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Implementation

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Implementation

OVERVIEW

The purpose of the Implementation Plan is to lay out the steps and time frame associated with the specific objectives for each plan chapter in order to advance the vision. This plan is intended to be used as a road map to help make informed decisions as they relate to plan chapters. The plan chapters and individual goals and objectives are broken down by action item, potential time frame and project partners.

Bringing the Plan to fruition will require a concerted effort from City and County staff, local organizations, stakeholders, engaged citizens, and others over the course of the next ten years. To assist and guide the process, an implementation matrix was created (exact time frames and project partners may change over time). The matrix should be reviewed regularly, and as funding, roles, and passions change within the local landscape, they should be updated within the matrix to support the implementation of the objectives and actions.

TIME FRAMES

The projects were assigned a time frame based on a number of factors including level of priority, complexity of the project, funding, and local passion for specific projects that was noted during the planning process.

Short Term - 1 to 3 years
Mid Term - 4 to 7 years
Long Term - 7+ years
Ongoing Projects

POTENTIAL PROJECT PARTNERS

This list, which updates and changes as projects are completed, contains potential partners that may be involved in various objectives and actions from this plan.

The partners include, but are not limited to:

- **Norton Leadership**
- **Norton City Council**
- **City Planning & Zoning**
- **City Economic & Community Development**
- **City Public Service**
- **City Engineer**
- **Parks & Recreation**
- **Parks and Cemetery Board**
- **Fire Department**
- **Code Enforcement**
- **South Summit Chamber of Commerce**
- **Norton City Schools**
- **Summit County**
- **Private Landowners**
- **Local Business Owners**
- **City of Barberton**
- **Ohio Department of Transportation (ODOT)**

Land Use

Goal Statement: A prosperous and balanced community that ensures small-town character, green areas, and careful planning for the growth and development of a mix of housing options, existing and emerging economic centers, and neighborhoods.

Objective 1 — Update plans and policies to align with the Future Land Use map.

	Action Items	Time frame	Project Partners
Action 1.1	Update the City's zoning code to align with the Future Land Use map, district descriptions, and regulations.	Short Term	• Norton Leadership; City Planning & Zoning
Action 1.2	Work with the Planning Commission, Board of Zoning Appeals, and City staff to regularly review the framework of the Comprehensive Plan.	Ongoing	• Norton Leadership; City Planning & Zoning
Action 1.3	Align updates to the Capital Improvements Plan with the Comprehensive Plan.	Ongoing	• Norton Leadership; City Planning & Zoning
Action 1.4	Continue to implement the strategies and action steps as outlined in the Norton Parks Master Plan.	Ongoing	• Norton Leadership; City Planning & Zoning

Objective 2 — Allow for a range of housing choices through land use planning tools and policies.

Action 2.1	Promote new residential housing on vacant and underutilized sites within developed areas.	Short Term	• Norton Leadership; City Planning & Zoning
Action 2.2	Create incentives that encourage moderately priced housing options.	Mid Term	• Norton Leadership; City Planning & Zoning

Objective 3 — Continue to grow smart and consider the rural landscape and preservation of open spaces.

Action 3.1	Ensure new annexations can be served by city utilities, infrastructure, and essential city services.	Mid Term	• Norton Leadership; City Planning & Zoning; Summit County; Private Landowners
Action 3.3	Develop conservation development provisions on environmentally sensitive properties.	Mid Term	• Norton Leadership; City Planning & Zoning
Action 3.4	Implement "green" and sustainable building development code opportunities that address smart growth policies.	Long Term	• Norton Leadership; City Planning & Zoning

Objective 4 — Maintain and enhance existing neighborhoods while growing a new mix of residential options that attract and serve a diverse population.			
Action 4.1	Reinforce existing neighborhood identity with direct linkages to parks, civic spaces, and commercial centers.	Mid Term	• Norton Leadership; City Planning & Zoning; Parks & Recreation
Action 4.2	Locate smaller neighborhood commercial uses along major corridors and within walking distances of residential uses.	Short Term	• Norton Leadership; City Planning & Zoning
Action 4.3	Concentrate residential development in the appropriate land uses as indicated in the Future Land Use map.	Short Term	• Norton Leadership; City Planning & Zoning
Objective 5 — Support development in the identified Focus Areas.			
Action 5.1	Promote the development of the Downtown Core Focus Area.	Ongoing	• Norton Leadership; City Planning & Zoning; Private Landowners; Norton City Schools
Action 5.2	Continue to grow the Flex Industry Focus Area.	Ongoing	• Norton Leadership; City Planning & Zoning; Private Landowners
Action 5.3	Strategically grow the South Cleveland Massillon Road corridor Focus Area.	Ongoing	• Norton Leadership; City Planning & Zoning; Private Landowners; Norton City Schools

Housing & Economy

Goal Statement: A community with diverse housing options for all income levels and age ranges which builds community, improves quality of life, and attracts residents and businesses.

