now plan it, fund it, and make the City a better place. He discussed that the City is in a good position with the staffing resources, including the experience that staff brings to Powell, and the financial resources, with a AAA Rating and income tax revenue. The Community Attitude Survey completed in 2023 shows the residents are generally happy. There will also be a focus on teambuilding during the meeting and the current Council has the ability to come together as a team and continue to move the City forward. For goal setting he would like to see it remain at a high level with any decision made to answer the question of how we make the lives of our residents and the operations of our businesses easier or better.

Larry Coolidge introduced himself as a member and business owner in the community and spoke on his history with the City of Powell. Tracy Owens discussed his background, experience and the mission of LeanOhio, which was started by Governor Kasich to save money for government organizations. Five principles of Lean Thinking include:

- Specify and Focus on Value (the thing that was asked).

- Identify the Value Stream (collection of need).
- Allow Value to Flow Uninterrupted (once understand the value and understand what is needed, organize information of request to fulfillment and minimize resources).
- Let the Customer Pull Value (only work when have to).
- Continuously Pursue Perfection (always look for ways to make it better).

There was a discussion relating to the obstacles to the Flow of Value and Lean is producing the Value in the shortest possible time, at the highest possible quality, at the lowest possible cost and respecting those who do the work. This is a balance act of getting the work done as fast as possible, but also trying to get it right on the first time.

Tracy Owens discussed finding a problem statement to provide direction to the problem and understanding the problem before trying to solve it and recommends following a 5W2H strategy when a problem arises. A 5W2H includes:

- What is the problem or gap?
- Who is having the problem?
- When does the problem happen?
- Where does it take place?
- Why is this important?
- How do we know this a problem today?
- How often does this problem happen?

Determining a customer is more than just residents and business owners. Anyone who depends on you doing your job is considered a customer. These are who bring awareness to a problem. Anytime a customer's need was not met, there was a gap and can be considered a failure. There was information provided on ways to categorize the opposition of value on waste. The different values of waste are:

- Motion – movement of operator to do the job, time spent searching for an answer.
- Transportation – moving something to another space is considered a waste, movement of material without changing their status.
- Overproduction – producing more than requested.
- Inventory – work on process not being addressed.
- Excess Processing – doing more work than needs.
- Defects – any error or mistakes that need to be corrected.
- Waiting – any time spent by operators waiting for work to do.
- Underutilization of human talents – using people for less than their potential value.

There are some solutions that do not solve the problem, such as retraining or hiring more staff, unless there is data to show more staff is needed or training changed. Some solutions to waste include:

- Lean is about making incremental improvements.
- Plan what you are going to do before making the change and then test.
- Study the results of the test.

Tracy Owens discussed the upcoming staff and Council catapult exercise regarding higher level performance and teambuilding.

Prior to the exercise the meeting went to break at 9:51 am and was reconvened at 10:00 am. Staff and council broke into two different teams in the back of the room and broke into individual roles for each team. Council and Staff returned from the exercise at 10:20 am and discussed their results and determined some inaccuracies that occurred during the exercise. Tracy Owens discussed using a fishbone diagram as a useful tool for problem solving. General themes for the fishbone diagram that can be used for any work process can be:

- Methods
- Measures
- Machines
- Teams
- Materials
- Work Environment

Staff and Council returned to the exercise for another round at the catapult exercise at approximately 10:43 am. and returned discussion at 11:08 am for debrief on the exercise. Each team discussed the successes they had during the exercise and what changes they made to find improvement. They returned to the exercise for a third round to assess what improvements they are able to achieve. Following the exercise Tracy Owens discussed during the upcoming lunch break for participants to put sticky notes under the nine general themes around the room. The sticky note should be one idea per note that are items that participants want to be looked at in the upcoming year. The nine themes determined by previous council priorities included:

- Community Safety
- Economic Development
- Finances
- Traffic/Road/Pedestrian Infrastructure
- Quality of Life/Parks and Recreation
- Customer Service
- Governance
- Communication and Branding
- What Else

Rosa Ocheltree questioned if this exercise is related to the current Vision and Mission Statement of the City or will there be a reevaluation of the statements. The council discussed not having participated previously in the Vision and Mission Statement. Mayor Tom Counts clarified that the Council has not developed the Vision and Mission Statement and it has been developed by staff over time and he expects that a vision and mission statement may come out of the exercise. Tracy Owens was in agreement with the Mayor on this approach.

The meeting was paused for a lunch break at 11:49 am and reconvened at 12:38 p.m.

b. Council Strategic Planning Workshop

Tracy Owens discussed that this exercise will help to create an Action Register for items that you:

- Do Now
- Do Next
- Do Later

City Council and staff separated into groups and participated in an exercise to group action items that were placed on each board that were similar and categorized them by a name. These categories were then determined by the groups of their priority of action. Attachment A shows the results of the exercise boards reflected the following categories and action items by the determined priorities:

City Council continued the exercise to look at the number one priorities determined by the groups from each theme/topic board which included:

- Finance Back Office
- Charter Update
- Staffing and Wellness
- Trails
- Greater Communication and Resident Outreach
- Quality of Police Services
- PDC
- Traffic Safety
- Customer Responsiveness

They discussed the priority of each of these items and actions that can be taken right away. There was a discussion regarding staffing and wellness. City Manager White discussed that staff should look at the employee structure and organization to determine what positions do not currently exist but may need to be created and referred to the previous comparison of staffing compared to other municipalities. Christina Drummond clarified that the priority of wellness is related to being understaffed compared to peers. Ferzan Ahmed discussed that all the priorities listed are things the City has to do but cannot be done without proper staffing. Mayor Tom Counts clarified the budget has included additional staff and it may be determined a need for additional staff. City Manager White discussed the importance for succession planning and all departments should be able to continue when a staff member leaves. He further addressed the problem has been identified and the next steps will be to look at what options are out there and come back to the City Council. Ferzan Ahmed discussed that the City will always have to look at staffing and wellness, traffic safety and quality of police services as these items will never not be a priority. Christina Drummond also included Charter Update as an item that needs to occur. Ferzan Ahmed grouped the priorities into additional categories of Culture, Project and On-going and used the example of employee wellness and quality of police services under Culture. Projects could include PDC, City Charter, Trails and Finance Back Office. On-Going would include Traffic Safety, Resident Outreach and Customer Responsiveness.

Following the discussion and due to time limits City Council acknowledged that further goal setting discussions would have to occur. Christina Drummond felt that the activities were very helpful but she has trepidation on how to move forward with prioritizing and creating an action plan. It was recommended staff bring forth an action plan for the Council to review and assist in moving forward. City Manager White clarified that the City can continue to use Tracy Owens as a resource. Mayor Tom Counts discussed that the hard work will now begin and there is a need to get the energy to focus on action items and inform the residents of what the planned achievements are and what needs to happen. Councilmember Carlson discussed seeing the different perspectives of Council of priorities compared to his own. He

also discussed the need to see the data on roads and infrastructure that need to be addressed. Mayor Tom Counts agreed that roads will always be a priority. He also discussed that trails were also a high priority and there may be a need to look at the CIP as there may be more to do than originally planned for. He discussed having this foundation and reiterated the question for each to ask on how we make the lives of our residents and businesses better and easier. Grant Crawford discussed upcoming plans to present on the street program at the February 6 City Council meeting. Tracy Owens ended the discussion with a reminder on the Lean Values.

#### IV. **ADJOURNMENT**

MOTION: Heather Karr motioned to adjourn the meeting. Christina Drummond seconded. The meeting adjourned at 4:26 p.m. with a vote of 6-0.

VOTE: Y-6 N-0 AB-0

\_\_\_\_\_  
Tom Counts, Mayor Date

\_\_\_\_\_  
Elaine McCloskey, Clerk Date

**Community Safety #1**

1. Quality of Services (7)
  - Law enforcement re-accreditation
  - Maintain low-level of crime
  - Improve/lower Officer response times
2. Risk Mitigation (6)
  - Pedestrian safety by eliminating unlit areas
  - Repair all trip hazards in multiuse paths
3. Citizen Engagement (5)
  - Community involvement
  - Privacy advisory Council
4. Police Staffing (4)
  - Police organization structure
  - As we grow economically make sure the Police Department provides businesses with the best services
  - Police staffing
  - Police alternative schedules
  - Reinforce/analyze police staffing structures
  - Implement staffing assessment
5. Technology Resources (3)
  - Cameras at intersections
  - Support Police Department with technology
  - Police technology to reduce crime
6. Wayfinding Standards (2)
  - Standardize signage/DOT guidelines
  - Follow published professional standards for signage
7. Economic Support (1)
  - Continue to support the Police Department as a frontline economic development partner for the attraction and attention of businesses and annexation
8. Communications (0)
  - Communication of how we have supported Powell Police Department

## **Economic Development #2**

1. Powell Development Corporation (9)
  - Community Improvement Corporation
  - Re-activate the Powell PDC – Chamber, professional membership, Township?
  - Reformat CIC in a shared approach going from a more effective ED tool to possibly being a stand-alone ED agency for the City
2. Business Retention Expansion (8)
  - Work with businesses
  - Build business CRM
  - Build effective business retention expansion program
3. Downtown Master Plan (7)
  - Village Green
  - Village Green re-development
  - Downtown economic development plan
  - Downtown area plan
  - Master plan for downtown development
  - Initiate Village Hall re-development
  - More variety of downtown restaurants
  - Sawmill Road corridor
  - Tourism efforts should also consider high quality amenities for the new type of office work
  - Select Village Green partner to work with us to determine how acreage best serves downtown and the needs of the community
4. Economic Development Infrastructure (6)
  - Downtown strategy
  - Fiber ring for strategic economic development
  - Signage/Wayfinding
  - Parking
5. Marketing (4)
  - Understand our regional economic development niche being between Delaware/Marysville/Dublin and 23
  - Build economic development marketing and communication branding, marketing, and communication strategy
6. Tourism i.e. Trails (4)
  - Walkable downtown to Village Academy and library
  - Double to triple available public parking downtown

## Attachment A

- Interconnect trails from downtown to Dublin's network (by Target) and the Olentangy Trail (via library)
  - Become a (market Powell as) Trail Town destination
  - Build tourism corridor master plan including Zoo to downtown and further east
  - Gateway to Powell
  - Change Zoning to make downtown walkable (reduce parking)
7. Establish Back Office Operations (3)
    - Align resources and services to economic development
  8. Business Attraction (2)
    - Commercial property database (for sale/lease)
    - Need more daytime office/businesses to support restaurants
  9. Land Use Zoning (1)
    - Behind the YMCA parcel, development plan per Andy
    - Greater diversity in house stock (most of population being excluded from Powell housing market)
    - Keep sheep farm non-residential
    - Ensure new developments are as mixed use as possible
  10. Annex/Township Relations (1)
    - Active annexation strategy
    - Finalize Township and City relationship negotiations

### **Finances #3**

1. Finance Back Office (5)
  - Work on strong internal controls now that staff is available
  - Centralize and streamline financial services
  - Transition from paper manual prints to electronic (fraud prevention)
  - Define PDC financial oversight (as component until special revenue funding)
  - Position Finance as a support and service Department to ensure the success of staff and departments
2. Grants (3)
  - Hire a grant writer
  - Develop regional active transportation plan so we can be eligible for grants
  - Get safe routes to schools funding
  - Increase grant funding % of budget to 10%
3. Debt (3)



## Attachment A

- Update debt policy
  - Leverage debt for capital projects
4. Projects (2)
    - Infrastructure projections for past shortfalls and new projects
    - Reduce carry forward by doing more projects
  5. Recognition (1)
    - Continue transparency
    - Receive Triple Crown Award for financial reporting transparency
    - Recognized for fiscal health and responsibility
  6. Policy Changes (1)
    - Review event cost recovery policy
    - Increase discretionary funding for economic development

### **Traffic/Road/Pedestrian Infrastructure #4**

1. Traffic Safety (8)
  - Traffic Safety
2. Parking (7)
  - Parking agreements with private lots to add capacity
  - Parking garage
  - More downtown parking
  - Organize parking
3. Paving (6)
  - Update paving maps and explain the 7-year fix
  - Paving plan implementation and communication to public
  - Ensure balance of maintenance and new projects
  - Improve road conditions
  - Repair all road pavement so streets are all at or above “satisfactory” standard rating
  - Wayfinding Plan as part of Downtown Master Plan
4. Thoroughfare Plan (5)
  - Complete/update Comprehensive Thoroughfare Plan – All Modes
  - Complete Downtown Road Plan
5. Railroad Crossing (4)
  - All railroad crossings need PED improvement
  - PED signals at all PED crossings
  - Railroad crossing at library

6. Trails (3)

- Bring trails up to “excellent” – goal pavement rating standard
- Walkability and streetscape
- Fill trail gaps and connect to Olentangy Trail
- Plan to upgrade poor sidewalks/trails
- Trail/path inventory
- Evaluate if we make private paths public to increase quality/consistency and reduce cost
- Sidewalk repairs/extension

7. Bike (2)

- Engage with Bike +
- Bike Parking

8. Scioto Street (1)

- Depot/Scioto/Case Improvement-Streetscape
- Extension

**Quality of Life / Parks and Recreation #5**

1. Trails (9)

- Bike paths
- Master trail plan
- Bike path running path connections
- Parks and trails should be part of the tourism economic development strategy
- Create framework to be seen as pedestrian/bike friendly

2. Wellness and Recreation Center (8)

- Wellness facility
- Recreation/Wellness center
- Recreation Center (mentioned at least 20 times)
- Recreation Center (with winter swimming)
- Pickle Ball courts
- Recreational Facility action plan
- Facility to support programming
- Community center with recreational facilities
- Community and/or recreational center

3. Powell Pool (7)

- Powell Pool
- Excited to see study for Powell Pool results
- Community pool

4. Youth (5)
  - Double-Triple teen-oriented programming
  - Reinstate/Restructure Powell Youth Council
5. Park Improvements (5)
  - Amphitheatre improvements
  - Park maintenance updates
  - Winter play space
  - Add to our existing parkland
  - Shade/benches and playgrounds
  - Repair/replace playgrounds
  - Add middle school playground (zipline, etc.)
  - Explore public and private partnerships for improved park and recreation amenities
  - Restrooms in all parks with security cameras (outside!)
6. Events (5)
  - Events strategic plan
  - Tailor events to Ohio weather
  - Diversify events locations throughout City and parks
  - Showcase local talent at all events
  - Engage school-aged Powell performers at Powell events
7. Dog Park (3)
  - Dog park
  - Dog park
  - Dog park
8. City Services (1)
  - Name brand eateries
  - Bike paths/trails
  - Crime prevention
  - Collaborate with City departments for messaging
  - Support active recreation for all ages and abilities (not just toddlers and retirees)
  - Preserve downtown charm
9. Pickle Ball (1)
  - Pickle ball courts
10. Art (1)
  - Artwork in downtown area
  - Public art strategy
  - Support in public arts in Powell

Outliers

- Protect tree canopy
- Develop an age-in-place plan
- Tech accessible services
- Learn more and explore pursuing sustainable 2040
- Keep Powell Moving
- Pride in a Powell-centric offering

**Customer Service #6**

1. Responsiveness (4)

- Response to residents within 24 hours (not answer)
- Quick responses to inquiries
- Discuss/mention resident concerns at City Council meetings
- 1<sup>st</sup> Response excellent, long-term clarity improvement
- Create easier access for customers to communicate with City

2. Citizen Engagement (3)

- Bi-annual community survey
- Bring focus and action to citizen level – expectation setting/delivery
- Office hours for staff/elected officials
- More community engagement (what are regional best practices)
- More direct interaction with residents and businesses

3. Technology Improvements (2)

- Enhanced GIS
- E-services
- Using technology to create greater efficiency in City interaction

4. Website (1)

- Effective website
- Ease of access to resources on website, example – budget

5. Employee Wellness (0)

- Public works staffing levels
- Employee wellness

**Governance #7**

1. Charter Update (5)
  - Update Charter and codes
  - Update City Charter
  - Charter revisions
  - Charter evaluation – time limit if Council appointment goes to Mayor
2. Dynamic Reporting (4)
  - Regular management reports on City projects
  - Shift reporting from static data points to annual/multiyear trends
3. Council Rules Update (3)
  - Update Council rules
  - By-laws for Ad Hoc committees
  - Update Council rules for committees
  - Clarify charters for committees, commissions, advisory boards, etc.
  - Define Council committee objectives
4. Community Engagement (2)
  - Host town halls on priority issues with regional partners
  - Presence in regional planning conversations
  - Community feedback and buy-in before final goals
5. Land Use Planning Updates (1)
  - Zoning code updates
  - Update Zoning code
  - Zoning code rewrite
  - Comprehensive plan rewrite
6. Liberty Township (0)
  - Be a good strategic neighbor to Township
  - Better relationship with Township

**Outliers**

- Council agenda clarity
- PDC board and by-law rewrite
- Public records access
- Make it possible for Council to access public records without City Manager gatekeeping
- Assess organization structure resources sufficient to carry out mission – today, tomorrow, future

### **Communication and Branding #8**

1. Greater Communication/Resident Outreach (3)
  - Communication strategic plan
  - Communicating with residents
  - Portal for community feedback show at City Council meetings
  - Allow public to pull/access public records
  - Increase proactive communication
  - Progress reports to public
  - Communicate progress, wins
  - Greater methods opportunities for Powell residents to know what the City is doing (not events)
  - Celebrate wins
  - Get out in front of story
  - Enhance information and improve narrative “sales of public goods and services”
  - No local media anymore. Cities are forced to fill the void
  - Look for every possible way for us to tell our story and celebrate our wins to position Powell in the region, state, and nation. Everyone wants to be part of a winning team.
2. Website (2)
  - Website improvement
  - Update website
  - Better website
  - Redesigned website – Granicus integration
3. City Official Engagement (1)
  - Position administrative staff and Council as experts in the community
  - Leverage Council voices as ambassadors (not just Mayor)
4. Village Green (0)
  - Preserve the Village Green
  - Preserve the Village Green

#### Outliers

- Keep the architectural standards
- Wayfinding
- Intentionally and transparency

**What Else #9**

- Operations
  - Implement fleet recommendations
  - Police property room improvements
  - Clear chains of communication
  - Standard operating procedures
- HR/Staffing & Wellness
  - Staffing levels
  - Staffing to help operational needs
  - Recruit and retain staff
  - Update business continuity plan
  - Develop a training and retention plan for staff (engagement)
  - Create a realistic staffing plan – define resources needed to accomplish results
- Facility Master Plan
  - Facility master plan
  - Create and implement City facility plan
- Community Engagement
  - Community engagement and policy discussions
  - Develop resident engagement pipeline strategy by demographic
  - Engage residents to get feedback and share updates regularly in-person at events
- Update technological capabilities
- Creating memories for the City children
- Better support working parents and families (event scheduling/efficient service delivery team communication)
- Records management /categorization
- Develop process to cultivate individual donors and sponsors, i.e. relationship management strategy
- Food and hazardous waste drop-off



**CITY COUNCIL  
MEETING  
MINUTES  
JANUARY 16, 2024**

**I. CALL TO ORDER/ROLL CALL**

Mayor Tom Counts called the January 16, 2024, City Council meeting to order at 7:30 p.m. Councilmembers present included Councilmember David Lester, Councilmember Leif Carlson, Councilmember Tyler Herrmann, Vice-Mayor Heather Karr, and Mayor Tom Counts. Absent from the meeting were Councilmember Christina Drummond and Councilmember Ferzan Ahmed. Staff present included Mallory Sribanditmongkol, Strategic Communications Officer; Yazan Ashrawi, City Attorney; Aaron Stanford, City Engineer; Grant Crawford, Public Service Director; Ron Sallows, Police Chief; Jason Nahvi, Human Resource Manager; Sean Hughes, Economic Development Administrator Jeffrey Tyler, Assistant City Manager/Community Development Director; and Andrew White, City Manager.

**II. PLEDGE OF ALLEGIANCE**

**III. CHIEF OF POLICE OATH OF OFFICE**

- a. Ron Sallows, sworn in by City Manager Andrew White

City Manager White provided the Oath of Office for Police Chief Ron Sallows.

**IV. CITIZEN PARTICIPATION**

Mayor Tom Counts opened citizen participation for public comment. The following provided public comment:

Brittany Zoecklein, REHS II  
Registered Environmental Health Specialist 2  
Delaware Public Health District  
470 S. Sandusky Street  
Delaware, Ohio 43015

Brittany Zoecklein provided information on a 2024 Solar Eclipse Planning Presentation regarding Temporary campgrounds and food permits. This event will be held at the Health District office on January 19 at 9 am. She also provided information relating to a low-risk drinking course for young adults.

Hearing no further public comment, Mayor Tom Counts closed citizen participation.



## V. APPROVAL OF MINUTES

- a. Approval of the Minutes from the City Council Meeting held on January 2, 2024.

MOTION: Heather Karr moved to approve the minutes from the City Council Meeting held on January 2, 2024. David Lester seconded. Motion passed.

VOTE:      Y-5      N-0      AB-0

## VI. CONSENT AGENDA

- a. Monthly Reports
- b. **ORDINANCE NO. 2024-03**

AN ORDINANCE TO GRANT FINAL ACCEPTANCE OF THE PUBLIC IMPROVEMENTS OF SHELLY'S RETREAT AT CARPENTER'S MILL, SECTION 1, PART A AND PART B, AS THE SAME NUMBERED AND DELINEATED UPON THE PLATS, THEREOF RECORDED IN OFFICIAL RECORD 1577, PAGES 586-587, AND OFFICIAL RECORD 1614, PAGES 2517-2520, DELAWARE COUNTY, RECORDER'S OFFICE, AND DECLARING AN EMERGENCY.

- c. **ORDINANCE NO. 2024-04**

AN ORDINANCE TO GRANT FINAL ACCEPTANCE OF THE PUBLIC IMPROVEMENTS THE SMITH FARM AT CARPENTER'S MILL, SECTION 2, PART A AND PART B, AS THE SAME NUMBERED AND DELINEATED UPON THE PLATS, THEREOF RECORDED IN OFFICIAL RECORD 1644, PAGES 317-318, AND OFFICIAL RECORD 1644, PAGES 319-320, DELAWARE COUNTY, RECORDER'S OFFICE, AND DECLARING AN EMERGENCY.

- d. **ORDINANCE NO. 2024-05**

AN ORDINANCE TO GRANT FINAL ACCEPTANCE OF THE PUBLIC IMPROVEMENTS OF THE SMITH FARM AT CARPENTER'S MILL, SECTION 3, PART A AND PART B, AS THE SAME NUMBERED AND DELINEATED UPON THE PLATS, THEREOF RECORDED IN OFFICIAL RECORD 1866, PAGES 771-772, AND OFFICIAL RECORD 1866, PAGES 775-776, DELAWARE COUNTY, RECORDER'S OFFICE, AND DECLARING AN EMERGENCY.

Mayor Tom Counts provided information on the Consent Agenda and provided the Council with the opportunity to remove any item off the agenda. Hearing none, he requested Council action regarding the Consent Agenda.

MOTION: Tyler Herrmann moved to approve the Consent Agenda. Heather Karr seconded. Motion passed.

VOTE:      Y-5      N-0      AB-0

## VII. RESOLUTIONS

### a. **RESOLUTION NO. 2024-05**

A RESOLUTION AUTHORIZING THE CITY MANAGER TO PURCHASE A SALT TRUCK FROM STOOPS FREIGHTLINER FOR THE REPLACEMENT OF A CURRENT SALT TRUCK, INCLUDING THE CHASSIS AND SNOW AND ICE CONTROL EQUIPMENT.

Mayor Tom Counts read Resolution No. 2024-05 into the record for the first time. City Manager White provided the City budgeted for the replacement of a salt truck in 2024 and funds were allocated and are through a State of Ohio Bid. This is a necessary item for the streets department to maintain services and it is expected to arrive at the same time as the salt truck that was ordered in 2023. The color of the truck will be white as it is easier to acquire and will help to distinguish it from the salt trucks used by Liberty Township. Mayor Tom Counts opened Resolution No. 2024-05 for public comment. Hearing none, he closed public participation.

MOTION: David Lester moved to approve Resolution No. 2024-05. Leif Carlson seconded. Motion passed.

VOTE:          Y-5                  N-0                  AB-0

### b. **RESOLUTION NO. 2024-06**

A RESOLUTION AUTHORIZING THE CITY MANAGER TO PURCHASE THREE POLICE VEHICLES.

Mayor Tom Counts read Resolution No. 2024-06 into the record for the first time. City Manager White discussed the City had budgeted for the replacement of police vehicles in 2024. There were a couple of quotes received and the price per vehicle that will be acquired is less than the estimated budgeted amount. Mayor Tom Counts opened Resolution No. 2024-06 for public comment. Hearing none, he closed public participation.

MOTION: David Lester moved to approve Resolution No. 2024-06. Leif Carlson seconded. Motion passed.

VOTE:          Y-5                  N-0                  AB-0

### c. **RESOLUTION NO. 2024-07**

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH THE DELAWARE, OHIO CITY PROSECUTOR'S OFFICE.

Mayor Tom Counts read Resolution No. 2024-07 into the record for the first time. City Manager White discussed that this is an agreement with the City of Delaware Prosecutor's Office to prosecute all cases coming before the Delaware Municipal Court. This contract reflects a \$10 increase per case, and a contested case, the total rate will increase from \$250.00 to \$260.00. The price increase is projected to have a budgetary impact of less than \$1,000 annually. Mayor Tom Counts opened Resolution No. 2024-07 for public comment. Hearing none, he closed public participation.

MOTION: Heather Karr moved to approve Resolution No. 2024-07. David Lester seconded. Motion passed.

VOTE:        Y-5                N-0                AB-0

#### VIII. **ORDINANCES: FIRST READING(S)**

a. **ORDINANCE NO. 2024-01**

AN ORDINANCE AUTHORIZING THE CITY MANAGER TO PROVIDE CONSENT TO THE OHIO DEPARTMENT OF TRANSPORTATION (ODOT) DIRECTOR OF TRANSPORTATION TO PERFORM SPOT PAVING ON SR315 AND DECLARING AN EMERGENCY.

Mayor Tom Counts read Ordinance No. 2024-01 into the record for the first time. City Manager White discussed that ODOT will be performing a spot paving project this summer along SR315. Some of the work will occur within Powell's corporate limit located at Retreat Lane. To complete the work ODOT is requesting legislation providing the Director of Transportation with consent to work within Powell's limits. ODOT will be covering 100% of the cost of the project. ODOT requested approval by February 1, 2024 to meet their timeline. Mayor Tom Counts opened Ordinance No. 2024-01 for public comment. Hearing none, he closed public participation.

MOTION: Heather Karr moved to suspend the rules for Ordinance No. 2024-01. David Lester seconded. Motion passed.

VOTE:        Y-5                N-0                AB-0

MOTION: David Lester moved to approve Ordinance No. 2024-01. Leif Carlson seconded. Motion passed.

VOTE:        Y-5                N-0                AB-0

b. **ORDINANCE NO. 2024-02**

AN ORDINANCE AUTHORIZING THE CITY MANAGER TO ENTER INTO A WORKING AGREEMENT WITH DELAWARE SOIL AND WATER CONSERVATION DISTRICT (DSWCD) FOR SERVICES TO MEET THE NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES) REQUIREMENTS.

Mayor Tom Counts read Ordinance No. 2024-02 into the record for the first time. City Manager White provided information on the regional collaboration and there are certain Ohio EPA requirements the City must meet in order to be compliant with the NPDES program and maintain the City NPDES permit. These requirements revolve around meeting the permit's 6 minimum control measures: public outreach, public involvement, illicit discharge detection and elimination, erosion and sedimentation control, post-construction runoff and good housekeeping. Mayor Tom Counts opened Ordinance No. 2024-02 for public comment. Hearing none, he closed public participation.

MOTION: David Lester moved to suspend the rules for Ordinance No. 2024-02. Heather Karr seconded. Motion passed.

VOTE:            Y-5                    N-0                    AB-0

MOTION: David Lester moved to approve Ordinance No. 2024-02. Heather Karr seconded. Motion passed.

VOTE:            Y-5                    N-0                    AB-0

#### IX. COMMITTEE REPORTS

**Development Committee:** Next Meeting: February 6, 2024 @ 6:30 pm

**Finance Committee:** Next Meeting: January 30, 2024 @ 7:00 pm (Note Date Change)

**Operations Committee:** Next Meeting: January 23, 2024 @ 6:00 pm (Note Date Change)

**Community Diversity Advisory Committee:** Next Meeting: January 17, 2024 @ 6:00 pm - Vice-Mayor Heather Karr noticed that this meeting has been cancelled.

**Planning & Zoning Commission:** Next Meeting: February 15, 2024 @ 6:30 pm (Note Date Change)

**Powell Development Corporation:** Next Meeting: January 23, 2024 @ 7:00 pm – Sean Hughes noted that this meeting will be rescheduled to January 24, 2024 at 6:30 p.m.

#### X. CITY MANAGER'S REPORT/CITY CALENDAR

City Manager White provided an update to Council on the following items:

- Received notice that the pedestrian crossing at 750 will move forward.
- Met with the consultant to review the timeline and process for the Parks Master Plan
- Potential to work with Liberty Township on shared pathways.
- The Chamber of Commerce had a Meet and Greet for Sean Hughes
- Next steps on the goals from the Council Work Session.

#### XI. OTHER COUNCIL MATTERS

Mayor Tom Counts discussed speaking with staff on having easier access to certain records and will be looking at utilizing Office 365 to help achieve this.

## **XII. EXECUTIVE SESSION**

- \* Ohio Revised Code Section 121.22 (G)(1) Personnel - to consider the appointment for boards and commissions, and employment of a public employee.
- \* Ohio Revised Code Section 121.22 (G) (8) To consider confidential information related to negotiations with other political subdivisions regarding economic development.
- \* Ohio Revised Code Section 121.22 (G) (2) To consider the purchase of property for public purposes.

**MOTION:** Heather Karr moved to enter executive session pursuant to Ohio Revised Code Section 121.22 (G)(1) Personnel - to consider the appointment for boards and commissions, and employment of a public employee, Ohio Revised Code Section 121.22 (G) (8) To consider confidential information related to negotiations with other political subdivisions regarding economic development, and Ohio Revised Code Section 121.22 (G) (2) To consider the purchase of property for public purposes. Tyler Herrmann seconded. Motion passed.

**VOTE:**        Y-5                N-0                AB-0

City Council entered executive session at 8:00 p.m. Councilmembers present for the discussion included Councilmember David Lester, Councilmember Leif Carlson, Councilmember Tyler Herrmann, Vice-Mayor Heather Karr, and Mayor Tom Counts. Staff present for the discussion included Jason Nahvi, Human Resources Manager; Elaine McCloskey, City Clerk; Sean Hughes, Economic Development Director; Yazan Ashrawi, City Attorney; Jeffrey Tyler, Assistant City Manager; and Andrew White, City Manager.

**MOTION:** Following the discussion David Lester moved to exit executive session and return to open session. Leif Carlson seconded. Motion passed.

**VOTE:**        Y-5        N-0        AB-0

City Council reentered open session at 9:36 p.m.

**MOTION:** David Lester moved to appoint the following members to Planning and Zoning Commission: Ted Klecker and Kurt Ramsey; Board of Zoning Appeals: Johnathan Freeman; Board of Tax Appeals: Rich Cline, Peter Splawnyk and Chris Connely; Tax Incentive Review Council: Heather Karr for Council Representative and reappoint Zachary Hardison; Historic District Advisory Board: Andy Lorenz and reappoint Brad Coomes until further notification. Heather Karr seconded. Motion passed.

**VOTE:**        Y-5                N-0                AB-0

### XIII. ADJOURNMENT

**MOTION:** Tyler Herrmann moved to adjourn the meeting. David Lester seconded. Motion passed. The City Council meeting adjourned at 9:39 p.m.

VOTE:            Y - 5            N - 0            AB-0

Tom Counts, Mayor	Date
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Elaine McCloskey, Clerk	Date
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**OFFICE OF THE CITY MANAGER**

47 Hall Street | Powell, OH 43065 | 614.885.5380 | [cityofpowell.us](http://cityofpowell.us)

**MEMO**

**From:** Andy White, City Manager

**To:** Members of City Council

**Initiated By:** D. Grant Crawford, Director of Public Service

**Re:** Resolution 2024-08 Authorizing the City Manager to enter into an agreement with CSX Transportation, Inc. for the improvement of the at-grade crossing on SR750

**Date:** January 30, 2024

**Summary:**

The current condition of the CSX Railroad crossing on SR750 provides for a rough ride for Powell residents and commuters. The City has received numerous requests to improve the crossing. In response, the City has coordinated with CSX to develop an improvement project.

City staff have worked closely with CSX over the past year to generate the plan and agreement to improve the crossing. CSX provided the City with an option to replace and enhance the crossing. The enhanced crossing would utilize a full-depth rubber surface, creating a long-lasting and smooth transition.

The City recommends moving forward with the enhanced crossing improvement at an estimated cost of \$267,327. Pending approval of the agreement, the work is expected to commence in Q2-Q3 of this year. The work is expected to take roughly 7 days.

The Administration respectfully requests a resolution authorizing the City Manager to enter into an agreement with CSX Transportation, Inc. for the improvement of the at-grade crossing on SR750.

**Legal Review:**

Law Director's office reviewed and approved the agreement as to form.

**Finance Review:**

The At-Grade Crossing on SR750 project was not included in the adopted 24-28 Capital Improvement Plan (CIP). However, due to the benefits to the community, we believe it is crucial to move forward with the project at this time. Therefore, we propose utilizing the appropriated funds from the CIP contingency to cover the project's cost of \$267,327.

Utilizing the contingency for this project aligns with the Council's goal to improve the current infrastructure.

**Recommendation:**

Staff recommends approval of resolution 2024-08.





POWELL, DELAWARE COUNTY, OHIO  
SR 750 AT-GRADE CROSSING RENEWAL  
CSXT COLUMBUS SUBDIVISION MILEPOST CD-14.31  
CSXT OP NUMBER OH1540

**CONSTRUCTION AGREEMENT**

This Construction Agreement (“**Agreement**”) is made as of \_\_\_\_\_, 20\_\_, by and between **CSX TRANSPORTATION, INC.**, a Virginia corporation with its principal place of business in Jacksonville, Florida (“**CSXT**”), and **CITY OF POWELL**, a body corporate and political subdivision of the State of Ohio (“**Agency**”).

**EXPLANATORY STATEMENT**

1. Agency has proposed to reconstruct, or to cause to be reconstructed, the highway-railway at-grade crossing surface, where SR 750 (DOT# 228650P) crosses CSXT tracks and right-of-way in the vicinity of CSXT’s Columbus Subdivision Milepost CD-14.31, as located in City of Powell, Delaware County, Ohio (the “**Project**”).
2. Agency has obtained, or will obtain, all authorizations, permits and approvals from all local, state and federal agencies (including Agency), and their respective governing bodies and regulatory agencies, necessary to proceed with the Project and to appropriate all funds necessary to construct the Project.
3. Agency acknowledges that: (i) by entering into this Agreement, CSXT will provide services and accommodations to promote public interest in this Project, without profit or other economic inducement typical of other Agency contractors; (ii) neither CSXT nor its affiliates (including their respective directors, officers, employees or agents) will incur any costs, expenses, losses or liabilities in excess of payments made to CSXT, by or on behalf of Agency or its contractors, pursuant to this Agreement; and (iii) CSXT retains the paramount right to regulate all activities affecting its property and operations.
4. It is the purpose of this Agreement to provide for the terms and conditions upon which the Project may proceed.

NOW, THEREFORE, in consideration of the foregoing Explanatory Statement and other good and valuable consideration, the receipt and sufficiency of which are acknowledged by the parties, the parties agree as follows:

1. **Project Plans and Specifications**

- 1.1 **Preparation and Approval.** Pursuant to Exhibit A of this Agreement, all plans, specifications, drawings and other documents necessary or appropriate to the design and construction of the Project shall be prepared, at Agency’s sole cost and expense, by Agency or CSXT or their respective contractors. Project plans, specifications and drawings prepared by or on behalf of Agency shall be subject, at CSXT’s election, to

the review and approval of CSXT. Such plans, specifications and drawings, as prepared or approved by CSXT, are referred to as the “**Plans**”, and shall be incorporated and deemed a part of this Agreement. Plans prepared or submitted to and approved by CSXT as of the date of this Agreement are set forth in Exhibit B to this Agreement.

- 1.2 Effect of CSXT Approval or Preparation of Plans. By its review, approval or preparation of Plans pursuant to this Agreement, CSXT signifies only that such Plans and improvements constructed in accordance with such Plans satisfy CSXT’s requirements. CSXT expressly disclaims all other representations and warranties in connection with the Plans, including, but not limited to, the integrity, suitability or fitness for the purposes of Agency or any other persons of the Plans or improvements constructed in accordance with the Plans.

- 1.3 Compliance with Plans. The Project shall be constructed in accordance with the Plans.

2. Allocation and Conduct of Work

Work in connection with the Project shall be allocated and conducted as follows:

- 2.1 CSXT Work. Subject to timely payment of Reimbursable Expenses as provided by Section 4, CSXT shall provide, or cause to be provided, the services as set forth by Exhibit A to this Agreement. Agency agrees that CSXT shall provide all services that CSXT deems necessary or appropriate (whether or not specified by Exhibit A) to preserve and maintain its property and operations, without impairment or exposure to liability of any kind and in compliance with all applicable federal, state and local regulations and CSXT’s contractual obligations, including, but not limited to, CSXT’s existing or proposed third party agreements and collective bargaining agreements.
- 2.2 Agency Work. Agency shall perform, or cause to be performed, all work as set forth by Exhibit A, at Agency’s sole cost and expense.
- 2.3 Conduct of Work. CSXT shall commence its work under this Agreement following: (i) delivery to CSXT of a notice to proceed from Agency; (ii) payment of Reimbursable Expenses (as provided by Section 4.1) as required by CSXT prior to the commencement of work by CSXT; (iii) issuance of all permits, approvals and authorizations necessary or appropriate for such work; and (iv) delivery of proof of insurance acceptable to CSXT, as required by Section 9. The initiation of any services by CSXT pursuant to this Agreement, including, but not limited to, the issuance of purchase orders or bids for materials or services, shall constitute commencement of work for the purposes of this Section. The parties intend that all work by CSXT or on CSXT property shall conclude no later than December 31, 2024, unless the parties mutually agree to extend such date.

3. Special Provisions. Agency shall observe and abide by, and shall require its contractors (“**Contractors**”) to observe and abide by the terms, conditions and provisions set forth in Exhibit C to this Agreement (the “Special Provisions”). To the extent that Agency performs Project work itself, Agency shall be deemed a Contractor for purposes of this Agreement. Agency further agrees that, prior to the commencement of Project work by any third party Contractor, such Contractor shall execute and deliver to CSXT Schedule I to this Agreement to acknowledge Contractor’s agreement to observe and abide by the terms and conditions of this Agreement.
4. Cost of Project and Reimbursement Procedures
  - 4.1 Reimbursable Expenses. Agency shall reimburse CSXT for all costs and expenses incurred by CSXT in connection with the Project, including, without limitation: (1) all out of pocket expenses, (2) travel and lodging expenses, (3) telephone, facsimile, and mailing expenses, (4) costs for equipment, tools, materials and supplies, (5) sums paid to CSXT’s consultants and subcontractors, and (6) CSXT labor in connection with the Project, together with CSXT labor overhead percentages established by CSXT pursuant to applicable law (collectively, “**Reimbursable Expenses**”). Reimbursable Expenses shall also include expenses incurred by CSXT prior to the date of this Agreement to the extent identified by the Estimate provided pursuant to Section 4.2.
  - 4.2 Estimate. CSXT has estimated the total Reimbursable Expenses for the Project as shown on Exhibit D (the “**Estimate**”, as amended or revised). In the event CSXT anticipates that actual Reimbursable Expenses for the Project may exceed such Estimate, it shall provide Agency with the revised Estimate of the total Reimbursable Expenses, together with a revised Payment Schedule (as defined by Section 4.3.1), for Agency’s approval and confirmation that sufficient funds have been appropriated to cover the total Reimbursable Expenses of such revised Estimate. CSXT may elect, by delivery of notice to Agency, to immediately cease all further work on the Project, unless and until Agency provides such approval and confirmation. Furthermore, the Agency acknowledges and understands that any estimated cost to construct the project shall only be good for a limited period of time and that any delays to move to construction, if CSXT agrees to such construction, shall result in increased costs.
  - 4.3 Payment Terms.
    - 4.3.1 Agency shall pay CSXT for Reimbursable Expenses in the amounts and on the dates set forth in the Payment Schedule as shown on Exhibit E (the “Payment Schedule”, as revised pursuant to Section 4.2). CSXT agrees to submit invoices to Agency for such amounts and Agency shall remit payment to CSXT at the later of thirty (30) days following delivery of each such invoice to Agency or, the payment date (if any) set forth in the Payment Schedule.

4.3.2 Following completion of the Project, CSXT shall submit to Agency a final invoice that reconciles the total Reimbursable Expenses incurred by CSXT against the total payments received from Agency. Agency shall pay to CSXT the amount by which Reimbursable Expenses exceed total payments as shown by the final invoice, within thirty (30) days following delivery of such invoice to Agency. In the event that the payments received by CSXT from Agency exceed the Reimbursable Expenses, CSXT shall remit such excess to Agency.

4.3.3 In the event that Agency fails to pay CSXT any sums due CSXT under this Agreement: (i) Agency shall pay CSXT interest at the lesser of 1.0% per month or the maximum rate of interest permitted by applicable law on the delinquent amount until paid in full; and (ii) CSXT may elect, by delivery of notice to Agency: (A) to immediately cease all further work on the Project, unless and until Agency pays the entire delinquent sum, together with accrued interest; and/or (B) to terminate this Agreement.

4.3.4 All invoices from CSXT shall be delivered to Agency in accordance with Section 16 of this Agreement. All payments by Agency to CSXT shall be made by certified check and mailed to the following address or such other address as designated by CSXT's notice to Agency:

CSX Transportation, Inc.  
P.O. Box 530192  
Atlanta, GA 30353-0192

4.4 Effect of Termination. Agency's obligation to pay to CSXT Reimbursable Expenses in accordance with Section 4 shall survive termination of this Agreement for any reason.

5. Appropriations Agency represents to CSXT that: (i) Agency has appropriated funds sufficient to reimburse CSXT for the Reimbursable Expenses encompassed by the Estimate attached as Exhibit D; (ii) Agency shall use its best efforts to obtain appropriations necessary to cover Reimbursable Expenses encompassed by subsequent Estimates approved by Agency; and (iii) Agency shall promptly notify CSXT in the event that Agency is unable to obtain such appropriations.

6. Easements and Licenses

6.1 Agency Obligation. Agency shall acquire all necessary licenses, permits and easements required for the Project. CSXT shall cooperate with Agency to obtain such licenses, permits, and easements, and shall convey any such easement rights to Agency, if needed.

6.2 Temporary Construction Licenses. Insofar as it has the right to do so, CSXT hereby grants Agency a nonexclusive license to access and cross CSXT's property, to the extent necessary for the construction of the Project (excluding ingress or egress over public grade crossings), along such routes and upon such terms as may be defined and

imposed by CSXT and such temporary construction easements as may be designated on the Plans approved by CSXT.

- 6.3 Temporary Construction Easements. CSXT may grant without warranty to Agency, if required, a temporary non-exclusive easement for access to the extent necessary for the project on terms and conditions and at a price acceptable to the parties..
- 6.4 Permanent Easements. Insofar as it has the right to do so, CSXT shall grant, without warranty to Agency, easements for the use and maintenance (in accordance with the provisions of the Maintenance Agreement described in 6.4) of the Project wholly or partly on CSXT property as shown on the Plans approved by CSXT, if any, on terms and conditions and at a price acceptable to both parties. Upon request by CSXT, Agency shall furnish to CSXT descriptions and plat plans for the easements.
7. Permits At its sole cost and expense, Agency shall procure all permits and approvals required by any federal, state, or local governments or governmental agencies for the construction, maintenance and use of the Project, copies of which shall be provided to CSXT.
8. Termination
- 8.1 By Agency. For any reason, Agency may, as its sole remedy, terminate this Agreement by delivery of notice to CSXT.
- 8.2 By CSXT. In addition to the other rights and remedies available to CSXT under this Agreement, CSXT may terminate this Agreement by delivery of notice to Agency in the event Agency or its Contractors fail to observe the terms or conditions of this Agreement and such failure continues more than ten (10) business days following delivery of notice of such failure by CSXT to Agency.
- 8.3 Consequences of Termination. If the Agreement is terminated by either party pursuant to this Section or any other provision of this Agreement, the parties understand that it may be impractical for them to immediately stop the Work. Accordingly, they agree that, in such instance a party may continue to perform Work until it has reached a point where it may reasonably and safely suspend the Work. Agency shall reimburse CSXT pursuant to this Agreement for the Work performed, plus all costs reasonably incurred by CSXT to discontinue the Work and protect the Work upon full suspension of the same, the cost of returning CSXT's property to its former condition, and all other costs

of CSXT incurred as a result of the Project up to the time of full suspension of the Work. Termination of this Agreement or Work on the Project, for any reason, shall not diminish or reduce Agency's obligation to pay CSXT for Reimbursable Expenses incurred in accordance with this Agreement. In the event of the termination of this Agreement or the Work for any reason, CSXT's only remaining obligation to Agency shall be to refund to Agency payments made to CSXT in excess of Reimbursable Expenses in accordance with Section 4.

## 9. Insurance

- 9.1. In addition to the insurance that Agency requires of its Contractor, Agency shall acquire or require its Contractor to purchase and maintain insurance in compliance with CSXT's insurance requirements attached to this Agreement as Exhibit F. Neither Agency nor Contractor shall commence work on the Project until such policy or policies have been submitted to and approved by CSXT's Risk Management Department.
- 9.2. Notwithstanding the foregoing insurance requirement Agency may elect to satisfy its obligations under paragraph 9.1 and Exhibit F. Should Agency so elect, it shall provide CSXT a written notice of such election signed by Agency's Risk Management officer.

## 10. Ownership and Maintenance

- 10.1 By Agency. Agency shall maintain and repair, at its sole cost and expense, all parts comprising the permanent aspects of the Project, as shown by the Plans, consisting of roadway pavement up to the outer ends of the railroad cross ties, sidewalks, guardrails, and curbs, in good and safe condition to CSXT's satisfaction. In the event Agency fails to do so after reasonable notice from CSXT (unless an emergency condition exists or is imminent in the opinion of CSXT that requires immediate action), CSXT may perform such maintenance and repair, at Agency's sole cost and expense.
- 10.2 Alterations. Agency shall not undertake any alteration, modification or expansion of the Project, without the prior written approval of CSXT, which may be withheld for any reason, and the execution of such agreements as CSXT may require. CSXT may undertake alterations of its property, track or facilities and shall be reimbursed by Agency for the expenses incurred by CSXT with respect to the removal and restoration of the crossing in connections with such alteration.

## 11. Indemnification

- 11.1 Generally. To the maximum extent permitted by applicable law, Agency and its Contractors shall indemnify, defend, and hold CSXT and its affiliates harmless from and against all claims, demands, payments, suits, actions, judgments, settlements, and damages of every nature, degree, and kind (including direct, indirect, consequential, incidental, and punitive damages), for any injury to or death to any person(s) (including, but not limited to the employees of CSXT, its affiliates, Agency or its Contractors), for the loss of or damage to any property whatsoever (including but not limited to property

owned by or in the care, custody, or control of CSXT, its affiliates, Agency or its Contractors, and environmental damages and any related remediation brought or recovered against CSXT and its affiliates), arising directly or indirectly from the negligence, recklessness or intentional wrongful misconduct of the Contractors, Agency, and their respective agents, employees, invitees, contractors, or its contractors' agents, employees or invitees in the performance of work in connection with the Project or activities incidental thereto, or from their presence on or about CSXT's property. The foregoing indemnification obligation shall not be limited to the insurance coverage required by this Agreement, except to the extent required by law or otherwise expressly provided by this Agreement.

- 11.2 Compliance with Laws. Agency shall comply, and shall require its Contractors to comply, with any federal, state, or local laws, statutes, codes, ordinances, rules, and regulations applicable to its construction and maintenance of the Project.
- 11.3 "CSXT Affiliates". For the purpose of this Section 11, CSXT's affiliates include CSX Corporation and all entities, directly or indirectly, owned or controlled by or under common control of CSXT or CSX Corporation and their respective officers, directors, employees and agents.
- 11.4 Notice of Incidents. Agency and its Contractor shall notify CSXT promptly of any loss, damage, injury or death arising out of or in connection with the Project work.
- 11.5 Survival. The provisions of this Section 11 shall survive the termination or expiration of this Agreement.
12. Independent Contractor The parties agree that neither Agency nor its Contractors shall be deemed either agents or independent contractors of CSXT. Except as otherwise provided by this Agreement, CSXT shall exercise no control whatsoever over the employment, discharge, compensation of, or services rendered by Agency or Agency's Contractors, or the construction practices, procedures, and professional judgment employed by Agency or its Contractor to complete the Project. Notwithstanding the foregoing, this Section 12 shall in no way affect the absolute authority of CSXT to prohibit Agency or its Contractors or anyone from entering CSXT's property, or to require the removal of any person from its property, if it determines, in its sole discretion, that such person is not acting in a safe manner or that actual or potential hazards in, on or about the Project exist.
13. "Entire Agreement" This Agreement embodies the entire understanding of the parties, may not be waived or modified except in a writing signed by authorized representatives of both parties, and supersedes all prior or contemporaneous written or oral understandings, agreements or negotiations regarding its subject matter. In the event of any inconsistency between this Agreement and the Exhibits, the more specific terms of the Exhibits shall be deemed controlling.

14. Waiver If either party fails to enforce its respective rights under this Agreement, or fails to insist upon the performance of the other party's obligations hereunder, such failure shall not be construed as a permanent waiver of any rights or obligations in this Agreement.
15. Assignment CSXT may assign this Agreement and all rights and obligations herein to a successor in interest, parent company, affiliate, or future affiliate. Upon assignment of this Agreement by CSXT and the assumption of CSXT's assignee of CSXT's obligations under this Agreement, CSXT shall have no further obligation under this Agreement. Agency shall not assign its rights or obligations under this Agreement without CSXT's prior consent, which consent may be withheld for any reason.
16. Notices All notices, consents and approvals required or permitted by this Agreement shall be in writing and shall be deemed delivered upon personal delivery, upon the expiration of three (3) days following mailing by first class U.S. mail, or upon the next business day following mailing by a nationally recognized overnight carrier, to the parties at the addresses set forth below, or such other addresses as either party may designate by delivery of prior notice to the other party:

If to CSXT: CSX Transportation, Inc.  
4802 Decoursey Pike  
Taylor Mill, KY 41015  
Attention: Project Manager – Public Projects

If to Agency: City of Powell  
47 Hall Street  
Powell, Ohio  
Attention: City Manager

17. Severability The parties agree that if any part, term or provision of this Agreement is held to be illegal, unenforceable or in conflict with any applicable federal, state, or local law or regulation, such part, term or provision shall be severable, with the remainder of the Agreement remaining valid and enforceable.
18. Applicable Law This Agreement shall be governed by the laws of the State of Ohio, exclusive of its choice of law rules. The parties further agree that the venue of all legal and equitable proceedings related to disputes under this Agreement shall be situated in Delaware County, Ohio, and the parties agree to submit to the personal jurisdiction of any State or Federal court situated in Delaware County, Ohio.



**BY SIGNING THIS AGREEMENT**, I certify that there have been no changes made to the content of this Agreement since its approval by the CSXT Legal Department on November 5, 2021.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed in duplicate, each by its duly authorized officers, as of the date of this Agreement.

**Approved as to form**

**CITY OF POWELL, OHIO**

By: \_\_\_\_\_  
Law Director

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**CSX TRANSPORTATION, INC.**

By: \_\_\_\_\_  
Edward D. Sparks II, PE  
Chief Engineer  
Bridges, Design & Construction

**CERTIFICATION OF FUNDS**

I hereby certify that the above amount required to the above, has been lawfully appropriated, authorized, or directed for such purposes and is in Treasury or in the process of collection to credit of the above funds free of obligation or certification now outstanding.

BY: \_\_\_\_\_

Date: \_\_\_\_\_

Rosa Ocheltree, Director of Finance

**EXHIBIT A**  
**ALLOCATION OF WORK**

Subject to Section 2.1, work to be performed in connection with the Project is allocated as follows:

- A. Agency shall let by contract to its Contractors:
  - 1. Not Applicable
- B. CSXT shall perform or cause to be performed:
  - 1. Reconstruction of track structure, as necessary to accommodate crossing surface renewal.
  - 2. Installation of premium full-depth rubber crossing surface.

## **EXHIBIT B**

### **PLANS AND SPECIFICATIONS**

Plans, Specifications and Drawings:

NOT APPLICABLE

## EXHIBIT C

### CSXT SPECIAL PROVISIONS

#### DEFINITIONS:

As used in these Special Provisions, all capitalized terms shall have the meanings ascribed to them by the Agreement, and the following terms shall have the meanings ascribed to them below:

“CSXT” shall mean CSX Transportation, Inc., its successors and assigns.

“CSXT Representative” shall mean the authorized representative of CSX Transportation, Inc.

“Agreement” shall mean the Agreement between CSXT and Agency dated as of \_\_\_\_\_, as amended from time to time.

“Agency” shall mean the City of Powell, Ohio.

“Agency Representative” shall mean the authorized representative of City of Powell,

Ohio.

“Contractor” shall have the meaning ascribed to such term by the Agreement.

“Work” shall mean the Project as described in the Agreement.

#### I. AUTHORITY OF CSXT ENGINEER

The CSXT Representative shall have final authority in all matters affecting the safe maintenance of CSXT operations and CSXT property, and his or her approval shall be obtained by the Agency or its Contractor for methods of construction to avoid interference with CSXT operations and CSXT property and all other matters contemplated by the Agreement and these Special Provisions.

#### II. INTERFERENCE WITH CSXT OPERATIONS

- A. Agency or its Contractor shall arrange and conduct its work so that there will be no interference with CSXT operations, including train, signal, telephone and telegraphic services, or damage to CSXT’s property, or to poles, wires, and other facilities of tenants on CSXT’s Property or right-of-way. Agency or its Contractor shall store materials so as to prevent trespassers from causing damage to trains, or CSXT Property. Whenever Work is likely to affect the operations or safety of trains, the method of doing such Work shall first be submitted to the CSXT Representative for approval, but such approval shall not relieve Agency or its Contractor from liability in connection with such Work.

- B. If conditions arising from or in connection with the Project require that immediate and unusual provisions be made to protect train operation or CSXT's property, Agency or its Contractor shall make such provision. If the CSXT Representative determines that such provision is insufficient, CSXT may, at the expense of Agency or its Contractor, require or provide such provision as may be deemed necessary, or cause the Work to cease immediately.
- III. NOTICE OF STARTING WORK. Agency or its Contractor shall not commence any work on CSXT Property or rights-of-way until it has complied with the following conditions:
- A. Notify CSXT in writing of the date that it intends to commence Work on the Project. Such notice must be received by CSXT at least ten business days in advance of the date Agency or its Contractor proposes to begin Work on CSXT property. The notice must refer to this Agreement by date. If flagging service is required, such notice shall be submitted at least thirty (30) business days in advance of the date scheduled to commence the Work.
  - B. Obtain authorization from the CSXT Representative to begin Work on CSXT property, such authorization to include an outline of specific conditions with which it must comply.
  - C. Obtain from CSXT the names, addresses and telephone numbers of CSXT's personnel who must receive notice under provisions in the Agreement. Where more than one individual is designated, the area of responsibility of each shall be specified.
- IV. WORK FOR THE BENEFIT OF THE CONTRACTOR
- A. No temporary or permanent changes to wire lines or other facilities (other than third party fiber optic cable transmission systems) on CSXT property that are considered necessary to the Work are anticipated or shown on the Plans. If any such changes are, or become, necessary in the opinion of CSXT or Agency, such changes will be covered by appropriate revisions to the Plans and by preparation of a force account estimate. Such force account estimate may be initiated by either CSXT or Agency, but must be approved by both CSXT and Agency. Agency or Contractor shall be responsible for arranging for the relocation of the third party fiber optic cable transmission systems, at no cost or expense to CSXT.
  - B. Should Agency or Contractor desire any changes in addition to the above, then it shall make separate arrangements with CSXT for such changes to be accomplished at the Agency or Contractor's expense.