Objective 1 — Continue to study housing in Norton.

	Action Items	Time frame	Project Partners
Action 1.1	Work with local organizations to create educational materials to articulate the housing needs in the City.	Short Term	• Norton Leadership; City Planning & Zoning; City Community & Economic
Action 1.2	Promote a mix of housing options (e.g. single-family, townhomes, flats, multi-family, etc.) that cater to and align with the changing demographic and market demands, specifically young professionals, new families, and seniors.	Ongoing	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 1.3	Maintain up-to-date statistics on the housing demand and typologies offered.	Mid Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 1.4	Update or amend zoning regulations that outline design and landscape standards for new housing or mixed-use developments which align with the community fabric.	Mid Term	• Norton Leadership; City Planning & Zoning

Objective 2 — Strengthen existing residential neighborhoods in Norton.

	Action Items	Time frame	Project Partners
Action 2.1	Investigate and consider establishing historic districts focused on significant architecture and community history.	Mid Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 2.2	Consider additional staff to assist in code enforcement and overall preservation of the existing housing stock.	Mid Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 2.3	Invest in code enforcement personnel and training to maintain and improve housing.	Mid Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 2.4	Promote the long-term maintenance of housing through programs to assist property owners with property maintenance and renovations.	Mid Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 2.5	Support rental property owners and tenants in maintaining safe, code-compliant properties through continued enforcement of codes, the use of grants, and other incentives.	Ongoing	• Norton Leadership; City Planning & Zoning; City Community & Economic Development

Objective 3 — Target higher density residential development in focus areas and areas identified in the future land use map.			
Action 3.1	Promote residential and mixed-use development in the downtown core and south Cleveland Massillon Road corridor focus areas.	Long Term	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Action 3.1	Continue to find opportunities to add higher density residential in areas identified within the Future Land Use map.	Ongoing	• Norton Leadership; City Planning & Zoning; City Community & Economic Development
Objective 4 — Support workforce development initiatives to grow the local economy.			
Action 4.1	Engage and invest in the community's network of economic development organizations and offices to support programming to match workforce development resources with employers.	Short Term	• Norton Leadership; City Planning & Zoning; South Summit Chamber of Commerce; Summit County
Action 4.2	Partner with other governments, institutions, and economic development-oriented nonprofits to study opportunities to support and grow the ecosystem for entrepreneurs.	Mid Term	• Norton Leadership; City Planning & Zoning; South Summit Chamber of Commerce; Summit County
Action 4.3	Brand and market the community consistently across city departments to retain and attract a changing workforce and also visitors (i.e. traditional onsite workers, remote, freelance, start-up.).	Long Term	• Norton Leadership; City Planning & Zoning; South Summit Chamber of Commerce; Summit County
Action 4.4	Conduct surveys of the business community to help determine the state of the evolving workplace and economy and consider implementing needs identified in, or responsive to the survey.	Mid Term	• Norton Leadership; South Summit Chamber of Commerce
Action 4.5	Expand relationships with owners of office, commercial, and industrial centers to monitor vacancy levels and assist in identifying suitable tenants of future owners/users.	Ongoing	• Norton Leadership; City Community & Economic Development
Objective 5 — Continue to build and implement a wide variety of economic tools and strategies.			
Action 5.1	Continue to engage with the business community on a regular basis to address specific needs.	Ongoing	• Norton Leadership; City Community & Economic Development
Action 5.2	Continue to partner with neighboring municipalities to create joint economic development strategies benefiting multiple jurisdictions.	Ongoing	• Norton Leadership; City Community & Economic Development; City of Barberton
Action 5.3	Expand opportunities to connect entrepreneurs and business owners with leaders and investors in the City to facilitate investment in the local economy.	Ongoing	• Norton Leadership; City Community & Economic Development
Action 5.4	Continue to promote the expansion of the flex industry properties (as identified in the future land use map) by encouraging a variety of business types and emerging sectors.	Ongoing	• Norton Leadership; City Planning & Zoning; City Community & Economic Development

Action 5.5	Direct programs for small businesses to fill vacant spaces in commercial centers.	Short Term	• Norton Leadership; City Community & Economic Development
Action 5.6	Create a portfolio of incentives for potential development or redevelopment of key properties.	Mid Term	• Norton Leadership; City Community & Economic Development
Action 5.7	Continue to consider offering tax incentives (e.g., tax abatements, tax increment financing, TIFF, JEDD, etc.) to attract, retain, or expand businesses.	Ongoing	• Norton Leadership; City Community & Economic Development
Action 5.8	Research programs and policies that support temporary outdoor dining and place-based enhancement efforts.	Short Term	• Norton Leadership; City Planning & Zoning; Local Business Owners
Action 5.9	Collaborate with local businesses to develop shared goals for place branding, signage, and pedestrian-scale improvements.	Mid Term	• Norton Leadership; City Community & Economic Development; City Community & Economic Development Local Business Owners
Action 5.10	Promote public private partnerships as a tool to support future tax-generating growth opportunities.	Short Term	• Norton Leadership; City Planning & Zoning

Mobility & Infrastructure

Goal Statement: A safe, efficient, and balanced transportation network that includes a variety of mobility choices, connects land uses, enhances the environment, and improves quality of life for those who live and work in the community.

Objective 1 — Continue to expand and implement infrastructure that supports existing and new economic activities.

	Action Items	Time frame	Project Partners
Action 1.1	Plan for and extend/upgrade utilities to facilitate new development and infill.	Long Term	• Norton Leadership; City Planning & Zoning; City Engineer; City Public Services
Action 1.2	Determine feasible solutions to maintain and expand City services (i.e. water & sewer).	Ongoing	• Norton Leadership; City Planning & Zoning; City Engineer; City Public Services

Objective 2 — Implement strategies to improve and expand roadways.

Action 2.1	Manage or reduce access points or major corridors to ensure efficient flow of traffic and access to commercial properties while promoting pedestrian safety.	Ongoing	• Norton Leadership; City Planning & Zoning; ODOT
Action 2.2	Require traffic impact studies for new development proposals as appropriate.	Short Term	• Norton Leadership; City Planning & Zoning; City Engineer; ODOT
Action 2.3	Clearly identify trucking routes in the City for all modal users.	Short Term	• Norton Leadership; City Planning & Zoning; ODOT

Objective 3 — Enhance the walkability within the downtown district to safely connect people to places.

Action 3.1	Continue to repair and expand the sidewalk network to residential development, open/park spaces, destinations, and neighborhoods in the city.	Ongoing	• Norton Leadership; City Planning & Zoning; City Engineer; ODOT
Action 3.2	Enhance gateways along entry corridors, key locations, and districts to welcome visitors and residents.	Mid Term	• Norton Leadership; City Planning & Zoning; ODOT

Action 3.3	Update landscaping standards and requirements along primary corridors to reduce traffic noise and improve safety and comfort for pedestrians (See Downtown focus area).	Short Term	• Norton Leadership; City Planning & Zoning

Objective 4 — Promote best practices in transportation planning.

Action 4.1	Implement safe and efficient roadway design standards.	Short Term	• Norton Leadership; City Planning & Zoning; ODOT
Action 4.2	Explore the feasibility of roundabouts at key intersections to improve safety and traffic flow.	Mid Term	• Norton Leadership; City Planning & Zoning; ODOT
Action 4.3	Coordinate the implementation of bike infrastructure along identified local and regional routes.	Mid Term	• Norton Leadership; City Planning & Zoning; ODOT
Action 4.4	Support mixed-use development with shared parking requirements.	Mid Term	• Norton Leadership; City Planning & Zoning
Action 4.5	Consider updates to the zoning code to incorporate anticipated changes in parking requirements, curbside management, and drop-off zones.	Short Term	• Norton Leadership; City Planning & Zoning
Action 4.6	Asses existing right-of-way within the downtown to identify opportunities to expand sidewalk width and improve pedestrian accessibility.	Short Term	• Norton Leadership; City Planning & Zoning; City Public Services, Private Landowners
Action 4.7	Explore participating in Ohio Department of Transportation's Safe Routes To School program to improve pedestrian safety and encourage walking and biking to school.	Short Term	• Norton Leadership; City Planning & Zoning; ODOT
Action 4.8	Prioritize intersection and crossing improvements in high-traffic areas, explore curb extensions, crosswalk visibility, and ADA compliance.	Long Term	• Norton Leadership; City Planning & Zoning
Action 4.9	Establish and phase long-term pedestrian infrastructure improvements to support continuous and accessible walking routes throughout and connecting to downtown.	Mid Term	• Norton Leadership; City Planning & Zoning