V. HAUL ACROSS RAILROAD

- A. If Agency or Contractor desires access across CSXT property or tracks at other than an existing and open public road crossing in or incident to construction of the Project, the Agency or Contractor must first obtain the permission of CSXT and shall execute a license agreement or right of entry satisfactory to CSXT, wherein Agency or Contractor agrees to bear all costs and liabilities related to such access.
- B. Agency and Contractor shall not cross CSXT's property and tracks with vehicles or equipment of any kind or character, except at such crossing or crossings as may be permitted pursuant to this section.

VI. COOPERATION AND DELAYS

- A. Agency or Contractor shall arrange a schedule with CSXT for accomplishing stage construction involving work by CSXT. In arranging its schedule, Agency or Contractor shall ascertain, from CSXT, the lead time required for assembling crews and materials and shall make due allowance therefore.
- B. Agency or Contractor may not charge any costs or submit any claims against CSXT for hindrance or delay caused by railroad traffic; work done by CSXT or other delay incident to or necessary for safe maintenance of railroad traffic; or for any delays due to compliance with these Special Provisions.
- C. Agency and Contractor shall cooperate with others participating in the construction of the Project to the end that all work may be carried on to the best advantage.
- D. Agency and Contractor understand and agree that CSXT does not assume any responsibility for work performed by others in connection the Project. Agency and Contractor further understand and agree that they shall have no claim whatsoever against CSXT for any inconvenience, delay or additional cost incurred by Agency or Contractor on account of operations by others.

VII. STORAGE OF MATERIALS AND EQUIPMENT

Agency and Contractor shall not store their materials or equipment on CSXT's property or where they may potentially interfere with CSXT's operations, unless Agency or Contractor has received CSXT Representative's prior written permission. Agency and Contractor understand and agree that CSXT will not be liable for any damage to such materials and equipment from any cause and that CSXT may move, or require Agency or Contractor to move, such material and equipment at Agency's or Contractor's sole expense. To minimize the possibility of damage to the railroad tracks resulting from the unauthorized use of equipment, all grading or other construction equipment that is left

parked near the tracks unattended by watchmen shall be immobilized to the extent feasible so that it cannot be moved by unauthorized persons.

## VIII. CONSTRUCTION PROCEDURES

### A. General

1. Construction work on CSXT property shall be subject to CSXT's inspection and approval.
2. Construction work on CSXT property shall be in accord with CSXT's written outline of specific conditions and with these Special Provisions.
3. Contractor shall observe the terms and rules of the CSXT Safe Way manual, which Agency and Contractor shall be required to obtain from CSXT, and in accord with any other instructions furnished by CSXT or CSXT's Representative.

### B. Blasting

1. Agency or Contractor shall obtain CSXT Representative's and Agency Representative's prior written approval for use of explosives on or adjacent to CSXT property. If permission for use of explosives is granted, Agency or Contractor must comply with the following:
  - a. Blasting shall be done with light charges under the direct supervision of a responsible officer or employee of Agency or Contractor.
  - b. Electric detonating fuses shall not be used because of the possibility of premature explosions resulting from operation of two-way train radios.
  - c. No blasting shall be done without the presence of an authorized representative of CSXT. At least 10 days' advance notice to CSXT Representative is required to arrange for the presence of an authorized CSXT representative and any flagging that CSXT may require.
  - d. Agency or Contractor must have at the Project site adequate equipment, labor and materials, and allow sufficient time, to (i) clean up (at Agency's expense) debris resulting from the blasting without any delay to trains; and (ii) correct (at Agency's expense) any track misalignment or other damage to CSXT's property resulting from the blasting, as directed by CSXT Representative, without delay to trains. If Agency's or Contractor's actions result



in delay of any trains, including Amtrak passenger trains, Agency shall bear the entire cost thereof.

e. Agency and Contractor shall not store explosives on CSXT property.

2. CSXT Representative will:

a. Determine the approximate location of trains and advise Agency or Contractor of the approximate amount of time available for the blasting operation and clean-up.

b. Have the authority to order discontinuance of blasting if, in his or her opinion, blasting is too hazardous or is not in accord with these Special Provisions.

#### IX. MAINTENANCE OF DITCHES ADJACENT TO CSXT TRACKS

Agency or Contractor shall maintain all ditches and drainage structures free of silt or other obstructions that may result from their operations. Agency or Contractor shall provide erosion control measures during construction and use methods that accord with applicable state standard specifications for road and bridge construction, including either (1) silt fence; (2) hay or straw barrier; (3) berm or temporary ditches; (4) sediment basin; (5) aggregate checks; and (6) channel lining. All such maintenance and repair of damages due to Agency's or Contractor's operations shall be performed at Agency's expense.

#### X. FLAGGING / INSPECTION SERVICE

A. CSXT has sole authority to determine the need for flagging required to protect its operations and property. In general, flagging protection will be required whenever Agency or Contractor or their equipment are, or are likely to be, working within fifty (50) feet of live track or other track clearances specified by CSXT, or over tracks.

B. Agency shall reimburse CSXT directly for all costs of flagging that is required on account of construction within CSXT property shown in the Plans, or that is covered by an approved plan revision, supplemental agreement or change order.

C. Agency or Contractor shall give a minimum of 10 days' advance notice to CSXT Representative for anticipated need for flagging service. No work shall be undertaken until the flag person(s) is/are at the job site. If it is necessary for CSXT to advertise a flagging job for bid, it may take up to 90-days to obtain this

service, and CSXT shall not be liable for the cost of delays attributable to obtaining such service.

- D. CSXT shall have the right to assign an individual to the site of the Project to perform inspection service whenever, in the opinion of CSXT Representative, such inspection may be necessary. Agency shall reimburse CSXT for the costs incurred by CSXT for such inspection service. Inspection service shall not relieve Agency or Contractor from liability for its Work.
- E. CSXT shall render invoices for, and Agency shall pay for, the actual pay rate of the flagpersons and inspectors used, plus standard additives, whether that amount is above or below the rate provided in the Estimate. If the rate of pay that is to be used for inspector or flagging service is changed before the work is started or during the progress of the work, whether by law or agreement between CSXT and its employees, or if the tax rates on labor are changed, bills will be rendered by CSXT and paid by Agency using the new rates. Agency and Contractor shall perform their operations that require flagging protection or inspection service in such a manner and sequence that the cost of such will be as economical as possible.

#### XI. UTILITY FACILITIES ON CSXT PROPERTY

Agency shall arrange, upon approval from CSXT, to have any utility facilities on or over CSXT Property changed as may be necessary to provide clearances for the proposed trackage.

#### XII. CLEAN-UP

Agency or Contractor, upon completion of the Project, shall remove from CSXT's Property any temporary grade crossings, any temporary erosion control measures used to control drainage, all machinery, equipment, surplus materials, falsework, rubbish, or temporary buildings belonging to Agency or Contractor. Agency or Contractor, upon completion of the Project, shall leave CSXT Property in neat condition, satisfactory to CSXT Representative.

#### XIII. FAILURE TO COMPLY

If Agency or Contractor violate or fail to comply with any of the requirements of these Special Provisions, (a) CSXT may require Agency and/or Contractor to vacate CSXT Property; and (b) CSXT may withhold monies due Agency and/or Contractor; (c) CSXT may require Agency to withhold monies due Contractor; and (d) CSXT may cure such failure and the Agency shall reimburse CSXT for the cost of curing such failure.

## EXHIBIT D

### INITIAL ESTIMATE ATTACHED

ACCT. CODE : 709 - OH1540

Form Revision  
 12/22/21

**ESTIMATE SUBJECT TO REVISION AFTER:** 4/21/2023 **DOT NO.:** 228 650P  
**CITY:** Powell **COUNTY:** Delaware **STATE:** OH  
**DESCRIPTION:** Crossing surface renewal - full depth rubber - Olentangy Street - double track  
**ZONE:** Great Lakes **SUB-DIV:** Columbus **MILE POST:** CD-14.31  
**AGENCY PROJECT NUMBER:**

**PRELIMINARY ENGINEERING:**

212	Contracted & Administrative Engineering Services	\$	5,500
	<b>Subtotal</b>	\$	5,500

**CONSTRUCTION ENGINEERING/INSPECTION:**

212	Contracted & Administrative Engineering Services	\$	5,500
	<b>Subtotal</b>	\$	5,500

**FLAGGING SERVICE: (Contract Labor)**

70	Labor (Conductor-Flagman)	\$	-
50	Labor (Foreman/Inspector)	\$	-
70	Additive (Transportation Department)	\$	-
50	Additive (Engineering Department)	\$	-
	<b>Subtotal</b>	\$	-

<b><u>SIGNAL &amp; COMMUNICATIONS WORK:</u></b>	\$	1,221
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<b><u>TRACK WORK:</u></b>	\$	230,804
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<b><u>PROJECT SUBTOTAL:</u></b>	\$	243,025
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900	<b><u>CONTINGENCIES:</u></b> 10.00%	\$	24,302
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<b><u>PROJECT TOTAL:</u></b>	\$	267,327
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<b><u>CURRENT AUTHORIZED BUDGET:</u></b>	\$	-
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<b><u>TOTAL SUPPLEMENT REQUESTED:</u></b>	\$	267,327
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**DIVISION OF COST:**

Agency	100.00%	\$	267,327
Railroad	0.00%	\$	-

**NOTE: Estimate is based on FULL CROSSING CLOSURE during work by Railroad Forces.**

This estimate has been prepared based on site conditions, anticipated work duration periods, material prices, labor rates, manpower and resource availability, and other factors known as of the date prepared. The actual cost for CSXT work may differ based upon the agency's requirements, their contractor's work procedures, and/or other conditions that become apparent once construction commences or during the progress of the work.

Office of Chief Engineer Public Projects—Jacksonville, Florida

Estimated prepared by: WB/Benesch

Approved by: BWA CSXT Public Project Group

DATE: 04/21/22 REVISED: 08/30/23 DATE: 09/26/23

## **EXHIBIT E**

### **PAYMENT SCHEDULE**

#### **Advance Payment in Full**

Upon execution and delivery of notice to proceed with the Project, Agency will deposit with CSXT a sum equal to the Reimbursable Expenses, as shown by the Estimate. If CSXT anticipates that it may incur Reimbursable Expenses in excess of the deposited amount, CSXT will request an additional deposit equal to the then remaining Reimbursable Expenses which CSXT estimates that it will incur. CSXT shall request such additional deposit by delivery of invoices to Agency. Agency shall make such additional deposit within 30 days following delivery of such invoice to Agency.

## EXHIBIT F

### INSURANCE REQUIREMENTS

#### I. Insurance Policies:

Agency and Contractor, if and to the extent that either is performing work on or about CSXT's property, shall procure and maintain the following insurance policies:

1. Commercial General Liability coverage at their sole cost and expense with limits of not less than \$5,000,000 in combined single limits for bodily injury and/or property damage per occurrence, and such policies shall name CSXT as an additional named insured. The policy shall include endorsement ISO CG 24 17 evidencing that coverage is provided for work within 50 feet of a railroad. If such endorsement is not included, railroad protective liability insurance must be provided as described in item 4 below.
2. Statutory Worker's Compensation and Employers Liability Insurance with limits of not less than \$1,000,000, which insurance must contain a waiver of subrogation against CSXT and its affiliates (if permitted by state law).
3. Commercial automobile liability insurance with limits of not less than \$1,000,000 combined single limit for bodily injury and/or property damage per occurrence, and such policies shall name CSXT as an additional named insured. The policy shall include endorsement ISO CA 20 70 evidencing that coverage is provided for work within 50 feet of a railroad. If such endorsement is not included, railroad protective liability insurance must be provided as described in item 4 below.
4. Railroad protective liability insurance with limits of not less than \$5,000,000 combined single limit for bodily injury and/or property damage per occurrence and an aggregate annual limit of \$10,000,000, which insurance shall satisfy the following additional requirements:
  - a. The Railroad Protective Insurance Policy must be on the ISO/RIMA Form of Railroad Protective Insurance - Insurance Services Office (ISO) Form CG 00 35.
  - b. CSX Transportation must be the named insured on the Railroad Protective Insurance Policy.
  - c. Name and Address of Contractor and Agency must appear on the Declarations page.
  - d. Description of operations must appear on the Declarations page and must match the Project description.

2

e. Authorized endorsements must include the Pollution Exclusion Amendment - CG 28 31, unless using form CG 00 35 version 96 and later.

f. Authorized endorsements may include:

(i). Broad Form Nuclear Exclusion - IL 00 21

- (ii) 30-day Advance Notice of Non-renewal or cancellation
- (iii) Required State Cancellation Endorsement
- (iv) Quick Reference or Index - CL/IL 240

g. Authorized endorsements may not include:

- (i) A Pollution Exclusion Endorsement except CG 28 31
- (ii) A Punitive or Exemplary Damages Exclusion
- (iii) A "Common Policy Conditions" Endorsement
- (iv) Any endorsement that is not named in Section 4 (e) or (f) above.
- (v) Policies that contain any type of deductible

5. All insurance companies must be A. M. Best rated A- and Class VII or better.

6. The CSX OP number(s) or CSX contract number(s), as applicable, must appear on each Declarations page and/or certificates of insurance.

7. Such additional or different insurance as CSXT may require.

## II. Additional Terms

1. Contractor must submit the original Railroad Protective Liability policy, Certificates of Insurance and all notices and correspondence regarding the insurance policies to:
- 2.

Insurance Department  
CSX Transportation, Inc.  
500 Water Street, C-907  
Jacksonville, FL 32202

OR

insurancedocuments@csx.com

3. Neither Agency nor Contractor may begin work on the Project until it has received CSXT's written approval of the required insurance.

POWELL, DELAWARE COUNTY, OHIO  
SR 750 AT-GRADE CROSSING RENEWAL  
CSXT COLUMBUS SUBDIVISION MILEPOST CD-14.31  
CSXT OP NUMBER OH1540

**SCHEDULE I**

CONTRACTOR'S ACCEPTANCE

To and for the benefit of CSX Transportation, Inc. ("CSXT") and to induce CSXT to permit Contractor on or about CSXT's property for the purposes of performing work in accordance with the Agreement dated \_\_\_\_\_, 20\_\_, between City of Powell, Ohio and CSXT, Contractor hereby agrees to abide by and perform all applicable terms of the Agreement, including, but not limited to Exhibits C and F to the Agreement, and Sections 3, 9 and 11 of the Agreement.

Contractor: \_\_\_\_\_

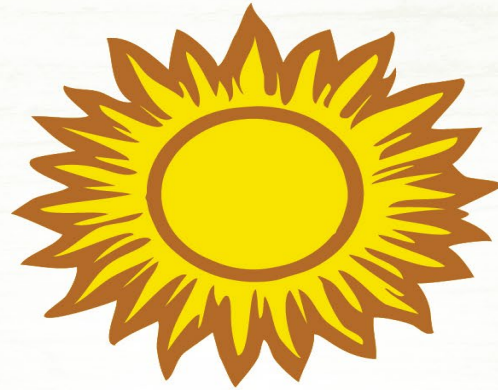
By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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Powell  
— OHIO —

City Council

Tuesday, February 6, 2024





# **Street and Path Maintenance Program**

**D. Grant Crawford, Director of Public Service**

**C. Aaron Stanford, P.E., City Engineer**



# Presentation Contents

- Roadway Condition Update
- Pavement Management Group (PMG) Data and Pavement Condition Ratings
- Current Roadway Network Statistics
- Street and Path Maintenance Program

# Roadway Condition Update

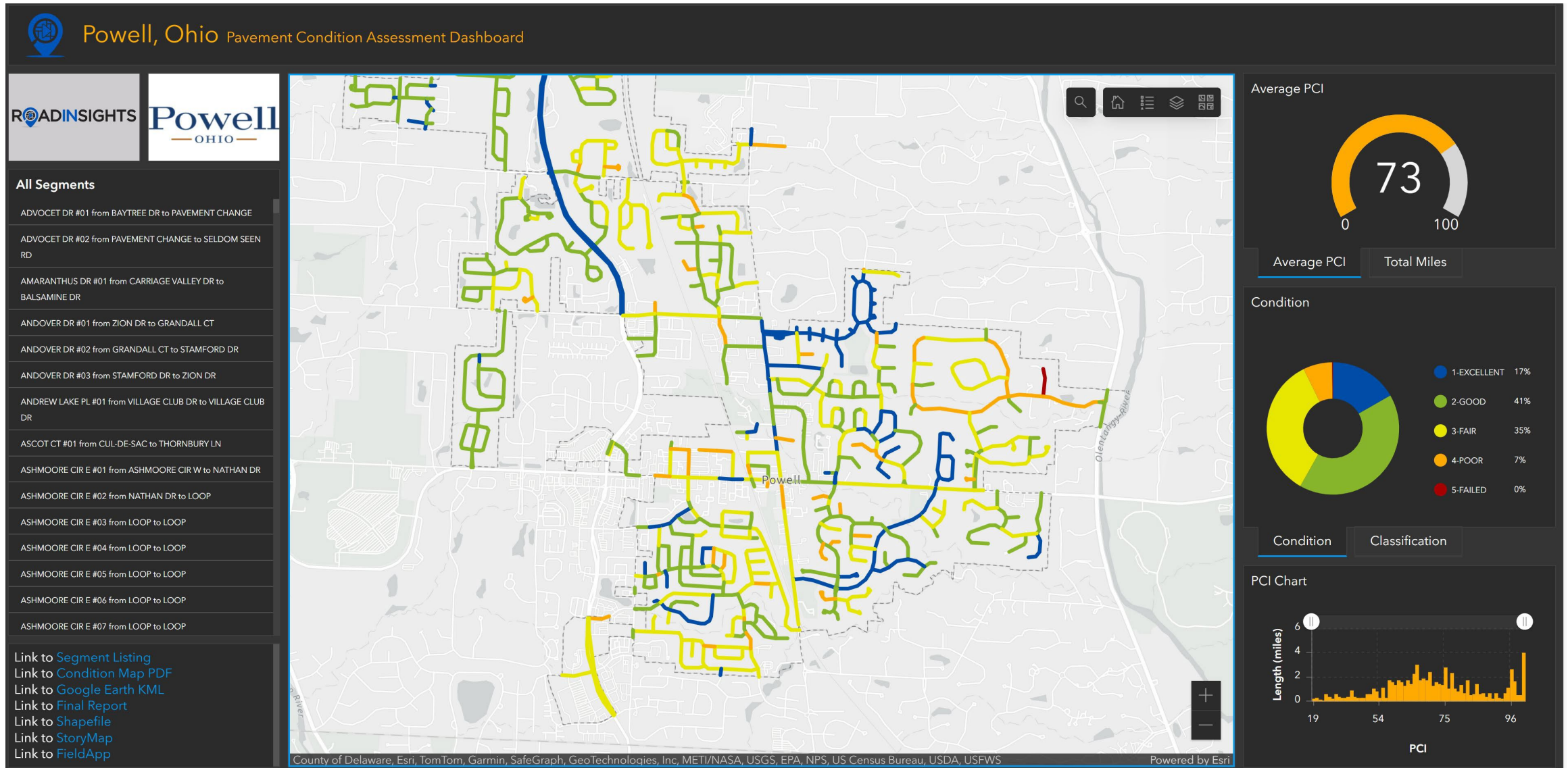


# Pavement Ratings

- Detailed measurement of pavement condition with ratings assigned
- Performed every two years, last updated in 2022 by Pavement Management Group (PMG).
- Update to be performed in 2024
- Streets Ratings:

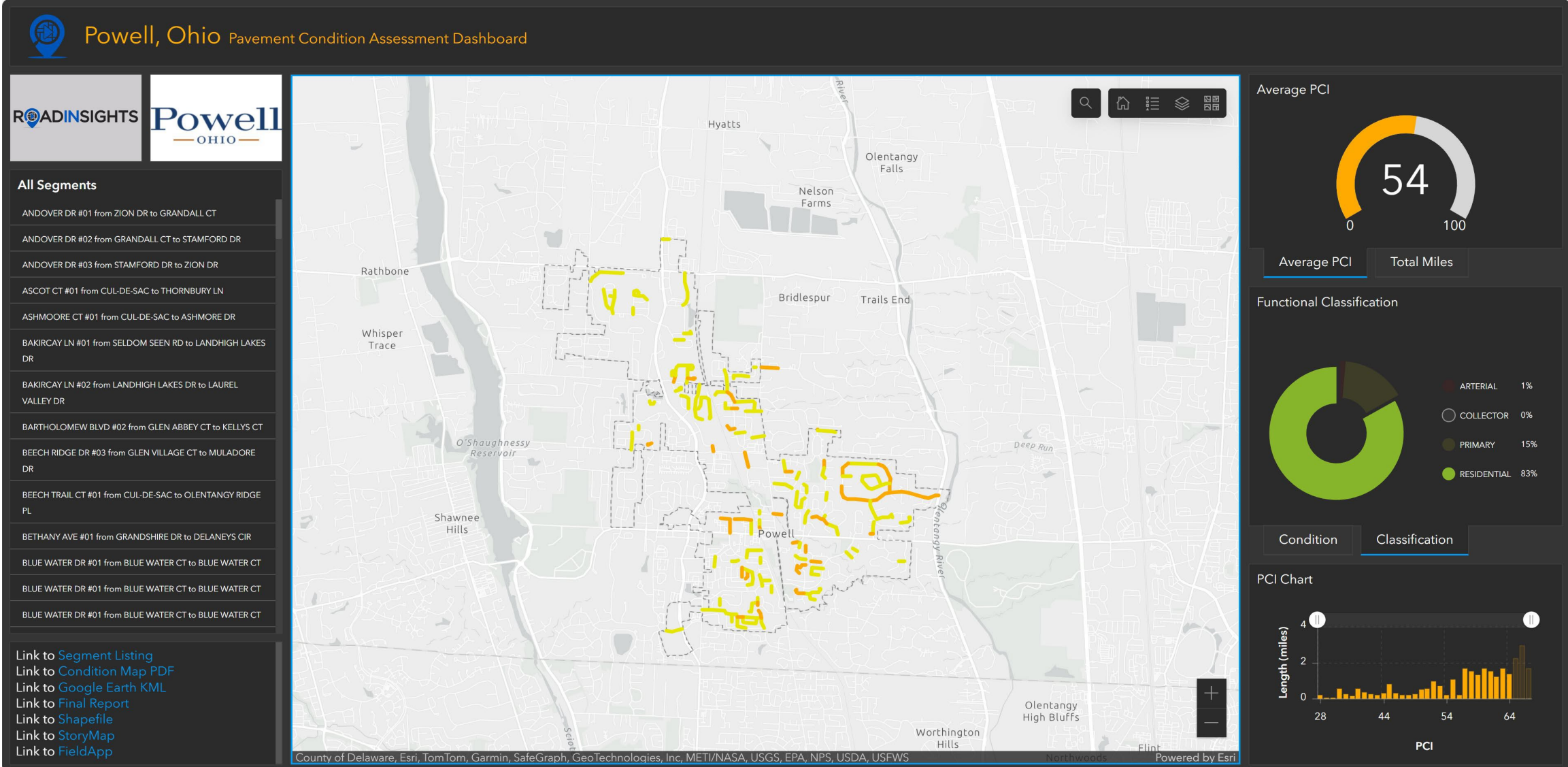
Rating	PCI Range
Excellent	100-92
Good	91-75
Fair	74-56
Poor	55-20
Failing	19-0

# Pavement Ratings





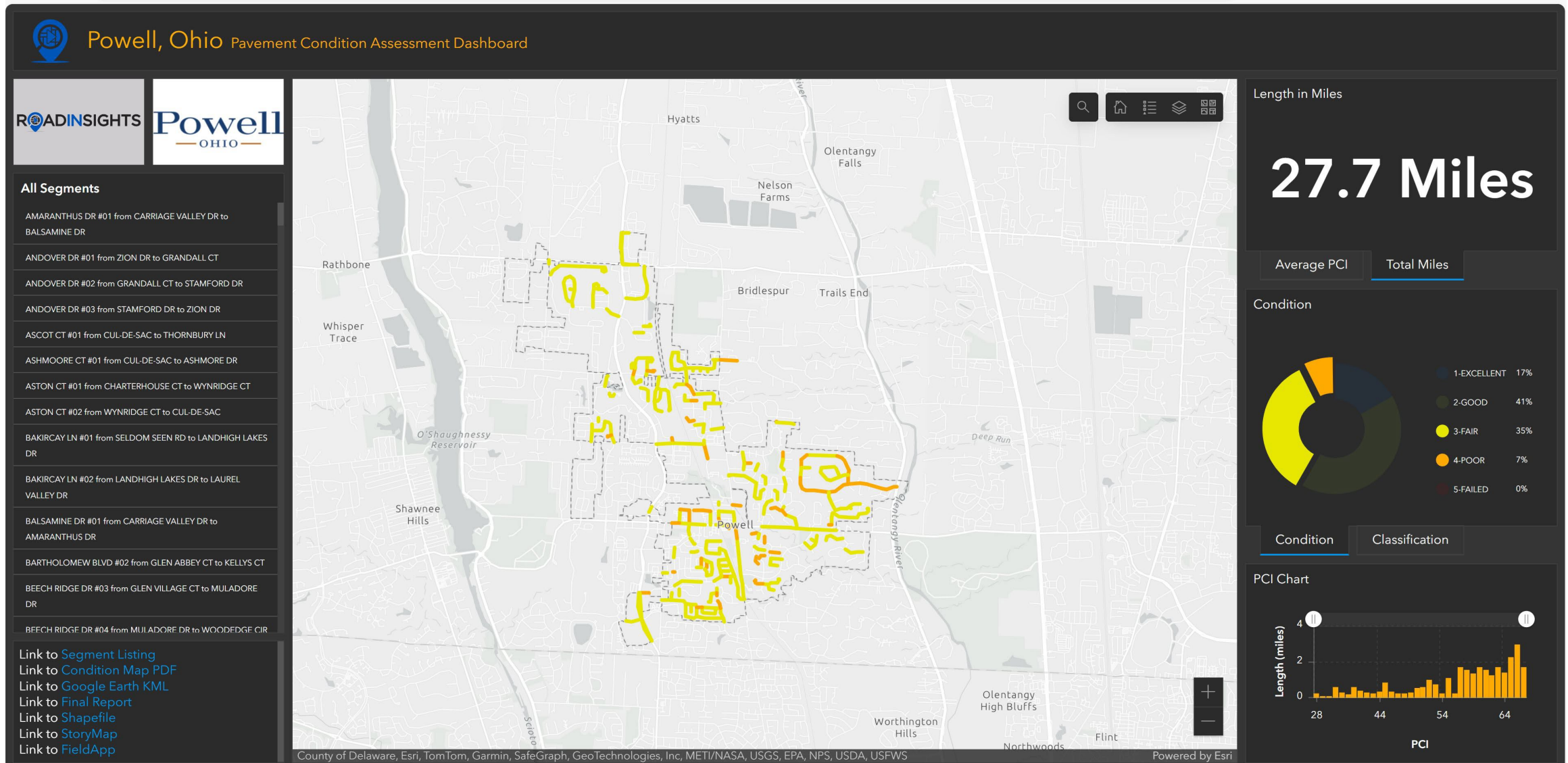
# Pavement Ratings – Under 65



## Pavement Ratings – Under 65

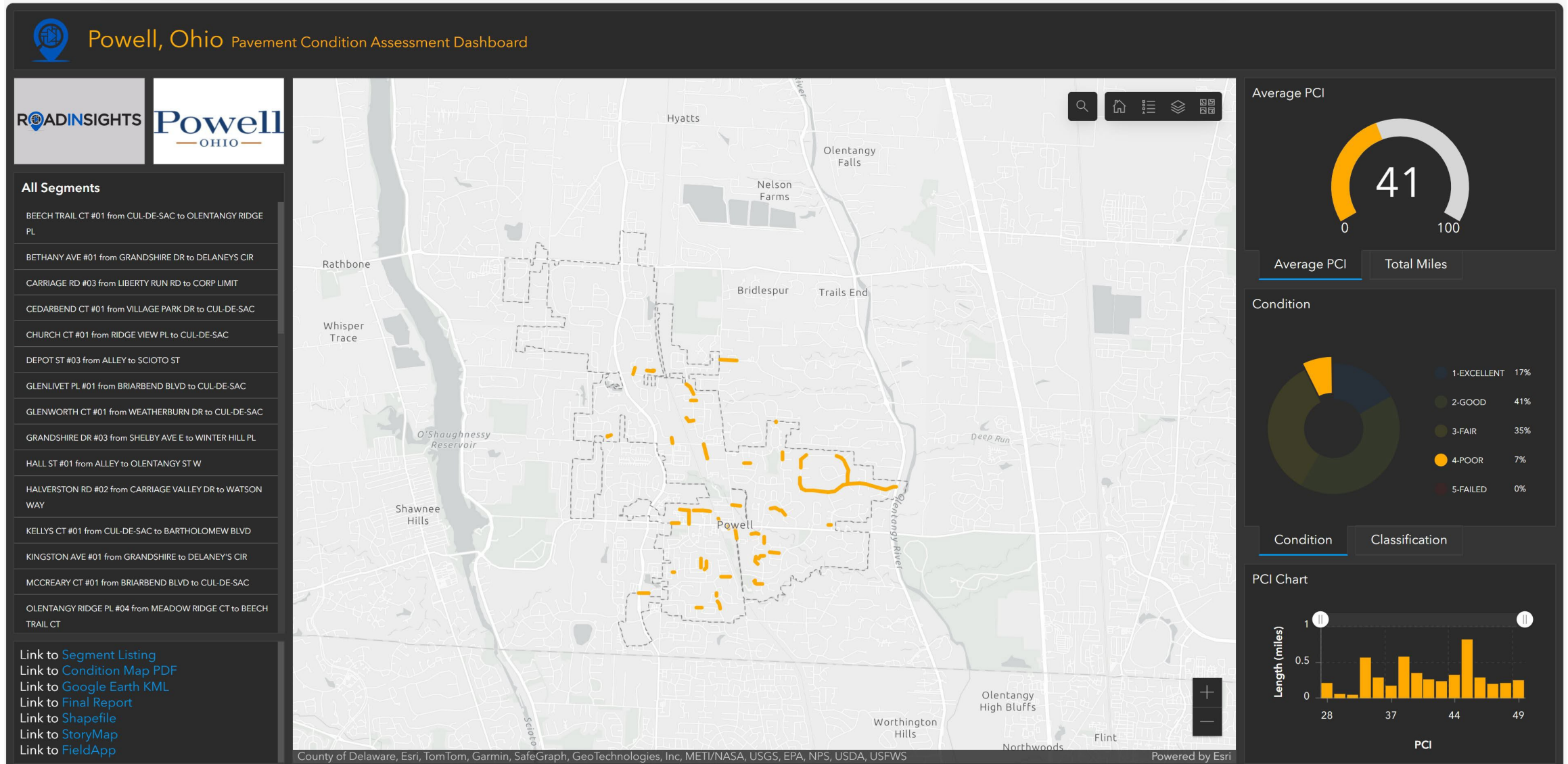
- The stated goal for the street network is an overall rating of 75 (currently 73), with a rating of 65 or more for residential streets.
- Approximately 74% of all residential streets are currently rated with a PCI rating of 65 or greater.

# Pavement Ratings – Fair and Poor





# Pavement Ratings – Poor

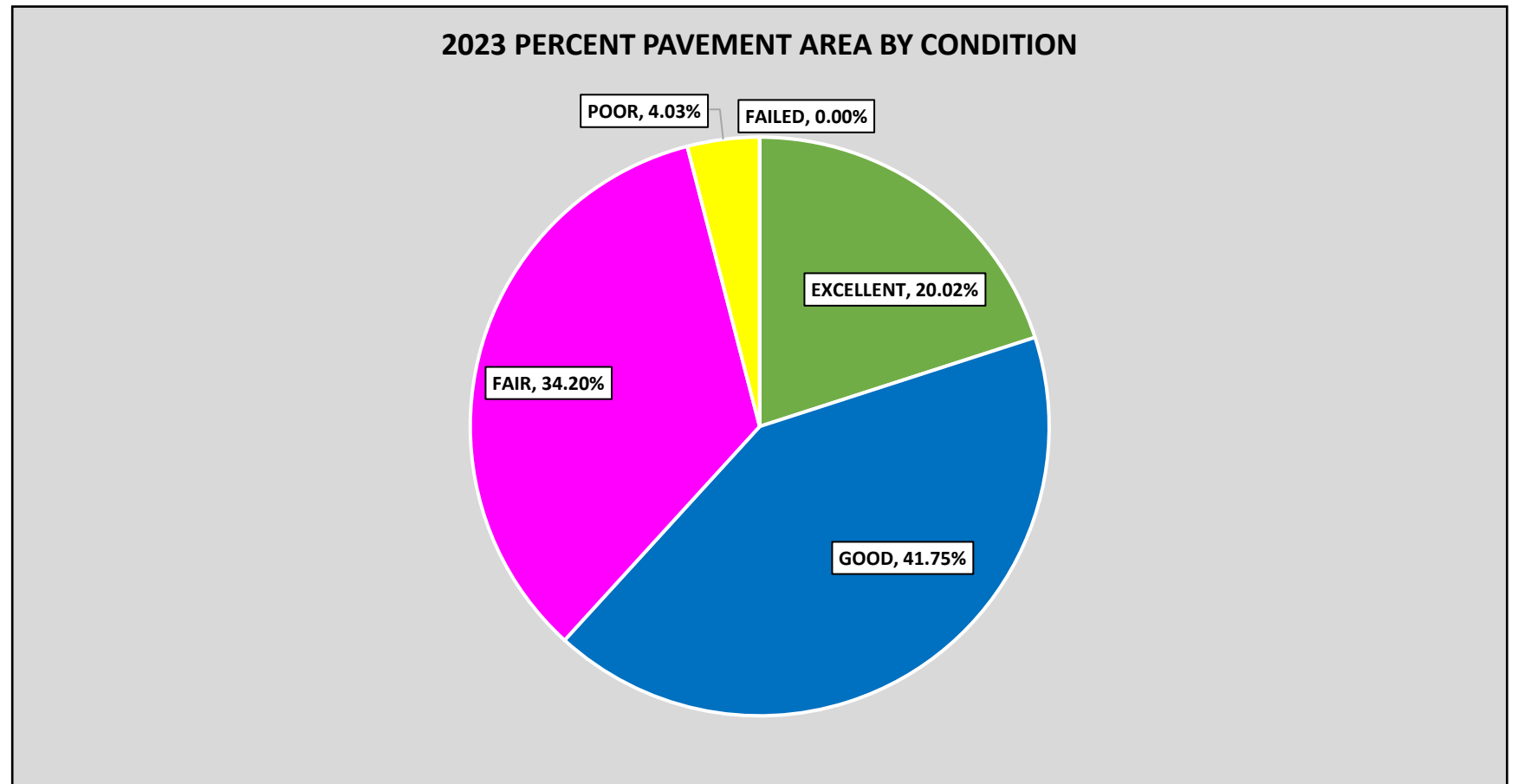


# Streets Rated “Excellent”

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# Excellent Streets Chart



Excellent Rated Streets accounted for **20.02%** of all streets by total pavement area, up from **15.96%** in 2022.

# Streets Rated Excellent

## Additional Lane Miles Added

- The City of Powell improved an additional **3.0 centerline miles** (15,816 feet) into the “Excellent” rating through the 2023 Street and Trail Maintenance Program

## New Segments Added

- Increased the number of street segments rated “Excellent” by **19.8%** (111 to 135 segments)

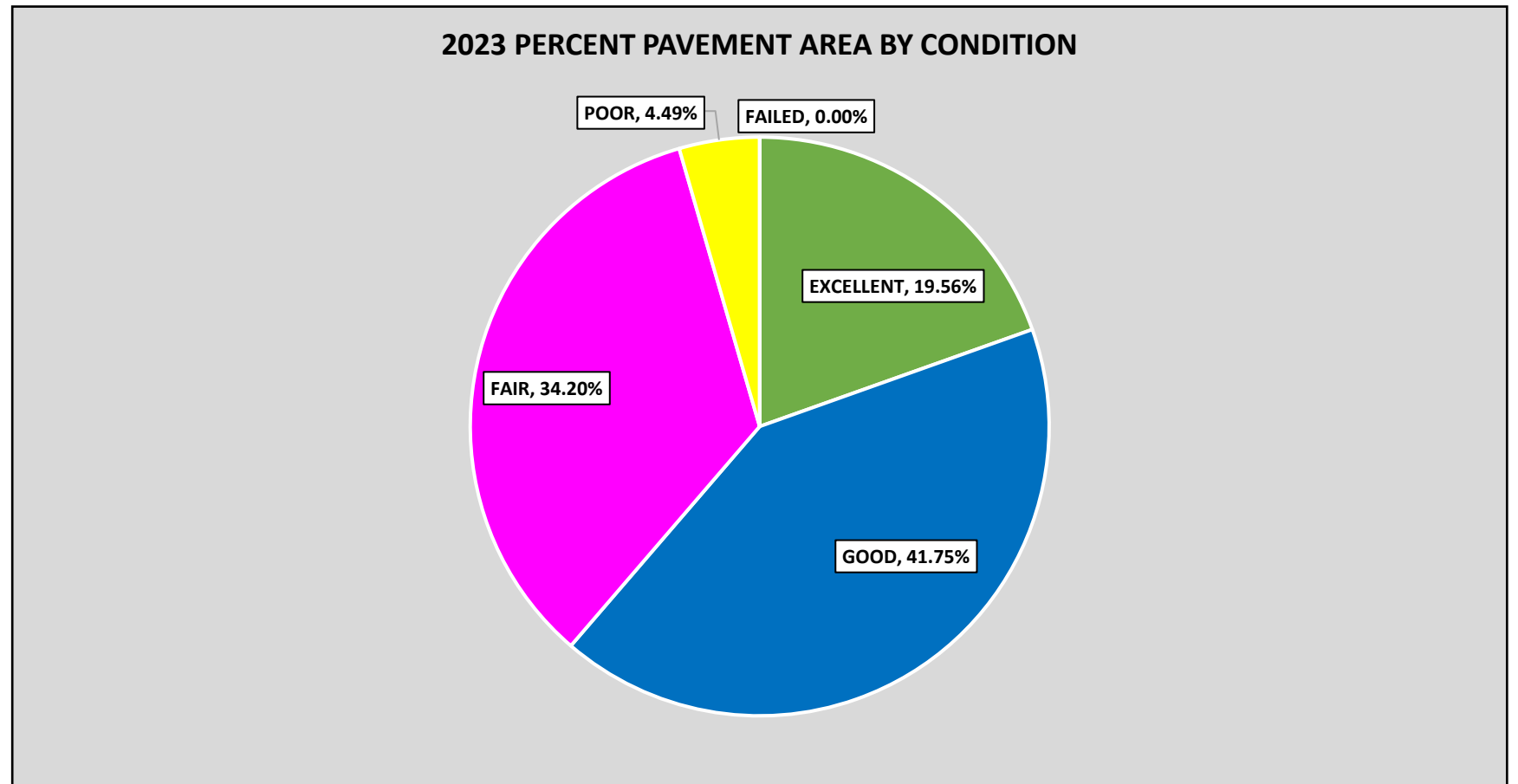


# Streets Rated “Good”

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# Good Streets Chart



Streets rated “Good” accounted for **41.75%** of all streets by total pavement area, from **42.23%** in 2022.

# Streets Rated Good

## Additional Lane Miles

- The City of Powell moved an additional **.34 lane miles** from the “Good” to the “Excellent” rating through improvements made by the 2023 Street and Trail Maintenance Program

## New Segments Added

- Improved four (4) street segments from “Good” to “Excellent”



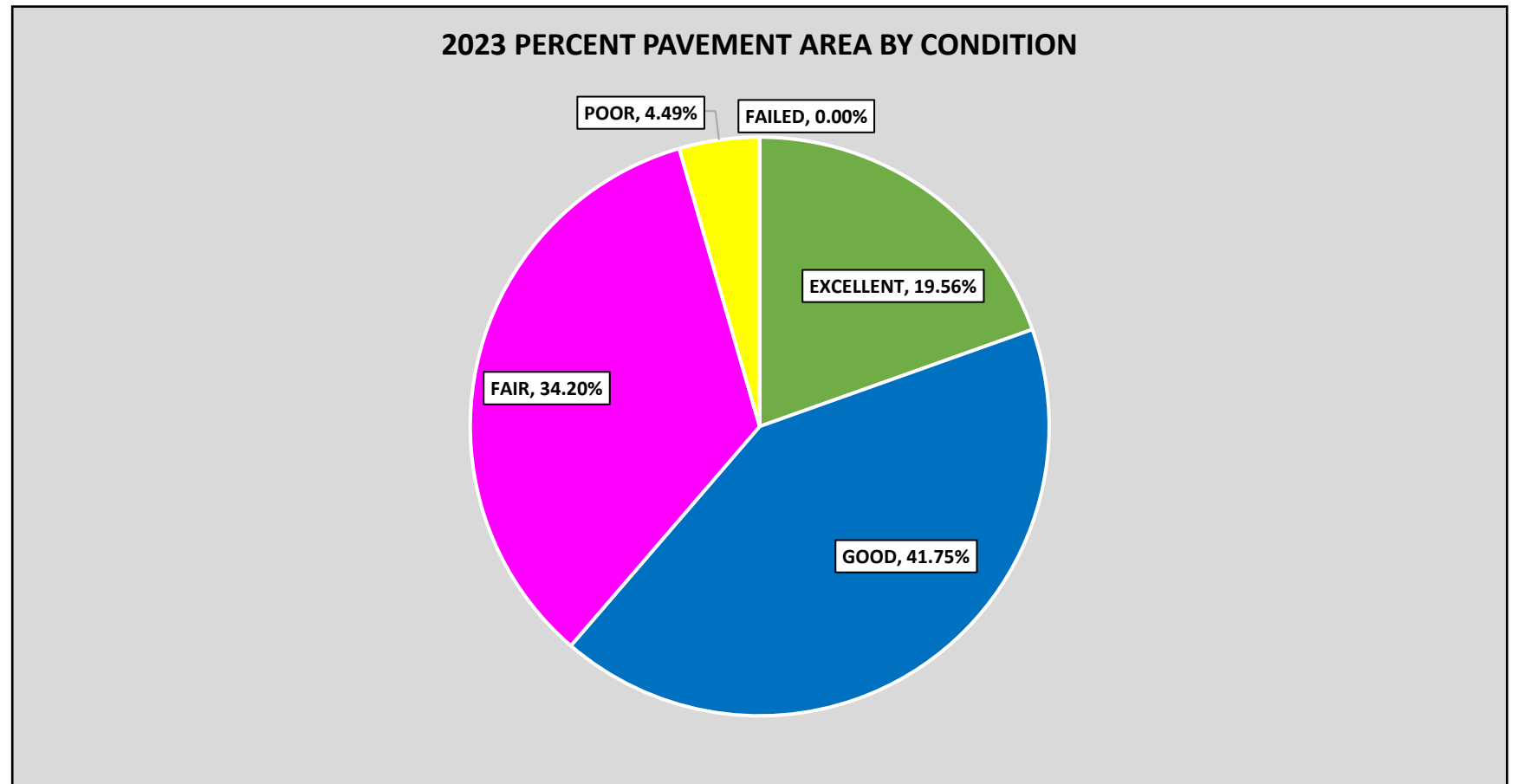
# Streets Rated “Fair”

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# Fair Streets Chart



Streets rated “Fair” accounted for **34.20%** of all streets by total pavement area, down from **34.93%** in 2022.

# Streets Rated Fair

## Additional Lane Miles

- The City of Powell moved an additional **.56 lane miles** from the “Fair” to the “Excellent” rating through improvements made by the 2023 Street and Trail Maintenance Program

## New Segments Added

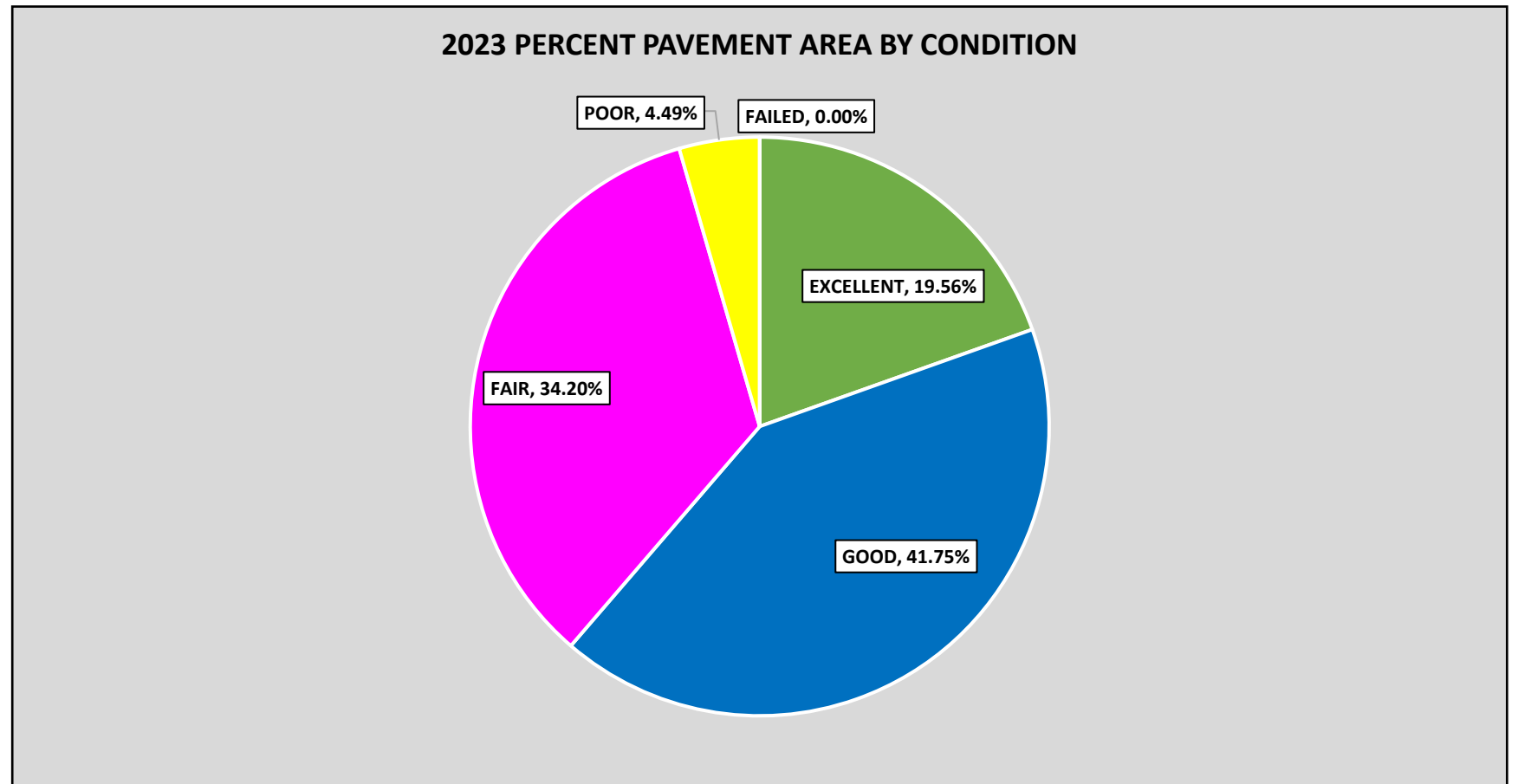
- Improved three (3) street segments from “Fair” to “Excellent”

# Streets Rated “Poor”

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# Poor Streets Chart



Streets rated “Poor” accounted for **4.49%** of all streets by total pavement area, down from **6.73%** in 2022.

# Streets Rated Poor

## Additional Lane Miles

- The City of Powell improved an additional 14 segments totaling **2.02 lane miles** through improvements made by the 2023 Street and Trail Maintenance Program

## Pavement Improved

- 33% of the pavement areas rated as “Poor” have been improved with the 2023 Street and Trail Maintenance and Repair Program

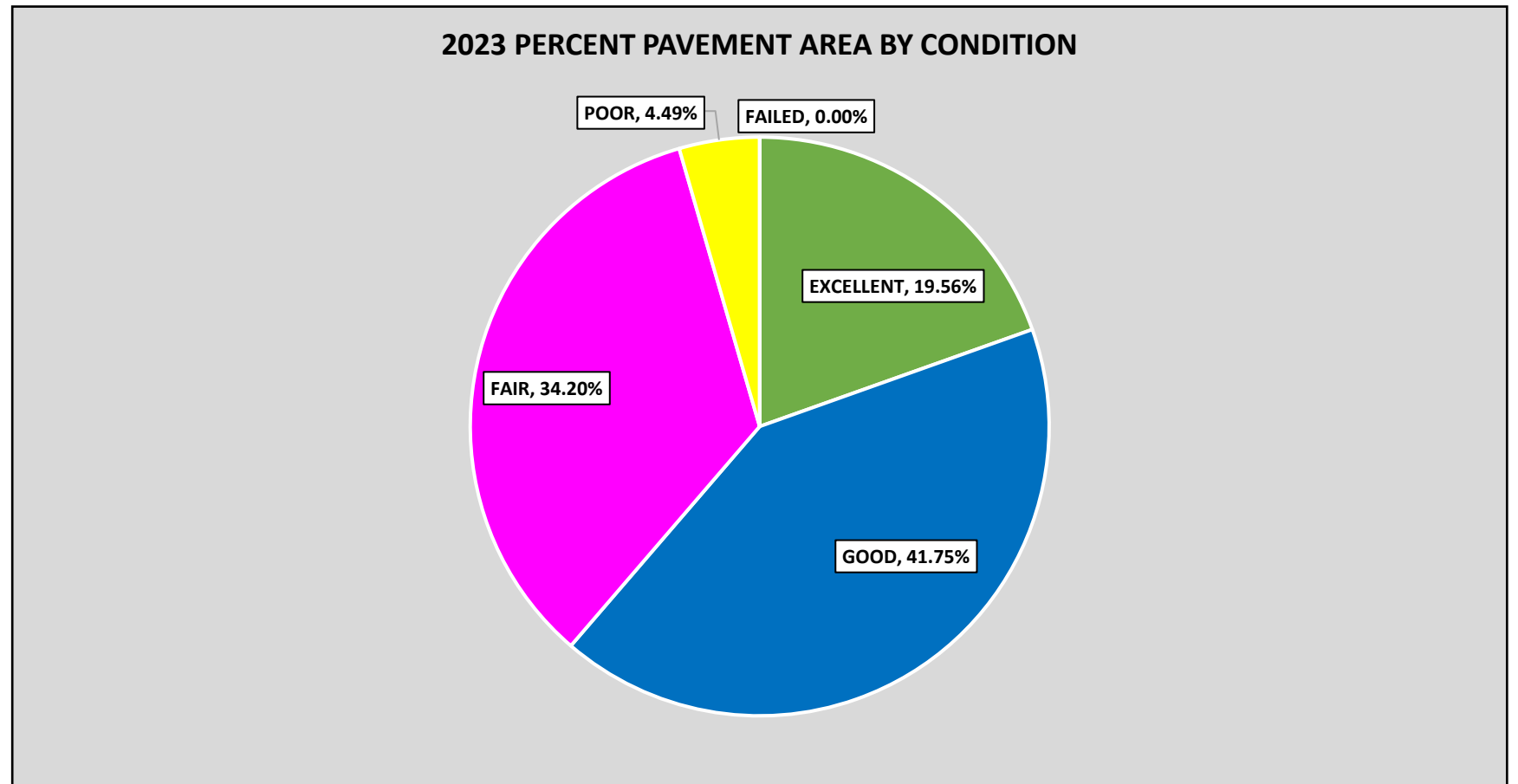


# Streets Rated “Failed”

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# Failed Streets Chart



Streets rated “Failed” accounted for **0%** of all streets by total pavement area, down from **.15%** in 2022.

# Streets Rated Failed

## Pavement Improved

- All segments of streets rated as “Failed” have been improved.





# Street and Path Maintenance Program



# Street and Path Maintenance Program Details

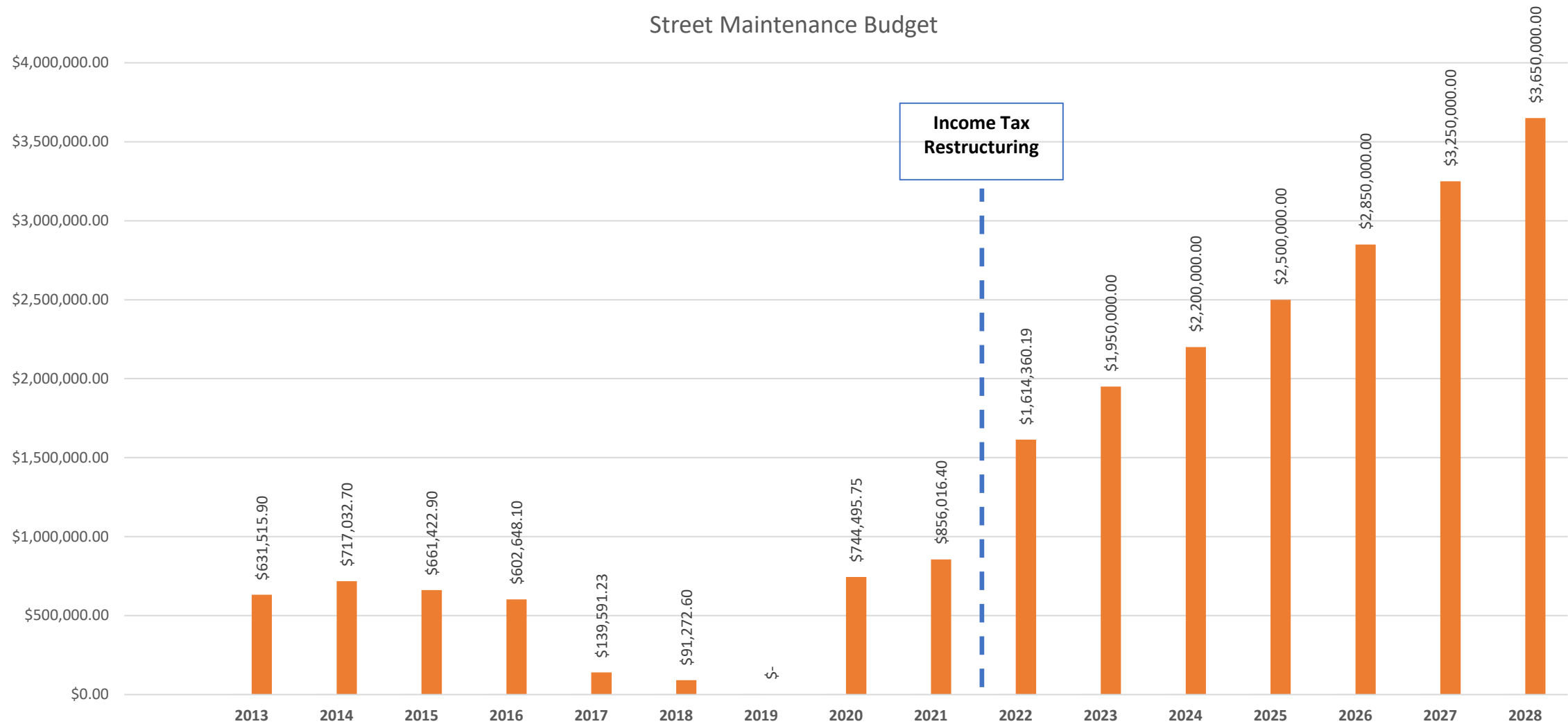
## Budget

- The 2024 Program Construction Budget: \$2,200,000
- Programmed with the 2024-2028 CIP
- Currently programmed construction funding:
  - 2024 - \$2,200,000
  - 2025 - \$2,500,000
  - 2026 - \$2,850,000
  - 2027 - \$3,250,000
  - 2028 - \$3,650,000

## Approach on Streets

- Utilized the GIS data from PMG to filter the streets based on a certain PCI
- Reviewed the geographical locations and clustering for phasing
- Repairing the lowest-rated streets first
- Context-sensitive program
  - Work in the area of schools
  - Special events

# Street and Path Maintenance Program Details



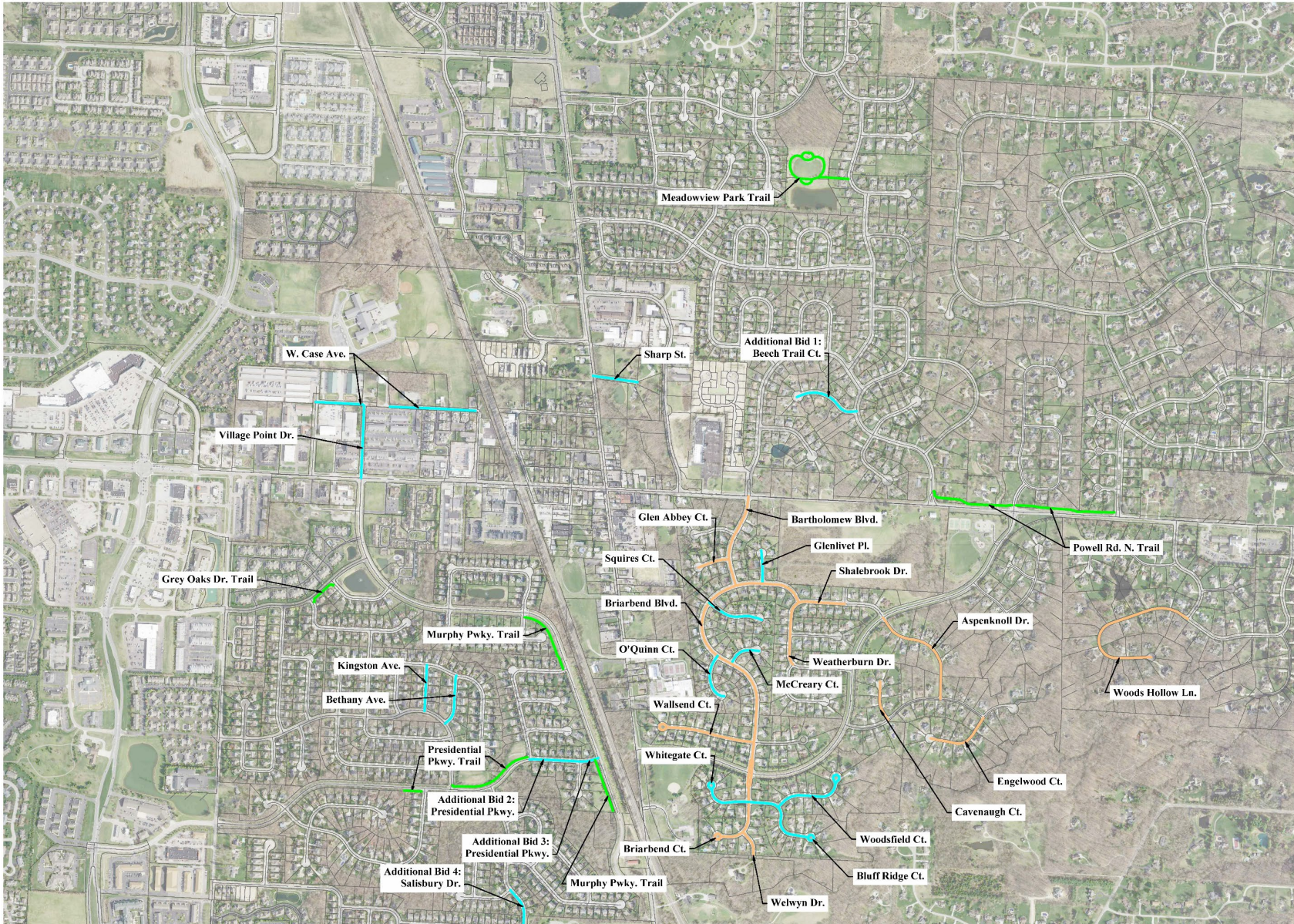
# Street and Path Maintenance Program Details

## Approach on Paths

- Walk routes to school focused as the top priority.
- Reviewed the geographical locations and clustering for phasing
- Context-sensitive program
  - Areas near or in parks
  - Areas of higher-than-average pedestrian and bicycle traffic.



# 2024 Map



**LEGEND**

- Mill & Fill
- Route and Crack Seal
- Asphalt Trail

**GRAPHIC SCALE**

0 250 500 1000

1 inch = 500 feet



# Questions



## Capital Cost

FY2024 Budget  
**\$2,500,000**

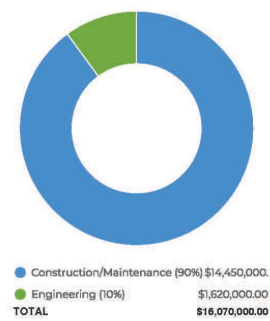
Total Budget (all years)  
**\$16.07M**

Project Total  
**\$16.07M**

### Capital Cost by Year



### Capital Cost for Budgeted Years



### Capital Cost Breakdown

Capital Cost	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Engineering	\$300,000	\$315,000	\$325,000	\$335,000	\$345,000	\$1,620,000
Construction/Maintenance	\$2,200,000	\$2,500,000	\$2,850,000	\$3,250,000	\$3,650,000	\$14,450,000
Total	\$2,500,000	\$2,815,000	\$3,175,000	\$3,585,000	\$3,995,000	\$16,070,000



OFFICE OF THE CITY MANAGER

47 Hall Street | Powell, OH 43065 | 614.885.5380 | [cityofpowell.us](http://cityofpowell.us)

MEMO

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**From:** Andrew D. White, City Manager  
**To:** City Council  
**Re:** City Council Goal Setting for 2024 through 2025  
**Date:** February 6, 2024

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City Council met on January 6<sup>th</sup> to initiate its goal setting session for the 2024 – 2025 legislative term. Council members, along with staff, wrote their priorities on post-it notes and organized them into groups. A complete list of the priorities from the January 6<sup>th</sup> meeting are attached as *Priority Notes*.

Following the meeting, staff created a strategic plan based on the priorities from the January 6<sup>th</sup> meeting with action items focusing on department projects. This document is attached for your review, *Draft 24-25 Strategic Plan*.

Based on input from the Council goal setting meeting, Mayor Counts developed nine (9) prevalent goals and cross-referenced them with results from the 2023 Community Attitude Survey. These goals are attached in *2024 City Goals Related to CAS*.

The priorities selected by Council and staff at the January 6<sup>th</sup> goal setting meeting have been organized with 2024 City Goals Related to CAS referenced above. This information is available in the attached *2024 City Council Goals*.

Mayor Counts would like Council to review the goals and priorities in the attached *2024 City Council Goals* document and select the most important goals and priorities. Council will have a discussion at the February 6<sup>th</sup> City Council meeting to begin the process of coming to a consensus of selecting the goals for 2024 and 2025.

Please let us know if you have any questions before next Tuesday's Council meeting.

## **Community Safety #1**

1. Quality of Services (7)
  - Law enforcement re-accreditation
  - Maintain low-level of crime
  - Improve/lower Officer response times
2. Risk Mitigation (6)
  - Pedestrian safety by eliminating unlit areas
  - Repair all trip hazards in multiuse paths
3. Citizen Engagement (5)
  - Community involvement
  - Privacy advisory Council
4. Police Staffing (4)
  - Police organization structure
  - As we grow economically make sure the Police Department provide businesses with the best services
  - Police staffing
  - Police alternative schedules
  - Reinforce/analyze police staffing structures
  - Implement staffing assessment
5. Technology Resources (3)
  - Cameras at intersections
  - Support Police Department with technology
  - Police technology to reduce crime
6. Wayfinding Standards (2)
  - Standardize signage/DOT guidelines
  - Follow published professional standards for signage
7. Economic Support (1)
  - Continue to support the Police Department as a frontline economic development partner for the attraction and attention of businesses and annexation
8. Communications (0)
  - Communication of how we have supports Powell Police Department



## **Economic Development #2**

1. Powell Development Corporation (9)
  - Community Improvement Corporation
  - Re-activate the Powell PDC – Chamber, professional membership, Township?
  - Reformate CIC in a shared approach going from a more effective ED tool to possibly being a stand-alone ED agency for the City
2. Business Retention Expansion (8)
  - Work with businesses
  - Build business CRM
  - Build effective business retention expansion program
3. Downtown Master Plan (7)
  - Village Green
  - Village Green re-development
  - Downtown economic development plan
  - Downtown area plan
  - Master plan for downtown development
  - Initiate Village Hall re-development
  - More variety of downtown restaurants
  - Sawmill Road corridor
  - Tourism efforts should also consider high quality amenities for the new type of office work
  - Select Village Green partner to work with us to determine how acreage best serves downtown and the needs of the community
4. Economic Development Infrastructure (6)
  - Downtown strategy
  - Fiber ring for strategic economic development
  - Signage/Wayfinding
  - Parking
5. Marketing (4)
  - Understand our regional economic development niche being between Delaware/Marysville/Dublin and 23
  - Build economic development marketing and communication branding, marketing, and communication strategy
6. Tourism i.e. Trails (4)
  - Walkable downtown to Village Academy and library
  - Double to triple available public parking downtown

- Interconnect trails from downtown to Dublin's network (by Target) and the Olentangy Trail (via library)
  - Become a (market Powell as) Trail Town destination
  - Build tourism corridor master plan including Zoo to downtown and further east
  - Gateway to Powell
  - Change Zoning to make downtown walkable (reduce parking)
7. Establish Back Office Operations (3)
    - Align resources and services to economic development
  8. Business Attraction (2)
    - Commercial property database (for sale/lease)
    - Need more daytime office/businesses to support restaurants
  9. Land Use Zoning (1)
    - Behind the YMCA parcel, development plan per Andy
    - Greater diversity in house stock (most of population being excluded from Powell housing market)
    - Keep sheep farm nonresidential
    - Ensure new developments are as mixed use as possible
  10. Annex/Township Relations (1)
    - Active annexation strategy
    - Finalize Township and City relationship negotiations

### **Finances #3**

1. Finance Back Office (5)
  - Work on strong internal controls now that staff is available
  - Centralize and streamline financial services
  - Transition from paper manual prints to electronic (fraud prevention)
  - Define PDC financial oversight (as component until special revenue funding)
  - Position Finance as a support and service Department to ensure the success of staff and departments
2. Grants (3)
  - Hire a grant writer
  - Develop regional active transportation plan so we can be eligible for grants
  - Get safe routes to schools funding  
Increase grant funding % of budget to 10%
3. Debt (3)

- Update debt policy
  - Leverage debt for capital projects
4. Projects (2)
    - Infrastructure projections for past shortfalls and new projects
    - Reduce carry forward by doing more projects
  5. Recognition (1)
    - Continue transparency
    - Receive Triple Crown Award for financial reporting transparency
    - Recognized for fiscal health and responsibility
  6. Policy Changes (1)
    - Review event cost recovery policy
    - Increase discretionary funding for economic development

#### **Traffic/Road/Pedestrian Infrastructure #4**

1. Traffic Safety (8)
  - Traffic Safety
2. Parking (7)
  - Parking agreements with private lots to add capacity
  - Parking garage
  - More downtown parking
  - Organize parking
3. Paving (6)
  - Update paving maps and explain the 7 year fix
  - Paving plan implementation and communication to public
  - Ensure balance of maintenance and new projects
  - Improve road conditions
  - Repair all road pavement so streets are all at or above “satisfactory” standard rating
  - Wayfinding Plan as part of Downtown Master Plan
4. Thoroughfare Plan (5)
  - Complete/update Comprehensive Thoroughfare Plan – All Modes
  - Complete Downtown Road Plan
5. Railroad Crossing (4)
  - All railroad crossing need PED improvement
  - PED signals at all PED crossing
  - Railroad crossing at library

6. Trails (3)

- Bring trails up to “excellent” – goal pavement rating standard
- Walkability and streetscape
- Fill trail gaps and connect to Olentangy Trail
- Plan to upgrade poor sidewalks/trails
- Trail/path inventory
- Evaluate if we make private paths public to increase quality/consistency and reduce cost
- Sidewalk repairs/extension

7. Bike (2)

- Engage with Bike +
- Bike Parking

8. Scioto Street (1)

- Depot/Scioto/Case Improvement-Streetscape
- extension

**Quality of Life / Parks and Recreation #5**

1. Trails (9)

- Bike paths
- Master trail plan
- Bike path running path connections
- Parks and trails should be part of the tourism economic development strategy
- Create framework to be seen as pedestrian/bike friendly

2. Wellness and Recreation Center (8)

- Wellness facility
- Recreation/Wellness center
- Recreation Center (mentioned at least 20 times)
- Recreation Center (with winter swimming)
- Pickle Ball courts
- Recreational Facility action plan
- Facility to support programming
- Community center with recreational facilities
- Community and/or recreational center

3. Powell Pool (7)

- Powell Pool
- Excited to see study for Powell Pool results
- Community pool

4. Youth (5)
  - Double-Triple teen-oriented programming
  - Reinstate/Restructure Powell Youth Council
5. Park Improvements (5)
  - Amphitheatre improvements
  - Park maintenance updates
  - Winter play space
  - Add to our existing parkland
  - Shade/benches and playgrounds
  - Repair/replace playgrounds
  - Add middle school playground (zipline, etc.)
  - Explore public and private partnerships for improved park and recreation amenities
  - Restrooms in all parks with security cameras (outside!)
6. Events (5)
  - Events strategic plan
  - Tailor events to Ohio weather
  - Diversify events locations throughout City and parks
  - Showcase local talent at all events
  - Engage school aged Powell performers at Powell events
7. Dog Park (3)
  - Dog park
  - Dog park
  - Dog park
8. City Services (1)
  - Name brand eateries
  - Bike paths/trails
  - Crime prevention
  - Collaborate with City departments for messaging
  - Support active recreation for all ages and abilities (not just toddlers and retirees)
  - Preserve downtown charm
9. Pickle Ball (1)
  - Pickle ball courts
10. Art (1)
  - Artwork in downtown area
  - Public art strategy
  - Support in public arts in Powell

## Outliers

- Protect tree canopy
- Develop and age in place plan
- Tech assessable services
- Learn more and explore pursuing sustainable 2040
- Keep Powell moving
- Pride in a Powell centric offering

## **Customer Service #6**

### 1. Responsiveness (4)

- Response to residents within 24 hours (not answer)
- Quick responses to inquiries
- Discuss/mention residents concerns at City Council meetings
- 1<sup>st</sup> Response excellent, long-term clarity improvement
- Create easier access for customers to communicate with City

### 2. Citizen Engagement (3)

- Bi-annual community survey
- Bring focus and action to citizen level – expectation setting/delivery
- Office hours for staff/elected officials
- More community engagement (what are regional best practices)
- More direct interaction with residents and businesses

### 3. Technology Improvements (2)

- Enhanced GIS
- E-services
- Using technology to create greater efficiency in City interaction

### 4. Website (1)

- Effective website
- Ease of access to resources on website, example – budget

### 5. Employee Wellness (0)

- Public works staffing levels
- Employee wellness

## **Governance #7**

1. Charter Update (5)
  - Update Charter and codes
  - Update City Charter
  - Charter revisions
  - Charter evaluation – time limit if Council appointment goes to Mayor
2. Dynamic Reporting (4)
  - Regular management reports on City projects
  - Shift reporting from static data points to annual/multiyear trends
3. Council Rules Update (3)
  - Update Council rules
  - By-laws for Ad Hoc committees
  - Update Council rules for committees
  - Clarify charters for committees, commissions, advisory boards, etc.
  - Define Council committee objectives
4. Community Engagement (2)
  - Host town halls on priority issues with regional partners
  - Presence in regional planning conversations
  - Community feedback and buy-in before final goals
5. Land Use Planning Updates (1)
  - Zoning code updates
  - Update Zoning code
  - Zoning code rewrite
  - Comprehensive plan rewrite
6. Liberty Township (0)
  - Be a good strategic neighbor to Township
  - Better relationship with Township

### **Outliers**

- Council agenda clarity
- PDC board and by-law rewrite
- Public records access
- Make it possible for Council to access public records without City Manager gatekeeping
- Assess organization structure resources sufficient to carry out mission – today, tomorrow, future

## **Communication and Branding #8**

1. Greater Communication/Resident Outreach (3)
  - Communication strategic plan
  - Communicating with residents
  - Portal for community feedback show at City Council meetings
  - Allow public to pull/access public records
  - Increase proactive communication
  - Progress reports to public
  - Communicate progress, wins
  - Greater methods opportunities for Powell residents to know what the City is doing (not events)
  - Celebrate wins
  - Get out in front of story
  - Enhance information and improve narrative “sales of public goods and services”
  - No local media anymore. Cities are forced to fill the void
  - Look for every possible way for us to tell our story and celebrate our wins to position Powell in the region, state, and nation. Everyone wants to be part of a winning team.
2. Website (2)
  - Website improvement
  - Update website
  - Better website
  - Redesigned website – Granicus integration
3. City Official Engagement (1)
  - Position administrative staff and Council as experts in the community
  - Leverage Council voices as ambassadors (not just Mayor)
4. Village Green (0)
  - Preserve the Village Green
  - Preserve the Village Green

### Outliers

- Keep the architectural standards
- Wayfinding
- Intentionally and transparency



### **What Else #9**

- Operations
  - Implement fleet recommendations
  - Police property room improvements
  - Clear chains of communication
  - Standard operating procedures
  
- HR/Staffing & Wellness
  - Staffing levels
  - Staffing to help operational needs
  - Recruit and retain staff
  - Update business continuity plan
  - Develop a training and retention plan for staff (engagement)
  - Create a realistic staffing plan – define resources needed to accomplish results
  
- Facility Master Plan
  - Facility master plan
  - Create and implement City facility plan
  
- Community Engagement
  - Community engagement and policy discussions
  - Develop resident engagement pipeline strategy by demographic
  - Engage residents to get feedback and share updates regularly in-person at events
  
- Update technological capabilities
  
- Creating memories for the City children
  
- Better support working parents and families (event scheduling/efficient service delivery team communication)
  
- Records management /categorization
  
- Develop process to cultivate individual donors and sponsors, i.e. relationship management strategy
  
- Food and hazardous waste dropoff



## **GOAL SETTING THEMES RELATED TO 2023 COMMUNITY ATTITUDE SURVEY**

**MAIN OBJECTIVE: TO MAKE THE LIVES OF OUR RESIDENTS AND OUR BUSINESSES EASIER OR BETTER THROUGH**

### **1. MAINTAINING THE CITY'S INFRASTRUCTURE**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 18% maintaining or repairing infrastructure
- b. CAS: Q11 – See more of in Powell
  - i. 11% repair and upkeep of infrastructure
- c. CAS: Q19 – High Priority for Capital Improvements
  - i. 69% Repairing and maintaining streets and curbs
  - ii. 66% Repairing, maintaining and adding bike paths
  - iii. 40% Renovating storm sewers

### **2. REDUCING TRAFFIC CONGESTION AND INCREASING DOWNTOWN PARKING OPTIONS**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 32% managing the flow of traffic
  - ii. 8% providing more parking
- b. CAS: Q11 – See more of in Powell
  - i. 20% Roads and traffic solutions
  - ii. 6% parking
- c. CAS: Q19 – High Priority for Capital Improvements
  - i. 60% Easing traffic flow

### **3. EXPANDING THE DOWNTOWN AREA'S OFFERINGS, WALKABILITY AND AMENITIES**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 9% making the City more pedestrian friendly
- b. CAS: Q7 – Most like living in Powell
  - i. 30% Small town atmosphere
  - ii. 6% Nice downtown district
- c. CAS: Q11 – See more of in Powell
  - i. 10% restaurants (repeated in #8 below)
- d. CAS: Q13 – Make a High Priority for Downtown Powell
  - i. 70% Pedestrian-friendly features
  - ii. 58% More Parking
  - iii. 53% More opportunities for family entertainment
  - iv. 52% Continuing DORA
  - v. 51% Broader Assortment of Restaurants

### **4. ENHANCING PARKS AND RECREATIONAL SPACE AND MAKING MORE BIKE AND WALKING PATH CONNECTIONS**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 9% adding or maintaining recreational spaces
  - ii. 7% creating more/connecting bike paths
  - iii. 7% keeping City beautiful/green space
- b. CAS: Q7 – Most like living in Powell
  - i. 30% Small town atmosphere (repeated in #3 above)
  - ii. 11% Walking trails
  - iii. 7% Great parks
- c. CAS: Q11 – See more of in Powell
  - i. 10% Parks and recreational space
  - ii. 9% bike paths
  - iii. 9% walking paths
- d. CAS: Q19 – High Priority for Capital Improvements
  - i. 31% Developing new parks

### **5. INCREASING COMMUNICATIONS TO OUR RESIDENTS, BUSINESSES AND VISITORS AND PROVIDING A TIMELY RESPONSE TO THEIR INQUIRIES**

- a. CAS: Q28 –Where do you get most of your information about Powell
  - i. 77% Digital Source
    - 1. 42% Facebook, LinkedIn, Twitter
    - 2. 27% Powell Website
    - 3. 26% Powell weekly email
  - ii. 25% Powell Mailings

## **6. BECOMING MORE EFFICIENT IN CITY OPERATIONS**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 11% lowering taxes or keeping taxes low
  - ii. 7% maintaining or improving city services
- b. CAS: Q11 – See more of in Powell
  - i. 17% public buildings (not sure of location)

## **7. KEEPING OUR RESIDENTS AND BUSINESSES SAFE**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 22% keeping City safe
- b. CAS: Q7 – Most like living in Powell
  - i. 30% Safe

## **8. RETAINING EXISTING AND ENCOURAGING NEW BUSINESSES IN POWELL**

- a. CAS: Q11 – See more of in Powell
  - i. 7% commercial development
  - ii. 10% restaurants (repeated in #3 above)

## **9. ALLOWING GROWTH IN POWELL BUT CONTROLLING IT**

- a. CAS: Q4 – Consider as Powell's 2 or 3 highest priorities
  - i. 16% allowing growth
  - ii. 15% controlling growth, residential and/or commercial
- b. CAS: Q11 – See more of in Powell
  - i. 8% residential development (not clear what type)



## **Goal Setting Themes with Priority Listings from January 6<sup>th</sup> Meeting**

**MAIN OBJECTIVE: TO MAKE THE LIVES OF OUR RESIDENTS AND OUR BUSINESSES EASIER OR BETTER THROUGH**

### **1. MAINTAINING THE CITY'S INFRASTRUCTURE**

#### **Risk Mitigation (6)**

- Pedestrian safety by eliminating unlit areas
- Repair all trip hazards in multiuse paths

#### **Paving (6)**

- Update paving maps and explain the 7-year fix
- Paving plan implementation and communication to public
- Ensure balance of maintenance and new projects
- Improve road conditions
- Repair all road pavement so streets are all at or above "satisfactory" standard rating
- Wayfinding Plan as part of Downtown Master Plan

#### **Railroad Crossing (4)**

- All railroad crossing need PED improvement
- PED signals at all PED crossing
- Railroad crossing at library

#### **Wayfinding Standards (2)**

- Standardize signage/DOT guidelines
- Follow published professional standards for signage

#### **Scioto Street (1)**

- Depot/Scioto/Case Improvement-Streetscape
- extension

## **2. REDUCING TRAFFIC CONGESTION AND INCREASING DOWNTOWN PARKING OPTIONS**

### **Traffic Safety (8)**

- Traffic Safety

### **Parking (7)**

- Parking agreements with private lots to add capacity
- Parking garage
- More downtown parking
- Organize parking

### **Thoroughfare Plan (5)**

- Complete/update Comprehensive Thoroughfare Plan – All Modes
- Complete Downtown Road Plan

### **3. EXPANDING THE DOWNTOWN AREA'S OFFERINGS, WALKABILITY AND AMENITIES**

#### **Downtown Master Plan (7)**

- Village Green
- Village Green re-development
- Downtown economic development plan
- Downtown area plan
- Master plan for downtown development
- Initiate Village Hall re-development
- More variety of downtown restaurants
- Sawmill Road corridor
- Tourism efforts should also consider high quality amenities for the new type of office work
- Select Village Green partner to work with us to determine how acreage best serves downtown and the needs of the community

#### **Economic Development Infrastructure (6)**

- Downtown strategy
- Fiber ring for strategic economic development
- Signage/Wayfinding
- Parking

## **4. ENHANCING PARKS AND RECREATIONAL SPACE AND MAKING MORE BIKE AND WALKING PATH CONNECTIONS**

### Trails (9)

- Bike paths
- Master trail plan
- Bike path running path connections
- Parks and trails should be part of the tourism economic development strategy
- Create framework to be seen as pedestrian/bike friendly

### Wellness and Recreation Center (8)

- Wellness facility
- Recreation/Wellness center
- Recreation Center (mentioned at least 20 times)
- Recreation Center (with winter swimming)
- Pickle Ball courts
- Recreational Facility action plan
- Facility to support programming
- Community center with recreational facilities
- Community and/or recreational center

### Powell Pool (7)

- Powell Pool
- Excited to see study for Powell Pool results
- Community pool

### Youth (5)

- Double-Triple teen-oriented programming
- Reinstate/Restructure Powell Youth Council

### Park Improvements (5)

- Amphitheatre improvements
- Park maintenance updates
- Winter play space
- Add to our existing parkland
- Shade/benches and playgrounds
- Repair/replace playgrounds
- Add middle school playground (zipline, etc.)
- Explore public and private partnerships for improved park and recreation amenities
- Restrooms in all parks with security cameras (outside!)



#### Events (5)

- Events strategic plan
- Tailor events to Ohio weather
- Diversify events locations throughout City and parks
- Showcase local talent at all events
- Engage school aged Powell performers at Powell events

#### Tourism i.e. Trails (4)

- Walkable downtown to Village Academy and library
- Double to triple available public parking downtown
- Interconnect trails from downtown to Dublin's network (by Target) and the Olentangy Trail (via library)
- Become a (market Powell as) Trail Town destination
- Build tourism corridor master plan including Zoo to downtown and further east
- Gateway to Powell
- Change Zoning to make downtown walkable (reduce parking)

#### Trails (3)

- Bring trails up to "excellent" – goal pavement rating standard
- Walkability and streetscape
- Fill trail gaps and connect to Olentangy Trail
- Plan to upgrade poor sidewalks/trails
- Trail/path inventory
- Evaluate if we make private paths public to increase quality/consistency and reduce cost
- Sidewalk repairs/extension

#### Dog Park (3)

- Dog park
- Dog park
- Dog park

#### Bike (2)

- Engage with Bike +
- Bike Parking

#### City Services (1)

- Name brand eateries
- Bike paths/trails
- Crime prevention
- Collaborate with City departments for messaging
- Support active recreation for all ages and abilities (not just toddlers and retirees)
- Preserve downtown charm

#### Pickle Ball (1)

- Pickle ball courts

## Art (1)

- Artwork in downtown area
- Public art strategy
- Support in public arts in Powell

## Outliers

- Protect tree canopy
- Develop and age in place plan
- Tech assessable services
- Learn more and explore pursuing sustainable 2040
- Keep Powell moving
- Pride in a Powell centric offering
- Creating memories for the City children
- Better support working parents and families (event scheduling/efficient service delivery team communication)
- Records management /categorization
- Develop process to cultivate individual donors and sponsors, i.e. relationship management strategy

## **5. INCREASING COMMUNICATIONS TO OUR RESIDENTS, BUSINESSES AND VISITORS AND PROVIDING A TIMELY RESPONSE TO THEIR INQUIRIES**

### **Citizen Engagement (5)**

- Community involvement
- Privacy advisory Council

### **Dynamic Reporting (4)**

- Regular management reports on City projects
- Shift reporting from static data points to annual/multiyear trends

### **Responsiveness (4)**

- Response to residents within 24 hours (not answer)
- Quick responses to inquiries
- Discuss/mention residents concerns at City Council meetings
- 1<sup>st</sup> Response excellent, long-term clarity improvement
- Create easier access for customers to communicate with City

### **Citizen Engagement (3)**

- Bi-annual community survey
- Bring focus and action to citizen level – expectation setting/delivery
- Office hours for staff/elected officials
- More community engagement (what are regional best practices)
- More direct interaction with residents and businesses

### **Greater Communication/Resident Outreach (3)**

- Communication strategic plan
- Communicating with residents
- Portal for community feedback show at City Council meetings
- Allow public to pull/access public records
- Increase proactive communication
- Progress reports to public
- Communicate progress, wins
- Greater methods opportunities for Powell residents to know what the City is doing (not events)
- Celebrate wins
- Get out in front of story
- Enhance information and improve narrative “sales of public goods and services”
- No local media anymore. Cities are forced to fill the void
- Look for every possible way for us to tell our story and celebrate our wins to position Powell in the region, state, and nation. Everyone wants to be part of a winning team.

#### Website (2)

- Website improvement
- Update website
- Better website
- Redesigned website – Granicus integration

#### Technology Improvements (2)

- Enhanced GIS
- E-services
- Using technology to create greater efficiency in City interaction

#### Community Engagement (2)

- Host town halls on priority issues with regional partners
- Presence in regional planning conversations
- Community feedback and buy-in before final goals

#### City Official Engagement (1)

- Position administrative staff and Council as experts in the community
- Leverage Council voices as ambassadors (not just Mayor)

#### Website (1)

- Effective website
- Ease of access to resources on website, example – budget

#### Communications (0)

- Communication of how we have supports Powell Police Department

#### Community Engagement (0)

- Community engagement and policy discussions
- Develop resident engagement pipeline strategy by demographic
- Engage residents to get feedback and share updates regularly in-person at events

#### Outliers

- Council agenda clarity
- PDC board and by-law rewrite
- Public records access
- Make it possible for Council to access public records without City Manager gatekeeping
- Assess organization structure resources sufficient to carry out mission – today, tomorrow, future

## 6. BECOMING MORE EFFICIENT IN CITY OPERATIONS

### Quality of Services (7)

- Law enforcement re-accreditation
- Maintain low-level of crime
- Improve/lower Officer response times

### Finance Back Office (5)

- Work on strong internal controls now that staff is available
- Centralize and streamline financial services
- Transition from paper manual prints to electronic (fraud prevention)
- Define PDC financial oversight (as component until special revenue funding)
- Position Finance as a support and service Department to ensure the success of staff and departments

### Charter Update (5)

- Update Charter and codes
- Update City Charter
- Charter revisions
- Charter evaluation – time limit if Council appointment goes to Mayor

### Marketing (4)

- Understand our regional economic development niche being between Delaware/Marysville/Dublin and 23
- Build economic development marketing and communication branding, marketing, and communication strategy

### Establish Back Office Operations (3)

- Align resources and services to economic development

### Technology Resources (3)

- Cameras at intersections
- Support Police Department with technology
- Police technology to reduce crime

### Grants (3)

- Hire a grant writer
- Develop regional active transportation plan so we can be eligible for grants
- Get safe routes to schools funding  
Increase grant funding % of budget to 10%

### Debt (3)

- Update debt policy
- Leverage debt for capital projects

### Council Rules Update (3)

- Update Council rules
- By-laws for Ad Hoc committees
- Update Council rules for committees
- Clarify charters for committees, commissions, advisory boards, etc.
- Define Council committee objectives

### Projects (2)

- Infrastructure projections for past shortfalls and new projects
- Reduce carry forward by doing more projects

### Recognition (1)

- Continue transparency
- Receive Triple Crown Award for financial reporting transparency
- Recognized for fiscal health and responsibility

### Policy Changes (1)

- Review event cost recovery policy
- Increase discretionary funding for economic development

### Employee Wellness (0)

- Public works staffing levels
- Employee wellness

### Operations (0)

- Implement fleet recommendations
- Police property room improvements
- Clear chains of communication
- Standard operating procedures

### HR/Staffing & Wellness (0)

- Staffing levels
- Staffing to help operational needs
- Recruit and retain staff
- Update business continuity plan
- Develop a training and retention plan for staff (engagement)
- Create a realistic staffing plan – define resources needed to accomplish results

### Facility Master Plan (0)

- Facility master plan
- Create and implement City facility plan

### Outliers

- Update technological capabilities

## **7. KEEPING OUR RESIDENTS AND BUSINESSES SAFE**

### **Community Safety - Police Staffing (4)**

- Police organization structure
- As we grow economically make sure the Police Department provide businesses with the best services
- Police staffing
- Police alternative schedules
- Reinforce/analyze police staffing structures
- Implement staffing assessment

### **Outliers**

- Food and hazardous waste drop-off

## **8. RETAINING EXISTING AND ENCOURAGING NEW BUSINESSES IN POWELL**

### **Powell Development Corporation (9)**

- Community Improvement Corporation
- Re-activate the Powell PDC – Chamber, professional membership, Township?
- Reformat CIC in a shared approach going from a more effective ED tool to possibly being a stand-alone ED agency for the City

### **Business Attraction (2)**

- Commercial property database (for sale/lease)
- Need more daytime office/businesses to support restaurants

### **Economic Support (1)**

- Continue to support the Police Department as a frontline economic development partner for the attraction and attention of businesses and annexation

### **Liberty Township (0)**

- Be a good strategic neighbor to Township
- Better relationship with Township

### **Outliers**

- Keep the architectural standards
- Wayfinding
- Intentionally and transparency



## **9. ALLOWING GROWTH IN POWELL BUT CONTROLLING IT**

### **Business Retention Expansion (8)**

- Work with businesses
- Build business CRM
- Build effective business retention expansion program

### **Land Use Zoning (1)**

- Behind the YMCA parcel, development plan per Andy
- Greater diversity in house stock (most of population being excluded from Powell housing market)
- Keep sheep farm nonresidential
- Ensure new developments are as mixed use as possible

### **Annex/Township Relations (1)**

- Active annexation strategy
- Finalize Township and City relationship negotiations

### **Land Use Planning Updates (1)**

- Zoning code updates
- Update Zoning code
- Zoning code rewrite
- Comprehensive plan rewrite

### **Village Green (0)**

- Preserve the Village Green
- Preserve the Village Green



**\*DRAFT\* 2024-2025 Strategic Plan**  
**Powell, Ohio**



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## Focus Areas



### Community Safety

Overall Progress

**0%**



Goals

**4**



### Economic Development

Overall Progress

**0%**



Goals

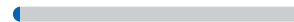
**10**



### Finance

Overall Progress

**2%**



Goals

**7**



### Quality of Life

Overall Progress

**0%**



Goals

**6**



### Traffic, Road and Pedestrian Infrastructure

Overall Progress

**0%**



Goals

**9**



### Quality Customer Service

Overall Progress

**0%**



Goals

**5**



## Governance

Overall Progress

0%



Goals

7



## Community Engagement (Communication)

Overall Progress

2%



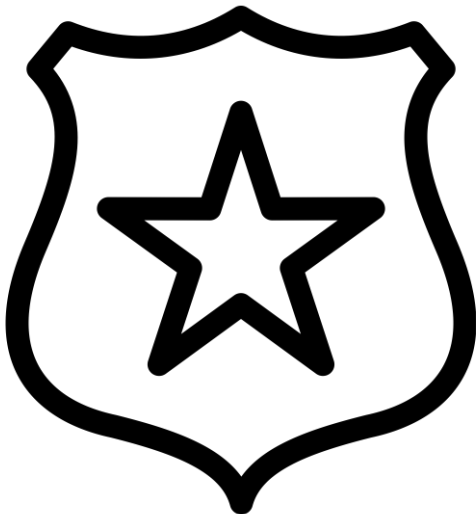
Goals

4

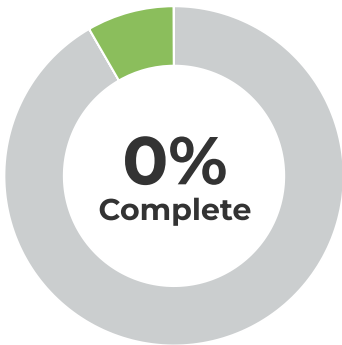
Focus Areas

# Community Safety

The focus area of "Community Safety" aims to maintain the highest level of safety services to our citizens and to provide a safe, secure, and healthy community.



Overall Progress



- Complete

● In Progress

● Minor Disruption

● Major Disruption

● Not Started

● Future
- 0 Action Items (0%)

1 Action Items (8%)

0 Action Items (0%)

0 Action Items (0%)

11 Action Items (92%)

0 Action Items (0%)

Goals

<div><div>● Complete</div><div>● In Progress</div><div>● Minor Disruption</div><div>● Major Disruption</div><div>● Not Started</div><div>● Future</div></div>			
Provide residents with reliable, efficient and responsive services to prioritize safety and security.	Action Items 6	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Establish and maintain strong partnerships between residents, businesses, local organizations and law enforcement.	Action Items 1	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Maintain optimal police staffing levels to align with the needs of our community.	Action Items 1	Progress <div><div></div>0%</div>	Status <div><div></div></div>

Implement technological solutions to aid in crime prevention, rapid response and overall community well-being.

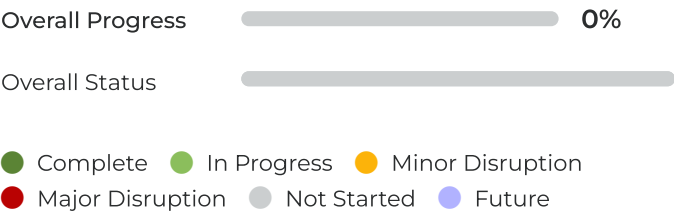
Action Items 4





Goals

Provide residents with reliable, efficient and responsive services to prioritize safety and security.

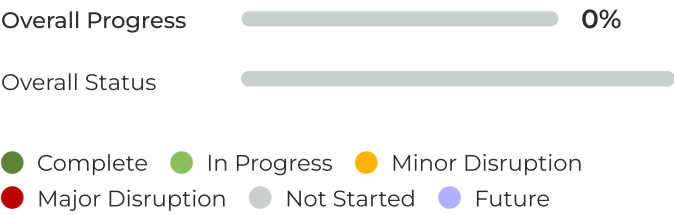


Action Items

Participate and refer to the Biannual Community Attitude Survey	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Update Police Department Strategic 5-Year Plan	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Crime Prevention	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Establish the Most Efficient Officer Response Times	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Promote Traffic Safety and Enforcement	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Law Enforcement Reaccreditation	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Establish and maintain strong partnerships between residents, businesses, local organizations and law enforcement.

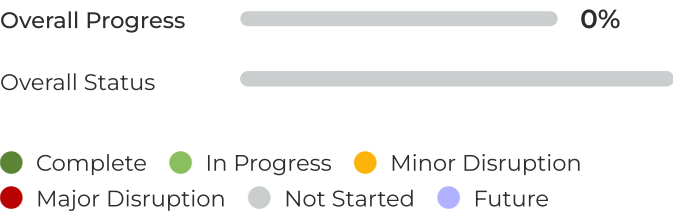


Action Items

Community Engagement	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
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Goals

Maintain optimal police staffing levels to align with the needs of our community.

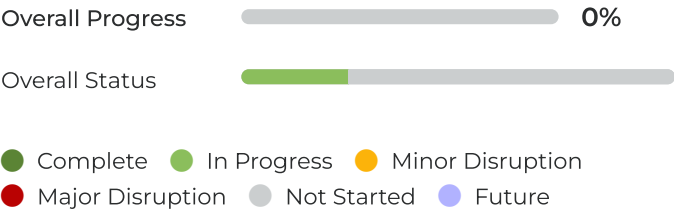


Action Items

Implement Recommendations from Police Staffing Assessment and Update as Needed.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
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Goals

Implement technological solutions to aid in crime prevention, rapid response and overall community well-being.



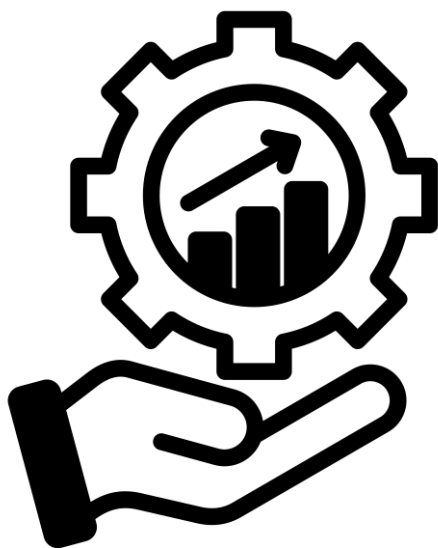
Action Items

Implement Flock Safety Cameras	Last Update <b>01/18/2024</b>	Progress <div></div> 0%	Status <div>In Progress</div>
Support Police Department with Technology	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Police Technology to Reduce Crime	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Privacy Advisory Council	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Focus Areas

# Economic Development

The focus area of "Economic Development" is to enhance Powell's economic landscape by revitalizing downtown, fostering business growth and retention, strengthening infrastructure, attracting new businesses, optimizing land use and building strategic partnerships. These strategies prioritize sustainable economic development, community engagement and the preservation of key assets to ensure Powell's position as a thriving and attractive community.



Overall Progress



Complete	0 Action Items (0%)
In Progress	0 Action Items (0%)
Minor Disruption	0 Action Items (0%)
Major Disruption	0 Action Items (0%)
Not Started	45 Action Items (100%)
Future	0 Action Items (0%)

Goals

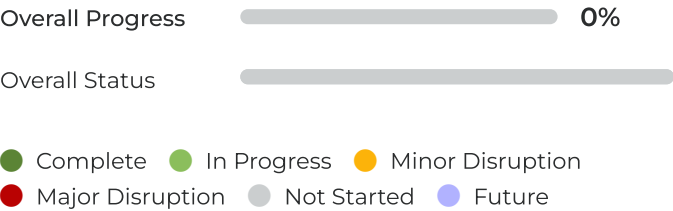
Complete In Progress Minor Disruption Major Disruption Not Started Future

Continue to look for opportunities to collaborate on economic development and land use with surrounding townships and the county.	Action Items 2	Progress 0%	Status
Align land use to achieve economic development goals.	Action Items 4	Progress 0%	Status
Support growing industries and related opportunities through business attraction.	Action Items 3	Progress 0%	Status

Establish Economic Development Back Office Operations	Action Items <b>4</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Establish tourism as an economic development priority for the greater Powell community.	Action Items <b>4</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Enhance the capacity of the PDC.	Action Items <b>3</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Establish business outreach, expansion, and retention programming.	Action Items <b>9</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Create a vision for downtown to help Powell evolve while maintaining a walkable village atmosphere with strong amenities.	Action Items <b>4</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Create an economic development infrastructure necessary to maintain, grow and attract businesses and site development.	Action Items <b>6</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Take a more active approach in marketing Powell for economic development and tourism.	Action Items <b>6</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>

Goals

Continue to look for opportunities to collaborate on economic development and land use with surrounding townships and the county.



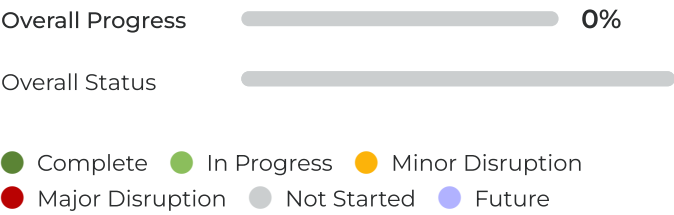
Action Items

Develop and implement active annexation strategy.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
Finalize Township and City relationship negotiations.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started

Goals

# Align land use to achieve economic development goals.

Powell has historically been shaped by a pattern of irregular development, presenting challenges for the city's services. Aligning the land use regulations to match economic development endeavors is enshrined in documents like the Comprehensive Plan and other planning work but is also a constantly evolving conversation as trends or new market opportunities arise. Targeting the redevelopment of aging or underutilized properties will be vital to continuing Powell's evolution as the city is nearly built out. This includes actively seeking opportunities to assemble properties or pursue infill development.



Action Items

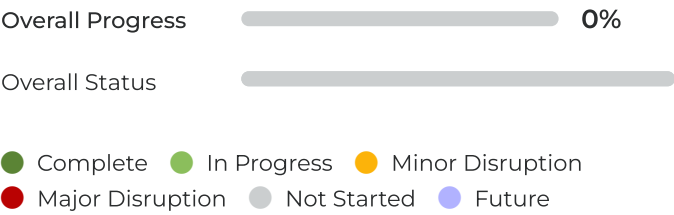
Amend existing land-use regulations to support mixed-use and higher density development. In particular, revise the zoning code, architectural guideline and pedestrian scale design manual.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Encourage mixed-use and higher density development to create greater diversity in housing and commercial stock.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Leverage land assembly and infill development opportunities.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Target the redevelopment of aging and underutilized properties.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started



Goals

# Support growing industries and related opportunities through business attraction.

The City should continue to pursue opportunities related to growth sectors in the region. Powell is already experiencing growth in the Health Care sector, and its highly educated labor pool can support the development of businesses related to technology and tech manufacturing, financial and professional services, and entrepreneurship. Additional opportunities are also likely to arise out of the growth of remote working. The priority industries below reflect some of the key areas identified in the economic data portion of the Powell 2.0 Economic Development Strategy.



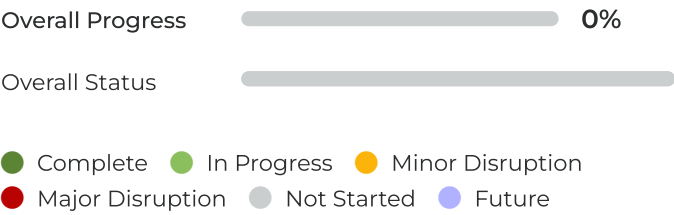
Action Items

Evaluate and monitor Powell's housing market.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Leverage partnerships that prepare the regional workforce to support businesses in Powell.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Work to attract and retain businesses that fit with the growth in the regional economy and Powell's current and future workforce.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

# Establish Economic Development Back Office Operations

As a new department within the City of Powell, it is necessary to establish the processes, procedures, programs and tools that are necessary to accomplish the economic prosperity goals of the community. Those will include but not be limited to the following action items.

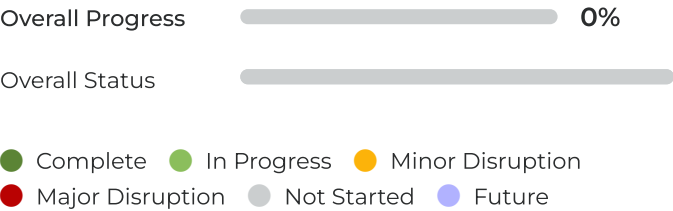


Action Items

Develop City of Powell Economic Development Incentives Policy.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Build and maintain Zoom Prospector building database through OneColumbus and JobsOhio to market land and buildings in the City of Powell.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Purchase, build and maintain business CRM.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Align resources and services to economic development.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Establish tourism as an economic development priority for the greater Powell community.



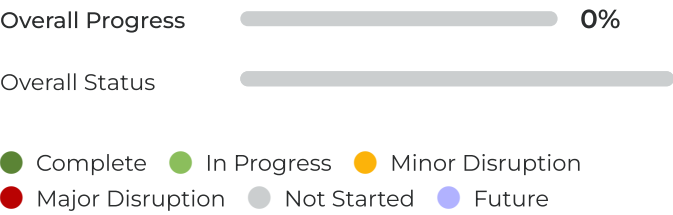
Action Items

Market Powell as a Trail Town destination and interconnect trails with surrounding communities.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Enhance and promote the walkable nature of downtown Powell as a key amenity of the area.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Collaborate with the Columbus Zoo and Aquarium as they complete ongoing and future capital projects. Powell should look to capitalize on zoo visitation and growth and capture a portion of its economic activity.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Utilize Columbus Zoo and Downtown Powell to establish and build an tourism driven economic development corridor along 750/Olentangy St./Powell Rd./Polaris Parkway.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

# Enhance the capacity of the PDC.

Currently, the PDC comprises six members, including supporting City staff. To expand its ability to conduct economic development work and advance industry and commercial activity in Powell, the PDC must add additional staff and commission capacity via resources and engagement.



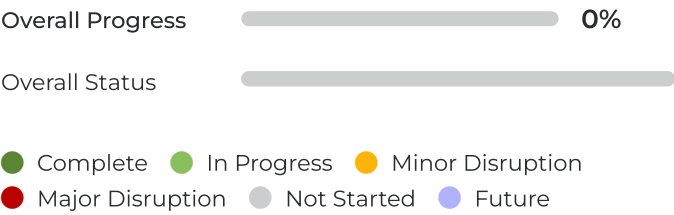
Action Items

Coordinate with the City's new economic development employee to help support further the PDC's work.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Clarify PDC's role in a phased approach as the needs of the City of Powell evolve.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Grow and diversify the board of directors in a phased approach to achieve community economic development goals as Powell's needs evolve.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

# Establish business outreach, expansion, and retention programming.

Nationally, 65% of new jobs are created by existing businesses, therefore, it is imperative that the City of Powell build an impactful business retention and expansion program to allow for our businesses to have the support and resources they need to grow in our community.



Action Items

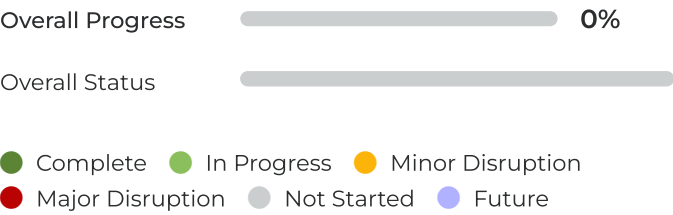
Continue to work with Police Department as "frontline" business relationship providers.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Engage local and regional employers to understand workforce housing needs.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Use shared resource management tools with partners such as OneColumbus and MODE to pursue business retention and expansion (BRE).	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Engage and partner with Delaware Entrepreneurial Center at Ohio Wesleyan University to provide small business/entrepreneur training, resources, interns.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Continue to grow and refine a business gathering series to address the needs of Powell businesses.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Work with workforce development partners for employee attraction and training to support local businesses.	Last Update	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div> Not Started
Use the City Hall redevelopment to help Powell evolve while maintaining a walkable village atmosphere to serve as downtown anchor in creating foot traffic and draw for all downtown businesses.	Last Update	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div> Not Started
Subscribe to and build business Customer Relationship Management (CRM) application.	Last Update	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div> Not Started
Create a sustainable grant and loan portfolio to support business development and growth.	Last Update	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div> Not Started

Goals

Create a vision for downtown to help Powell evolve while maintaining a walkable village atmosphere with strong amenities.

Use the City Hall redevelopment to help Powell evolve while maintaining a walkable village atmosphere with strong amenities for residents, downtown workers and tourists/visitors. A new mixed-use development at the site of the current City Hall and police station will help to add a built-in base of consumers located next to downtown businesses through various residential options, provide options for modernizing retail options, and enhance the vibrancy of downtown more broadly while maintaining and enhancing the amenities that our residents already enjoy. A plan should consider downtown's part in the establishment of a larger tourism corridor along 750 from the Columbus Zoo to Polaris. Take into consideration all things that enhance the resident, worker and tourist experience such as parks/green space, transportation, parking, wayfinding, lighting, etc.



Action Items

Use the City Hall redevelopment to help Powell evolve while maintaining a walkable village atmosphere.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Support further offerings for family entertainment.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Continue to build on strengths in restaurant and small-scale retail as part of a walkable downtown village area.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Partner with Developer from RFQ process to master plan downtown as an ecosystem that is anchored by a community driven redevelopment of the City Hall site.

Last Update

Progress



Status

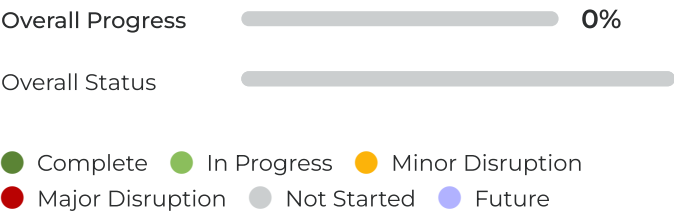
● Not Started



Goals

Create an economic development infrastructure necessary to maintain, grow and attract businesses and site development.

Work towards scaling amenities to match the character and scale of Powell while providing for the infrastructure necessary to maintain, grow and attract businesses and site development and redevelopment.



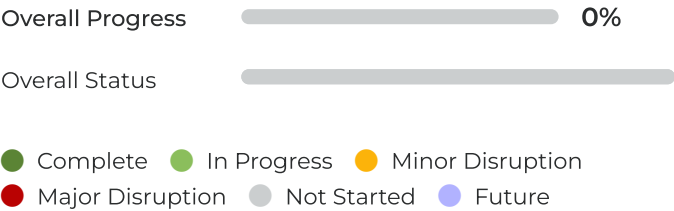
Action Items

Evaluate police staffing as the economy grows.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Fiber ring and downtown wifi to support businesses.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Walkability	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Lighting.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Wayfinding and Signage.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Parking and Public/Private Parking Agreements.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Take a more active approach in marketing Powell for economic development and tourism.

The PDC has an opportunity to help become the face of Powell's economic development efforts and to help Powell build its reputation as a great place to live, play, and work.



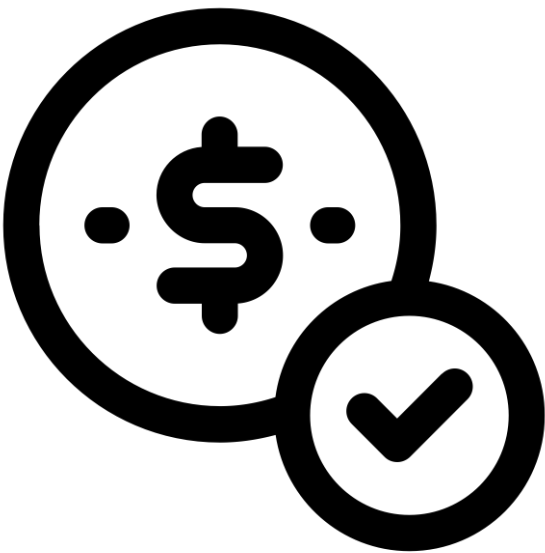
Action Items

Build economic development marketing and communication branding, marketing and communication strategy.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Support and possibly fund economic development tourism marketing.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Utilize new CRM to effectively communicate and market to potential new businesses, developers, investors, real estate professionals, banks/financial institutions, existing businesses, entrepreneurs and residents.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Establish and utilize social media properties for PDC.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Engage regional partners.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Update and improve the PDC website.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

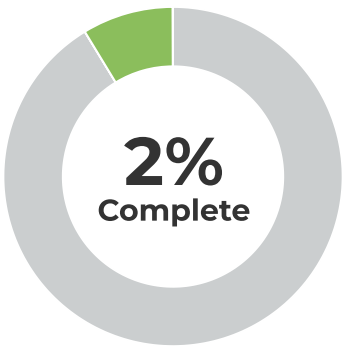
Focus Areas

Finance

The focus area of "Finance" is the ultimate foundation for which City resources, services, and assets are fiscally sustained for the benefit of the community. Financial priorities within the Strategic Plan are proposed to ensure the City's fiscal outlook is balanced, viable, transparent, and protects public resources.











Overall Progress



Complete	0 Action Items (0%)
In Progress	2 Action Items (9%)
Minor Disruption	0 Action Items (0%)
Major Disruption	0 Action Items (0%)
Not Started	21 Action Items (91%)
Future	0 Action Items (0%)

Goals

<div>● Complete   ● In Progress   ● Minor Disruption   ● Major Disruption   ● Not Started   ● Future</div>			
Drive financial acumen within the City through educational and training opportunities.	Action Items 0	Progress No data available	Status No data available
Establish the finance function as a trusted and strategic partner to drive informed decision-making and foster stakeholder confidence through best-in-class reporting and transparency.	Action Items 6	Progress <div></div> 0%	Status <div></div>
Ensure the City is fiscally responsible.	Action Items 4	Progress <div></div> 0%	Status <div></div>

Centralize and streamline financial services to provide staff and Council with information needed to make sound financial decisions.	Action Items <b>3</b>	Progress  <b>13%</b>	Status 
Cultivate a dynamic workforce for innovative and impactful service delivery.	Action Items <b>4</b>	Progress  <b>0%</b>	Status 
Pursue grant funding from federal, state and other sources, consistent with identified City goals and objectives.	Action Items <b>4</b>	Progress  <b>0%</b>	Status 
Position the City to utilize municipal bonds and other types of debt to fund public infrastructure and large initiatives to spread the cost of significant long-term assets over their useful life.	Action Items <b>2</b>	Progress  <b>0%</b>	Status 

Goals

Drive financial acumen within the City through educational and training opportunities.

Overall Progress

No data available

Overall Status

No data available

Complete

In Progress

Minor Disruption

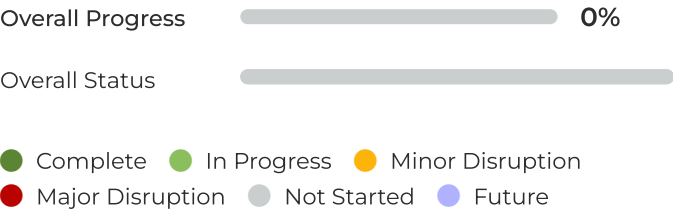
Major Disruption

Not Started

Future

Goals

Establish the finance function as a trusted and strategic partner to drive informed decision-making and foster stakeholder confidence through best-in-class reporting and transparency.

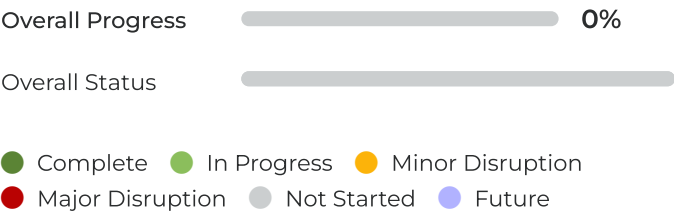


Action Items

Participate in the Ohio Checkbook initiative for government transparency.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Maintain the City's credit rating.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Receive the Ohio Auditor of State award for a "clean" audit.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Receive the GFOA Popular Annual Financial Reporting award.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Receive the GFOA distinguished budget presentation award.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Ensure the City is fiscally responsible.

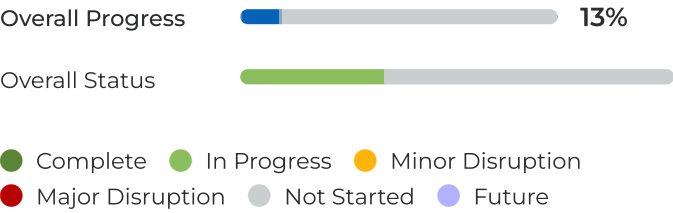


Action Items







Develop a treasury management plan to effectively monitor liquidity and maximize the efficient use of resources.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Manage the investment strategy to maximize earnings.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Present a five-year CIP plan to Council.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Present a balanced budget to Council.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Centralize and streamline financial services to provide staff and Council with information needed to make sound financial decisions.



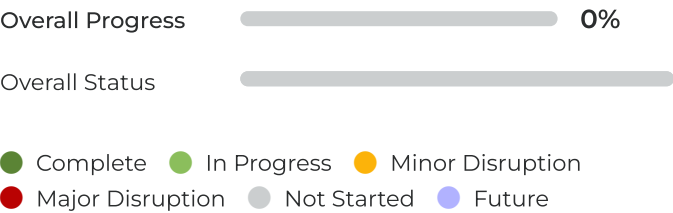
Action Items

Develop strong internal controls to safeguard city resources.	Last Update	Progress  0%	Status  Not Started
Transition to a paperless environment and electronic payments.	Last Update	Progress  0%	Status  Not Started
Implement New Accounting Software.	Last Update <b>01/15/2024</b>	Progress  40%	Status  In Progress



Goals

Cultivate a dynamic workforce for innovative and impactful service delivery.

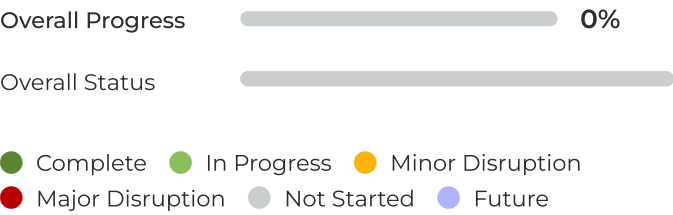


Action Items

Ensure the seamless transition of critical leadership roles within the City, maintaining continuity of essential services and propelling ongoing innovation.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Implement individual development plans aligned with career aspirations and performance goals	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Drive employee engagement and satisfaction, leading to improved retention rates.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop a staffing plan to assess and identify the personnel needs of the City.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Pursue grant funding from federal, state and other sources, consistent with identified City goals and objectives.

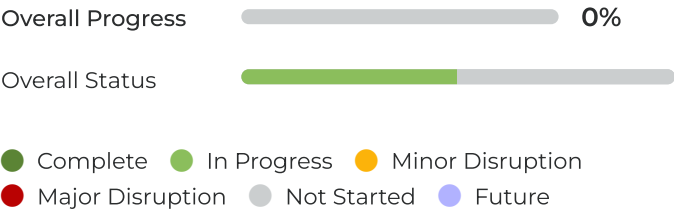


Action Items



Support Olentangy Local School District in meeting Safe Routes to School funding requirements.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Improve the City's ability to obtain grant funding by developing a regional active transportation plan.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Partner with HR and external partners to create a grant writer position.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Create a policy for the overall framework for guiding the City's use and management of grant resources.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Position the City to utilize municipal bonds and other types of debt to fund public infrastructure and large initiatives to spread the cost of significant long-term assets over their useful life.



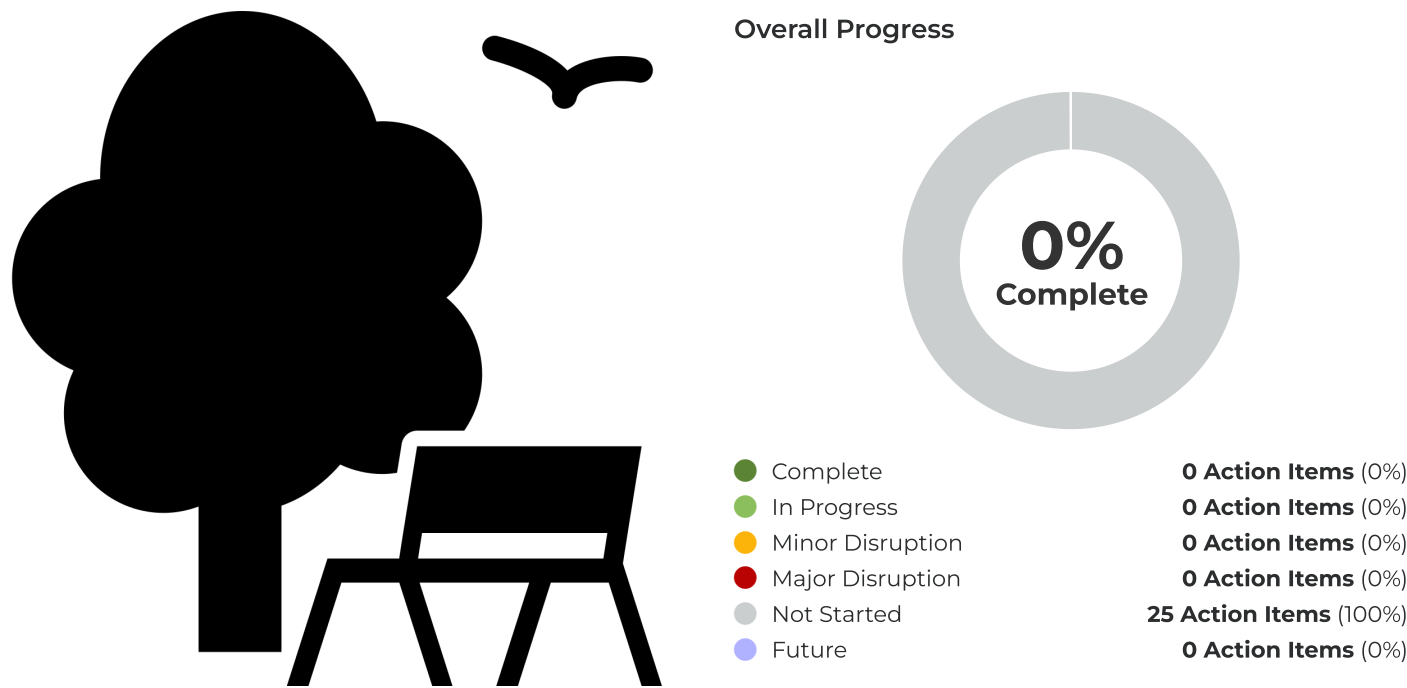
Action Items

Identify debt funding opportunities in support of the CIP	Last Update	Progress  0%	Status ● Not Started
Review and update the City's debt management policy	Last Update <b>01/1/2024</b>	Progress  0%	Status ● In Progress

Focus Areas

Quality of Life

This focus area supports programs and initiatives to create a strong community identity, promote healthy and active lifestyles and improve property values in the City. In addition to the quality of life, economic benefits are realized through investments in parks, infrastructure and recreational programs.



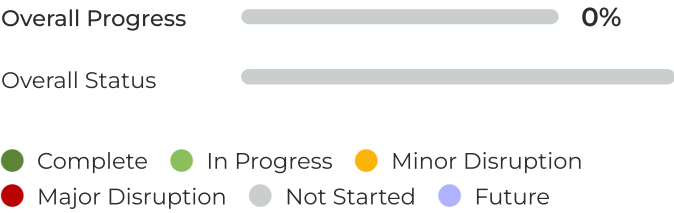
Goals

<div><div>Complete</div><div>In Progress</div><div>Minor Disruption</div><div>Major Disruption</div><div>Not Started</div><div>Future</div></div>			
Evaluate and review event programming.	Action Items 4	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Construct eight new pickleball courts at Adventure Park.	Action Items 6	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Assess additional youth programming focused on teens.	Action Items 3	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Improve City parks and facilities in accordance with community needs.	Action Items 5	Progress <div><div></div>0%</div>	Status <div><div></div></div>

Conduct a review of current and potential City aquatic facilities.	Action Items <b>4</b>	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div>
Evaluate the feasibility of a wellness and recreation center.	Action Items <b>3</b>	Progress <div> <div></div> </div> <b>0%</b>	Status <div> <div></div> </div>

Goals

Evaluate and review event programming.

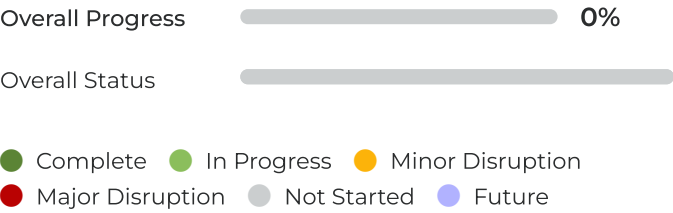


Action Items

Partner with schools and other clubs to provide entertainment.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Engage local talent.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Explore alternate event locations.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop Event Strategic Plan.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Construct eight new pickleball courts at Adventure Park.

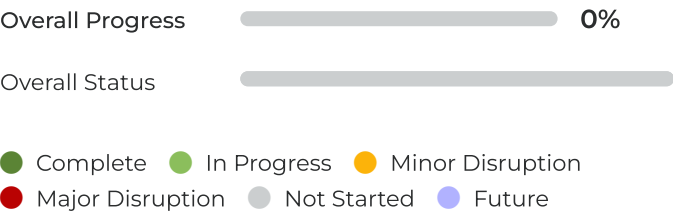


Action Items

Design the construction of the courts.	Last Update <b>01/30/2024</b>	Progress <div></div> 0%	Status <div>●</div> Not Started
Execute agreement with engineering firm for construction administration and inspection.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Advertise bid for construction	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Evaluate construction bids.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Begin Construction	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started
Establish Construction has been Substantially Completed.	Last Update	Progress <div></div> 0%	Status <div>●</div> Not Started

Goals

Assess additional youth programming focused on teens.



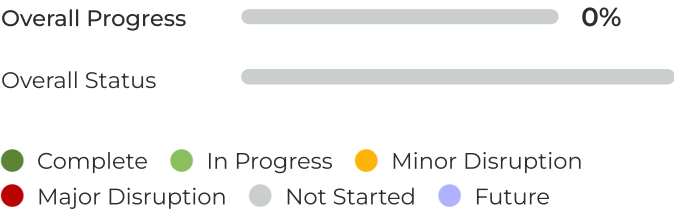
Action Items

Complete Parks Master Plan and Facility Assessment review of staffing and facilities to support programming options.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Continue to offer youth/teen oriented programming.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Support Powell Youth Council through volunteer opportunities.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>



Goals

Improve City parks and facilities in accordance with community needs.

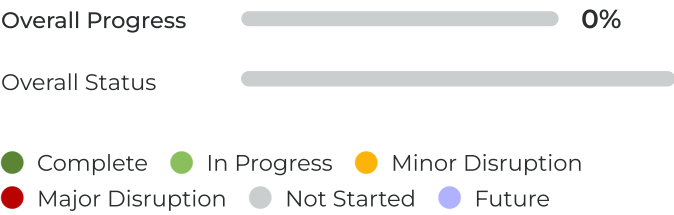


Action Items

Explore public and private partnerships for improved parks and recreation amenities as they are available.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Review Dog Park through the Parks Master Plan.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Support Staff in becoming Certified Playground Inspectors (CPI).	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop a playground repair/replacement program driven by the Parks Master Plan.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Review the Amphitheatre location/layout through the Parks Master Plan and Village Green Improvements.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Conduct a review of current and potential City aquatic facilities.



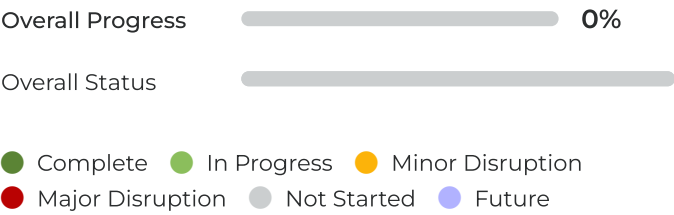
Action Items

Complete Parks Master Plan and Facility Assessment - Aquatic Facility Analysis.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Determine the City's role/partnership with the Olentangy Swim Association.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Evaluate Splash Pad replacement and/or relocation.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Evaluate the current Powell Pool aquatic facility through the Olentangy Swim Association Pool Feasibility Study.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

# Evaluate the feasibility of a wellness and recreation center.

Determination of potential facility/facilities will be driven by the Parks Master Plan, which will include public surveys, staffing overview, land/facility acquisition or construction.



Action Items

Review 2021 Wellness Feasibility Assessment and Applicability in 2024	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Assess opportunities to work with Liberty Township and the Existing YMCA facility.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Completion of Parks Master Plan and Facility Assessment	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Focus Areas

# Traffic, Road and Pedestrian Infrastructure

This area seeks to maintain a vision regarding roads, traffic, bicycle, and pedestrian facilities to meet, or exceed, the needs of citizens and businesses. A key component of this priority is improving the City's current infrastructure while planning for the projected growth of our community.

Overall Progress



- Complete
  - In Progress
  - Minor Disruption
  - Major Disruption
  - Not Started
  - Future
- |                        |
|------------------------|
| 0 Action Items (0%)    |
| 0 Action Items (0%)    |
| 0 Action Items (0%)    |
| 0 Action Items (0%)    |
| 23 Action Items (100%) |
| 0 Action Items (0%)    |

Goals

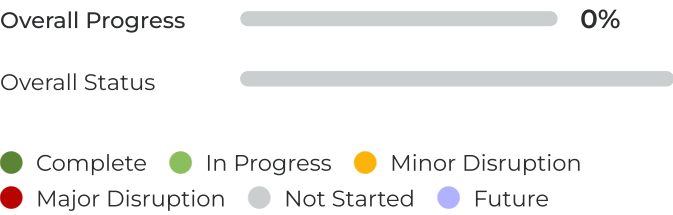
- Complete
- In Progress
- Minor Disruption
- Major Disruption
- Not Started
- Future

Promote traffic safety and safe roadways throughout the City.	Action Items 1	Progress <div></div> 0%	Status <div></div>
Provide adequate and well-maintained parking facilities.	Action Items 4	Progress <div></div> 0%	Status <div></div>
Utilize data and evaluation to maintain roadways at an acceptable level.	Action Items 4	Progress <div></div> 0%	Status <div></div>
Complete and update a thoroughfare and circulation plan.	Action Items 2	Progress <div></div> 0%	Status <div></div>

Coordinate with CSX to improve railroad crossing conditions and safety for pedestrians and vehicular traffic.	Action Items <b>3</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Strengthen shared use path planning, programming, and maintenance.	Action Items <b>3</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Support bicycle initiatives throughout the community.	Action Items <b>2</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Utilize published sign standards.	Action Items <b>2</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Develop and improvement strategy for Scioto Street.	Action Items <b>2</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>

Goals

Promote traffic safety and safe roadways throughout the City.

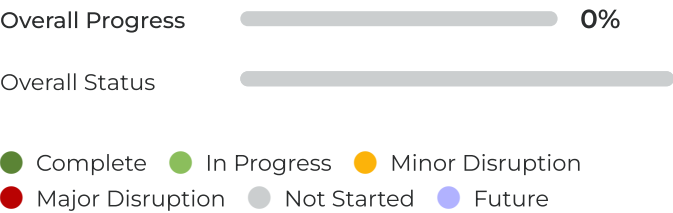


Action Items

Traffic Safety and Safe roadways will be prioritized.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
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Goals

Provide adequate and well-maintained parking facilities.

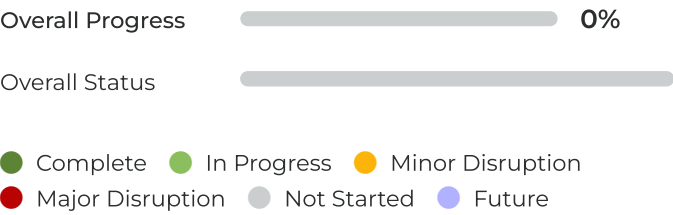


Action Items

Promote private and public partnerships to improve parking.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Evaluate parking opportunities as part of downtown development including structured parking.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Identify additional downtown parking opportunities.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Review existing inventory of parking facilities and review for updates as needed.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Utilize data and evaluation to maintain roadways at an acceptable level.



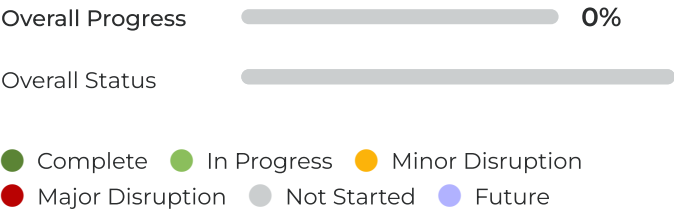
Action Items

Maintain a minimum PCI rating of 65 for local streets, and 70 for all other streets, along with an overall average rating of 75 for the entire roadway network.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Execute 7 year pavement management strategy.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Update pavement condition rating every 2 years	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Present the 7 year pavement management strategy to Council and the community.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>



Goals

Complete and update a thoroughfare and circulation plan.

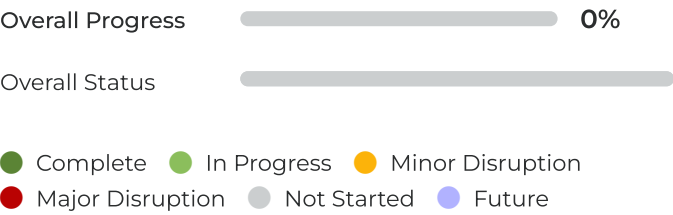


Action Items

Complete a downtown circulation plan.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
Complete/update a thoroughfare plan.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started

Goals

Coordinate with CSX to improve railroad crossing conditions and safety for pedestrians and vehicular traffic.

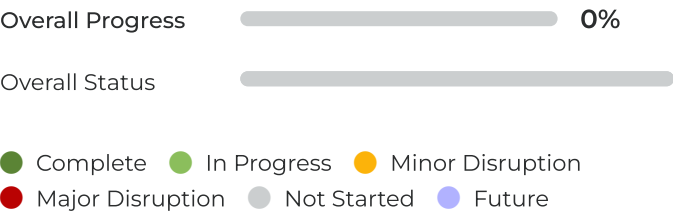


Action Items

Evaluate, plan, and program any necessary improvements to the crossing on Seldom Seen Road	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Work to identify potential upgrades to the S. Liberty crossing including the provision of a pedestrian and bicycle connection	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Work with CSX to improve the at-grade crossing at SR750	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Strengthen shared use path planning, programming, and maintenance.

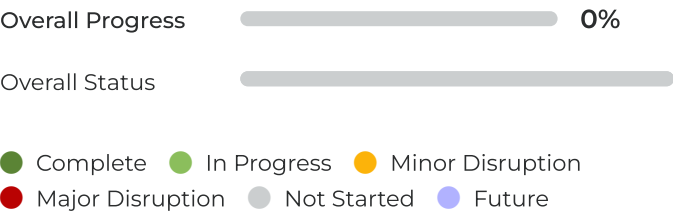


Action Items

Continue develop of Complete Streets Policies and initiatives	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop a master shared use path plan to evaluate, inventory, identify gaps, and provide future connections	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Maintain trails at an acceptable level through the Street and Path Maintenance and Repair program	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Support bicycle initiatives throughout the community.

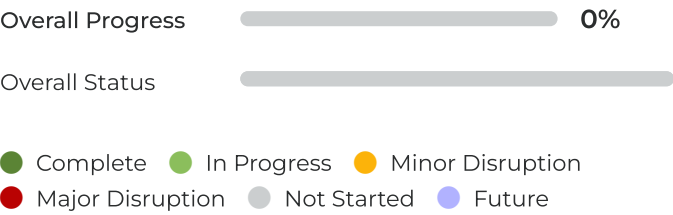


Action Items

Evaluate bike parking as part of public and private developments	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
Engage and collaborate with bicycle advocacy groups	Last Update	Progress <div></div> 0%	Status <div></div> Not Started

Goals

Utilize published sign standards.



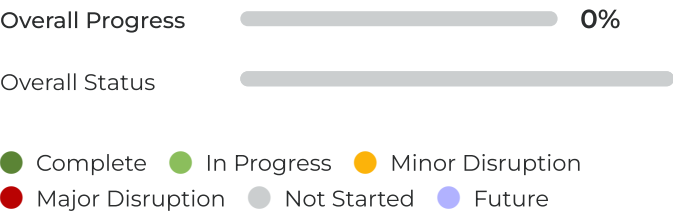
Action Items

Develop a Wayfinding Strategy and Master Plan	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Evaluate traffic control devices to meet state and federal guidelines	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

# Develop and improvement strategy for Scioto Street.

Enhance the streetscape and extend Scioto Street improvements, creating a more aesthetically pleasing and functional urban environment while promoting economic development opportunities.



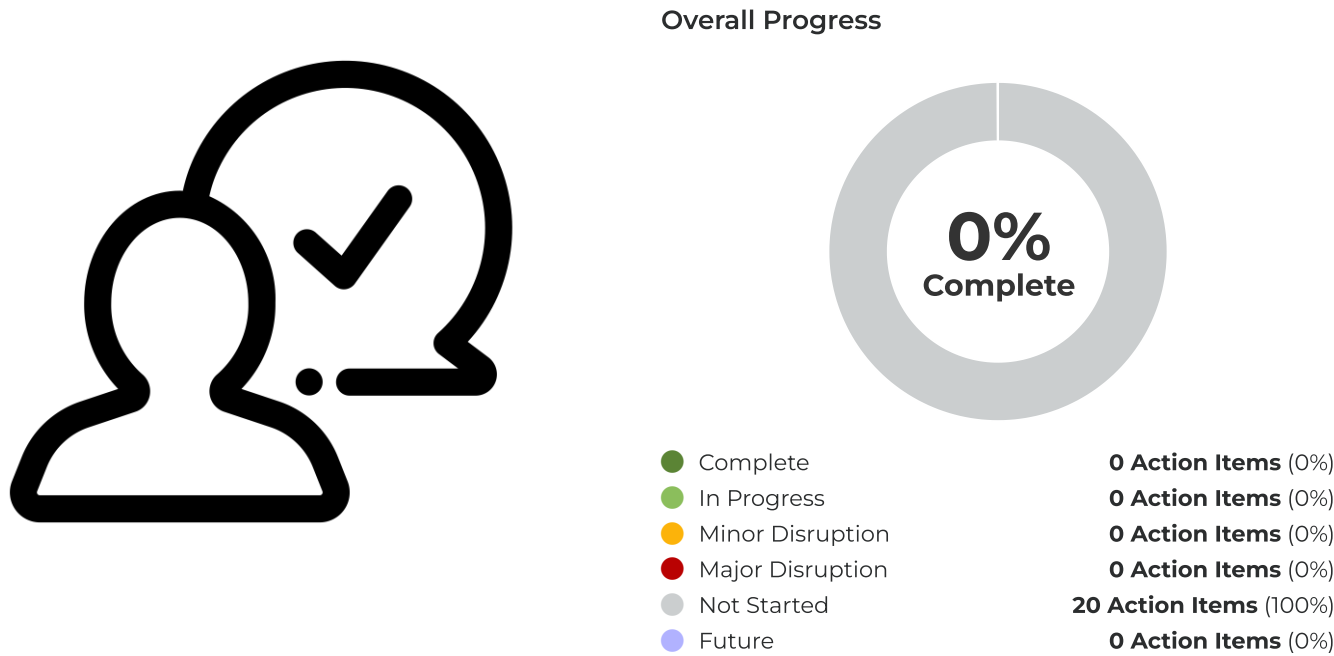
Action Items

Develop a Scioto Street Master Plan that incorporates the vision of the City of Powell and the three landowners. The Master Plan shall represent the best urban land use principles while fostering economic development growth opportunities.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop engineering plans that promote walkability, circulation, and increased parking	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Focus Areas

# Quality Customer Service

This focus area endeavors to improve city responsiveness, engagement and accessibility to create a service-oriented environment to prioritize resident needs, foster community involvement and the utilization of technology to further promote customer access.



Goals

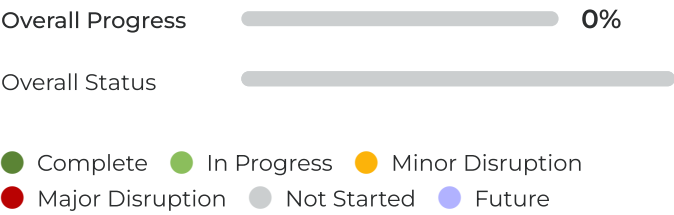
<div><div>Complete</div><div>In Progress</div><div>Minor Disruption</div><div>Major Disruption</div><div>Not Started</div><div>Future</div></div>			
Embrace technology to improve city services, accessibility and efficiency.	Action Items <b>5</b>	Progress <div><div></div>0%</div>	Status <div><div></div></div>
Establish a systematic approach to identify, engage and secure individual donors and sponsors for community projects.	Action Items <b>4</b>	Progress <div><div></div>0%</div>	Status <div><div></div></div>

Provide support to working parents and families by optimizing event scheduling and enhancing service delivery communication.	Action Items <b>2</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Foster citizen engagement by promoting active participation and open communication between the City Council and the community.	Action Items <b>5</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Enhance city responsiveness to residents' needs and concerns through efficient communication channels.	Action Items <b>4</b>	Progress <div><div></div></div> 0%	Status <div><div></div></div>



Goals

Embrace technology to improve city services, accessibility and efficiency.

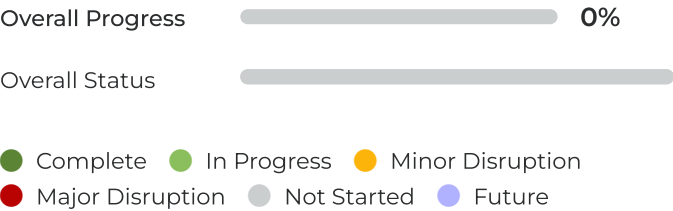


Action Items

Enhance GIS capabilities for better mapping and data analysis.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Implement e-services, including, but not limited to, electronic permitting, automated financial transactions and electronic entitlement application processing.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Use technology to streamline city interactions and enhance overall efficiency.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Improve ease of access to information and resources on the city website, with a focus on financial activity and supporting documents.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Conduct website improvements for better user experience and accessibility.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Establish a systematic approach to identify, engage and secure individual donors and sponsors for community projects.

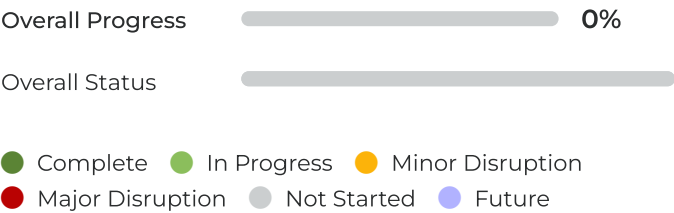


Action Items

Identify potential individual donors and sponsors within the community.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop a relationship management strategy to build lasting connections.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Create a clearinghouse of potential donors and sponsors to fund community projects.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Explore the possibility of creating a foundation board to administer and facilitate funding for identified community projects	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Provide support to working parents and families by optimizing event scheduling and enhancing service delivery communication.

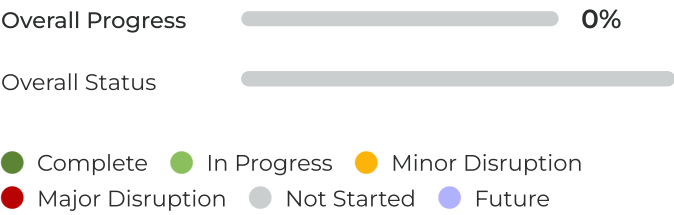


Action Items

Optimize event scheduling to accommodate the needs of working parents and families.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Improve communication within the service delivery team to enhance efficiency and effectiveness.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Foster citizen engagement by promoting active participation and open communication between the City Council and the community.

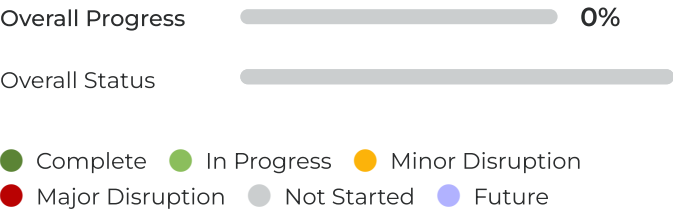


Action Items

Conduct bi-annual community surveys to gather feedback and identify areas of improvement.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Bring City Council issues to the citizen level, setting clear expectations for involvement and outcomes.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Publicize office hours for staff and elected officials to encourage direct interaction.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Identify and implement best practices for effective citizen engagement from the region.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Increase direct interaction with residents and businesses through community events and outreach.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Enhance city responsiveness to residents' needs and concerns through efficient communication channels.



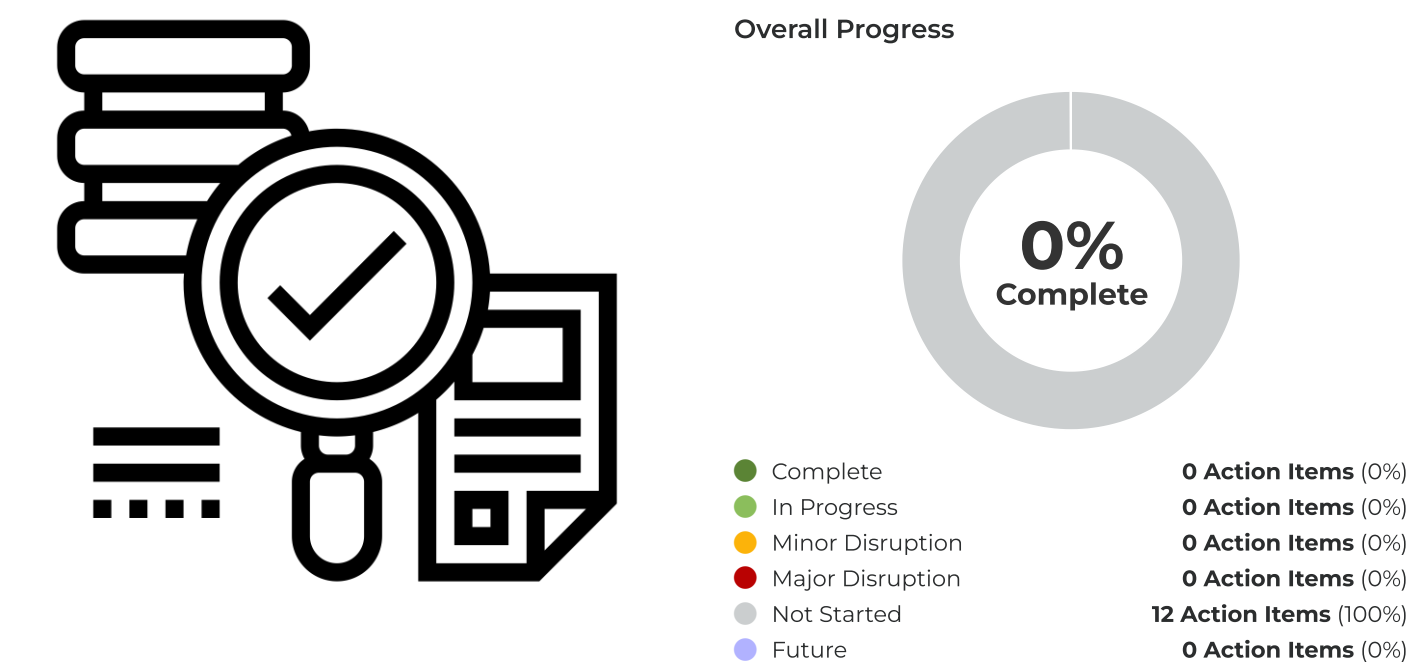
Action Items

Ensure a 1st response to residents within 24 hours, acknowledging their inquiries.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Provide quick responses to inquiries with complete and accurate information.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Discuss and mention residents' concerns at City Council meetings to demonstrate active engagement.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Create easier access for customers to communicate with the City through user-friendly platforms.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Focus Areas







Governance

Good Governance strengthens existing laws and local regulation through a consistent review of the City Charter, current legislation and state and federal laws. Transparent reporting of a changing legislative landscape will assist in aligning the current and future needs of the City.



Goals

<div><div>Complete</div><div>In Progress</div><div>Minor Disruption</div><div>Major Disruption</div><div>Not Started</div><div>Future</div></div>			
Review public art opportunities.	Action Items 0	Progress No data available	Status No data available
Improve governance through the creation and implementation of a comprehensive City Facility Plan.	Action Items 2	Progress <div><div></div></div> 0%	Status <div><div></div></div>
Strengthen governance relations by fostering a positive and strategic partnership with Liberty Township.	Action Items 2	Progress <div><div></div></div> 0%	Status <div><div></div></div>

Enhance governance effectiveness by updating zoning codes and comprehensive plans to reflect current community needs.	Action Items <b>2</b>	Progress  <b>0%</b>	Status 
Strengthen governance procedures by updating Council rules, enhancing agenda clarity, and defining objectives for committees, commissions, and advisory boards.	Action Items <b>4</b>	Progress  <b>0%</b>	Status 
Improve governance transparency through regular dynamic reporting, enhancing focus from static data points to comprehensive annual and multiyear trends.	Action Items <b>2</b>	Progress  <b>0%</b>	Status 
Enhance governance by updating and revising the City Charter and codes to ensure alignment with current needs and regulations.	Action Items <b>0</b>	Progress No data available	Status No data available

Goals

Review public art opportunities.

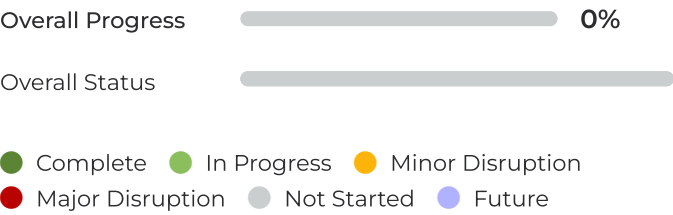
Overall Progress      No data available  
Overall Status        No data available

- Complete   ● In Progress   ● Minor Disruption
- Major Disruption   ● Not Started   ● Future



Goals

Improve governance through the creation and implementation of a comprehensive City Facility Plan.

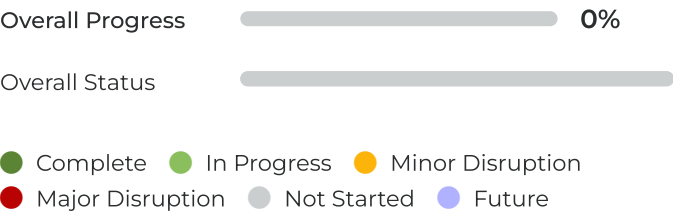


Action Items

Develop a detailed Facility Master Plan.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Implement the City Facility Plan, addressing immediate and future needs.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Strengthen governance relations by fostering a positive and strategic partnership with Liberty Township.

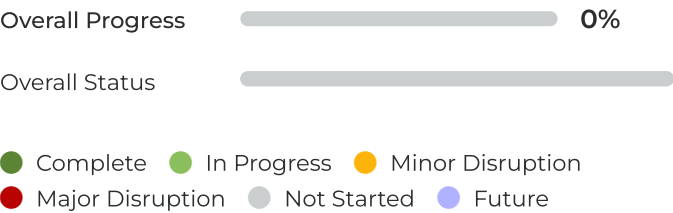


Action Items

Collaborate on joint initiatives to enhance the relationship.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Establish open communication channels with Liberty Township.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Enhance governance effectiveness by updating zoning codes and comprehensive plans to reflect current community needs.

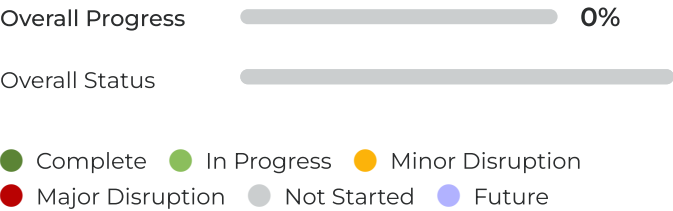


Action Items

Conduct a comprehensive zoning code rewrite.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
• Update and revise zoning codes.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started

Goals

Strengthen governance procedures by updating Council rules, enhancing agenda clarity, and defining objectives for committees, commissions, and advisory boards.

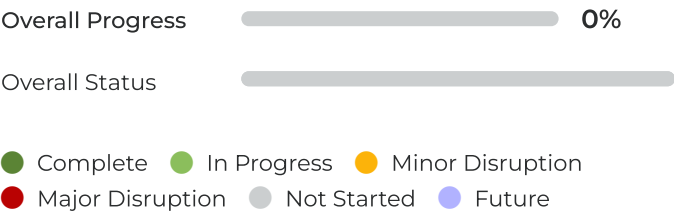


Action Items

Assess organizational structure resources for present and future needs.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Determine access for public records for Councilmembers.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Develop by-laws for Ad Hoc committees.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Revise and update Council rules for clarity and define objective of Committees.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Improve governance transparency through regular dynamic reporting, enhancing focus from static data points to comprehensive annual and multiyear trends.



Action Items

Implement regular management reports on City projects.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started
Develop a framework for reporting annual and multiyear trends for key metrics.	Last Update	Progress <div></div> 0%	Status <div></div> Not Started

Goals

Enhance governance by updating and revising the City Charter and codes to ensure alignment with current needs and regulations.

Overall Progress

No data available

Overall Status

No data available

Complete

In Progress

Minor Disruption

Major Disruption

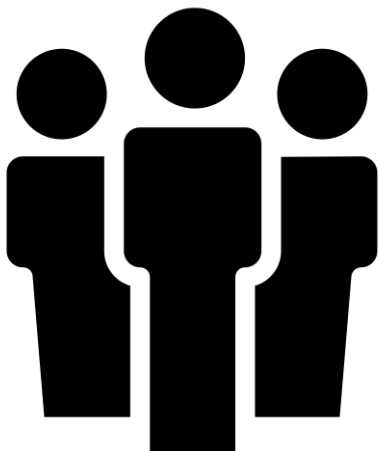
Not Started

Future

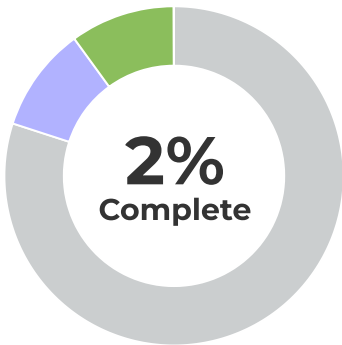
Focus Areas

# Community Engagement (Communication)

Community Engagement provides intentional, transparent and proactive citizen communication by encouraging the communities' direct contact with its City Government.



Overall Progress



- Complete
  - In Progress
  - Minor Disruption
  - Major Disruption
  - Not Started
  - Future
- |                |       |
|----------------|-------|
| 0 Action Items | (0%)  |
| 1 Action Items | (10%) |
| 0 Action Items | (0%)  |
| 0 Action Items | (0%)  |
| 8 Action Items | (80%) |
| 1 Action Items | (10%) |

Goals

- Complete
- In Progress
- Minor Disruption
- Major Disruption
- Not Started
- Future

Increase proactive and transparent communication with residents to foster greater understanding of city initiatives.

Action Items **2**



Encourage positive community interaction with city staff and elected officials.

Action Items **3**



Diversify city communication channels to share our story in a variety of different methods.

Action Items **3**



Effectively utilize technology to enhance community engagement and customer service.

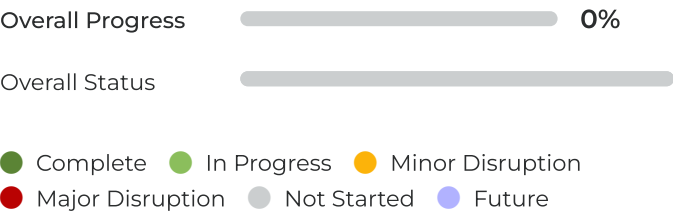
Action Items **2**





Goals

Increase proactive and transparent communication with residents to foster greater understanding of city initiatives.

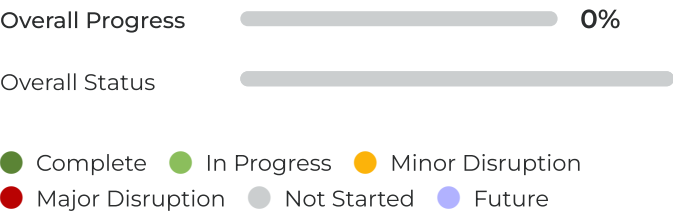


Action Items

Engage with the community through the distribution of bi-weekly e-newsletters.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Utilize GovDelivery to allow for resident voice and choice through departmental e-mail updates	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Encourage positive community interaction with city staff and elected officials.

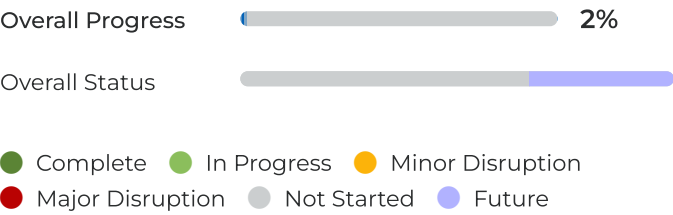


Action Items







Incorporate office hours for councilmembers and city staff.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Feature resident-created content on city social media channels.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>
Engage residents frequently for feedback through quick surveys and polls.	Last Update	Progress <div></div> 0%	Status <div>Not Started</div>

Goals

Diversify city communication channels to share our story in a variety of different methods.

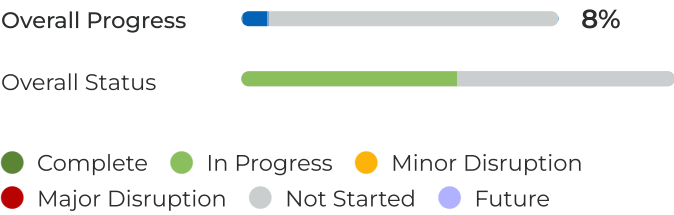


Action Items

Evaluate the potential for a City Manager column for the Delaware Gazette and LinkedIn.	Last Update <b>01/18/2024</b>	Progress  5%	Status  Future
Increase video projects to more effectively tell our city's story.	Last Update	Progress  0%	Status  Not Started
Publish and distribute Powell quarterly newsletter.	Last Update	Progress  0%	Status  Not Started

Goals

Effectively utilize technology to enhance community engagement and customer service.



Action Items

Complete the website redesign and transition to Granicus.	Last Update <b>01/12/2024</b>	Progress  15%	Status  In Progress
Create a more user-friendly process through enhanced OpenForms technology.	Last Update	Progress  0%	Status  Not Started



**OFFICE OF THE CITY MANAGER**

47 Hall Street | Powell, OH 43065 | 614.885.5380 | [cityofpowell.us](http://cityofpowell.us)

**MEMO**

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**From:** Andrew D. White, City Manager  
**To:** City Council  
**Re:** FY 2024 Legislative Training Budget Modification - Consideration  
**Date:** February 6, 2024

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Councilmember Drummond has requested a discussion to expand professional development/training for Council and non-staff committee appointees and to appropriate requisite funding.

The successful 2021 Income Tax Restructure, which took effect in 2022, now generates resources needed to meet superior quality of life public service standards in the City of Powell. Immediate attention was focused upon capital investments, public safety, economic development and government operation with several million dollars invested in capital infrastructure maintenance. A 5-year Capital Infrastructure Plan has been adopted and new capital infrastructure assets will start to become available to the community later this year. Beginning with the FY 2023 Budget, available funds were appropriated in support of an inaugural program for professional legislative development for City Councilmembers.

Councilmember Drummond would like to attend the Ohio Economic Development Association's (OEDA) *2024 Ohio Basic Economic Development Course* which will run from April 29<sup>th</sup> through May 2<sup>nd</sup> this spring. Fortunately for the City, Sean has helped establish the curriculum for this course, taught aspects of it and is a previous board member. He will be joining the organization but currently the City does not have a membership which drives up costs. Non-membership communities can receive a discounted rate of \$749.00 for early registration through March 29<sup>th</sup>. Also, there are additional savings opportunities for entities with multiple member (i.e. Economic Development Director, City Manager and Councilmember) to consider for future budget consideration.

**Immediate Issue:**

Insufficient funds appropriated for the OEDA basic course registration, this item was not part of the 2024 budget development which was uploaded in January. If all Councilmembers desired to enjoy the same benefit an additional \$2,492.00 is needed.

**Secondary Issue:**

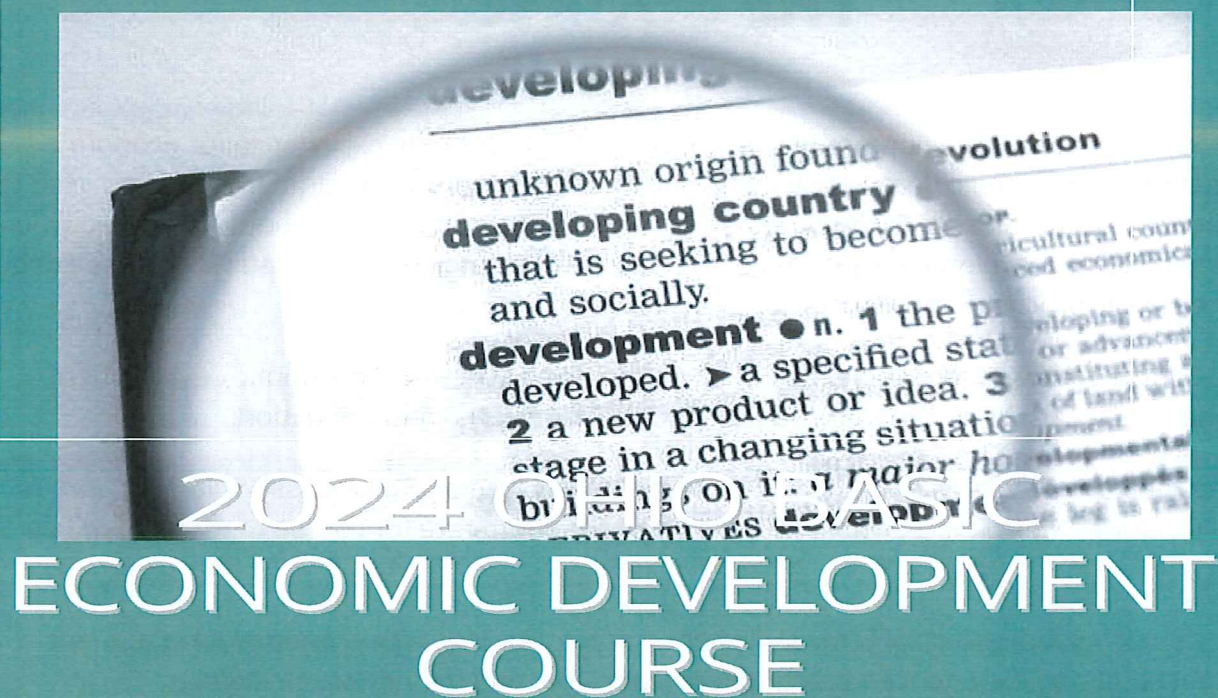
Councilmember Drummond requests additional appropriation in support of professional development for non-staff committee appointees.

**Proposed Resolutions:**

- Coordination for use of another Councilmember's allowance due to anticipated lack of planned use.
- Increase the budgeted appropriation in support of professional development for Councilmembers and non-staff appointed committee members.
  - Draft policy, set expectations, eligibility and eligible programs, amounts, process etc.
  - Finance Administration draft appropriation ordinance and present for adoption.
- Economic Development Director provide similar training in-house; provide guidance on specific training options and value.

**Recommendation:**

Discuss and outline best practices in support of economic development skills development for legislative body and non-staff committee appointees.



SPONSORED BY THE OHIO ECONOMIC DEVELOPMENT ASSOCIATION  
*Accredited by the International Economic Development Council*

April 29 – May 2, 2024  
 Dublin, Ohio

Intensive, Accredited Training for  
 Economic Developers and Community Leaders



**2024 Ohio Basic Economic  
 Development Course Sponsor:**

**IceMiller**  
 LEGAL COUNSEL



## THE COURSE:

The Ohio Basic Economic Development Course is an intensive training experience for economic development practitioners, community leaders, local government officials and others committed to building healthy economies for their communities. The course is appropriate both for people who are new to the economic development profession as well as those more experienced who are seeking a refresher on basic practices and principles.

The Basic Course covers essential basic skills necessary for a successful economic development professional and is taught by experienced practitioners from Ohio and the nation.

The course meets April 29 – May 2, 2024. The course takes place at the Embassy Suites Columbus Dublin; 5100 Upper Metro Place, Dublin, Ohio 43016. The room rate for course registrants will be \$139.00

The Basic Course covers essential basic skills necessary for a successful economic development professional taught by experienced practitioners from Ohio and the nation, including:

- Community Preparedness
- Strategic Planning
- Community and Neighborhood Development
- Business Retention & Expansion
- Business Attraction & Site Development
- Managing Economic Development Organizations
- Economic Development Finance & Incentives
- Ethics
- Small Business and Entrepreneurship
- Workforce and Talent
- Advanced Location Marketing
- Your Community's Competitive Advantages

The Ohio Basic Economic Development Course is a prerequisite for pursuing the Ohio Certified Economic Developer (OhioCED) credential from the Ohio Economic Development Institute (OEDI). OEDI provides top-tier Ohio focused advanced training for professionals in the area of real estate, finance and incentives, retention and expansion, site selection/site development and workforce development. OEDI also provides elective courses in a wide range of current topics in economic development. For more information about OEDI, visit [www.ohioeda.com](http://www.ohioeda.com).

The Ohio Basic Economic Development Course is accredited by the International Economic Development Council and counts toward the CECD certification for professional economic developers.

AICP members can earn Certification Maintenance (CM) credits for completing the Ohio Basic Economic Development Course.



## THE OHIO BEDC OFFERS:

- Skilled instruction that provides practitioners and community leaders with a base of knowledge for making informed decisions on economic vitality
- Accreditation for practitioners seeking to establish professionalism in the field
- Networking with course faculty and participants, giving you important state and national contacts within the economic development community
- “Insider” knowledge of how to pursue economic development within Ohio and the nation
- Training on core economic development subjects applicable to economic development positions nationwide
- The best introduction you can have for directing economic development in your community

## WHO SHOULD ATTEND?

While the Ohio Basic Economic Development Course (OBEDC) is open to anyone interested in learning more about economic development, it is targeted to the working economic development professional and community leaders involved at some level in economic development for their communities.

- Past participants have included:
  - Economic and community development professionals
  - Federal, state and local government officials (elected and non-elected)
  - Public utility employees
  - Community and urban planners
  - Attorneys who work with economic development projects
  - Chambers of Commerce staff and board members
  - Financial institution representatives
  - Industrial/Commercial developers

## LODGING INFORMATION:

**A limited number of hotel rooms will be blocked for the nights of April 29 – May 1 at the discounted rate of \$139 per night. There will be an link for hotel registration.**

# Tentative 2024 Ohio BEDC Schedule

*Subject to Change*

*(The full course schedule will be released soon.)*

## Day 1: April 29, 2024

*Estimate timeline is 10:00 a.m. – 6:00 p.m. Registration will open at 8:00 a.m.  
(Lunch provided, and a Welcome Reception at the end of the day).*

10:00 am	Basic Course Welcome and Course Introduction
11:00 am - Noon	Basic Course Keynote
12:15 – 1:15pm	Issues Luncheon #1: 10 Rules for the Practice of Regional Economic Development, Dr. Ned Hill, The Ohio State University
1:25 – 3:25 pm	Strategic Planning
3:35 – 5:30pm	Workforce and Talent
5:30 – 7:00 pm	Basic Course Reception for all students and instructors

## Day 2: April 30, 2024

*Estimate timeline is 8:00 a.m. – 6:00 p.m. (Breakfast and Lunch provided)*

8:00 – 10:00am	Business Retention and Expansion
10:15 – 12:15 pm	Site Selection & Attraction
12:30 – 1:30 pm	Issues Luncheon #2: Housing as an Economic Development Strategy (tentative topic)
1:45 – 3:45 pm	Small Business and Entrepreneurship
3:55 – 5:55pm	Real Estate Development

AICP members can earn Certification Maintenance (CM) credits for this activity [or many activities at this event]. When CM credits are available, they are noted at the end of an activity description. More information about AICP's CM program can be found at [planning.org/cm](http://planning.org/cm).



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

*The Power of  
Knowledge and Leadership*

*The Ohio Basic Economic Development Course is accredited by the IEDC. Completion of the course qualifies you to apply for the Economic Development Institute (EDI), a week-long professional development course held both in person and on-line.*

## Day 3: May 1, 2024

*Estimate timeline is 8:00 a.m. – 6:00 p.m. (Breakfast and Lunch provided)*

8:00 – 9:30 am	Economic Development Financing
9:45 – 11:15 am	Economic Development Incentives
11:30 am – 1:00 pm	Issues Luncheon #3: Ethics in Economic Development (tentative topic)
1:00 – 3:00 pm	Neighborhood and Community Development
3:15 – 5:15 pm	Managing EDO's

## Day 4: May 2, 2024

*Estimate timeline is 8:00 a.m. – 2:00 p.m. (Breakfast and Lunch provided)*

9:00 – 11:00 am	Managing EDO's
11:30 – 1:00 pm	Issues Luncheon #4: Topic TBD
1:00 pm	Conclusion of Course

## COURSE REGISTRATION:

We are pleased to offer our in-person Basic Course no increased rates. Registration includes all instruction, course manual and materials. Registration is required no later than March 16, 2022.

Registration will be available online. You may pay via credit card or check via this online system.

**Current OEDA Members: \$699 per person**

*Significant discounts are available for early bird registration and multiple course registrants.*

**Non-Members: \$799 per person**

*Significant discounts are available for early bird registration.*

**Join OEDA and Save: \$899**

**NEW members - Join OEDA for 2022 with your Basic Course registration and save 30% on membership!**

*Payment/Refund Policy: Payment must be received on or before the first day of the course. Registrations are refundable, less a \$50 processing fee, for cancellations made by April 14, 2023. Sorry, no refunds will be given after this date. Registrations with payment pending will be responsible for full payment if cancellation is received after March 16, 2024.*



# Upcoming City Meetings & Events February 2024



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 6:30 pm—Board of Zoning Appeals - <b>Cancelled</b>	2 	3
4	5	6 6:30 pm—Development 7:30 pm—City Council	7	8	9	10
11	12	13 7 pm—Finance Committee <b>Cancelled</b>	14 	15 6:30 pm—Planning & Zoning Commission – <b>Note Date Change</b>	16 Third Friday: Chocolate Walk	17
18	19 	20 6:30 pm –Operations Committee 7:30 pm - City Council	21	22 6 pm—Historic Downtown Advisory Commission — <b>Cancelled</b>	23	24
25	26	27 6:30 pm—Powell Development Corp	28			