Community Identity

Goal Statement: A City that embraces and connects people to small-town values while fostering development that promotes a live, work, and play model for the future.

Objective 1 — Retain and promote a rural and agricultural history and character, and small-town character

	Action Items	Time frame	Project Partners
Action 1.1	Continue to evaluate and adopt policies that align with the future land use plan and help promote a small-town, rural character.	Short Term	• Norton Leadership; City Planning & Zoning
Action 1.2	Partner with developers to create projects that reflect Norton's rural and small-town character.	Mid Term	• Norton Leadership; City Planning & Zoning

Objective 2 — Promote activities that build social capital and character

Action 2.1	Support local community efforts and organizations by providing services to create safe and successful events.	Short Term	• Norton Leadership;
Action 2.2	Develop and implement strategies to market and promote activities and events throughout the City to audiences both within and outside the community.	Mid Term	• Norton Leadership; Norton City Council
Action 2.3	Support and initiate activities that help brand the City, seasons, holidays, and the local community (i.e. holiday banners, lights, etc.)	Short Term	• Norton Leadership;
Action 2.4	Promote, support, and implement special events that brand the local community through celebration of seasons, holidays, and other important milestones and more.	Short Term	• Norton Leadership; Norton City Council

Focus Area - Downtown Norton

Goal Statement: Create a vibrant and identifiable 'Downtown Norton' that serves as the heart of the community - blending diverse land uses, celebrating local identity, and seamlessly connecting to adjacent neighborhoods.

CREATE COMMUNITY SPACES WITH A FOCUS ON ENTERTAINMENT

Provide opportunities for public art, community gatherings and social relations by developing a variety of public spaces such as parks, dining and entertainment areas, and pedestrian-friendly connections.

BE A CONNECTED COMMUNITY

Develop a network of walkable paths and gathering places that support healthy lifestyles, improve mobility, and strengthen social connections.

ENCOURAGE ECONOMIC GROWTH

Encourage innovative strategies that stimulate economic development, support local businesses, and enhance the downtown's fiscal health and quality of life, while respecting existing land uses.

STRATEGIZE DOWNTOWN DEVELOPMENT

Conduct a comprehensive Downtown Master Plan to guide the long-term revitalization and growth of Downtown Norton.

Action Items
Use the Master Plan to guide future investment, support funding applications, and coordinate zoning, design, and economic development strategies.
Promote Downtown to developers and investors through targeted marketing and promotional materials.
Explore funding through federal grants, TIF, and other means to support infrastructure improvements and future development.
Review and update zoning requirements to align with the vision of the focus area.
Strategically acquire key parcels to support coordinated development and improvements.
Encourage infill development that strengthens economic vitality and livability.
Create a signature public space for arts, entertainment and gathering.
Enhance Downtown's streetscape to provide safety and visual identity.
Support local businesses and provide additional community activities year-round.
Develop a Downtown Norton branding strategy to unify marketing, signage, and online presence.

Focus Area - Flex Industry Core

Goal Statement: Strategically invest and expand the flex industry land use as a hub for innovative indsutry, manufacturing, and commercial uses, leveraging its location and proximity to the region.

ENCOURAGE ECONOMIC GROWTH

Offer creative ways to encourage economic growth and development that improve the community's fiscal health and quality of life, while respecting existing land uses.

PROMOTE REGIONAL PROXIMITY

Capitalize on the corridor's location along Interstate 76 and Wadsworth Road to attract industrial, flex, and logistics-based businesses seeking regional connectivity.

FOSTER CREATIVE SOLUTIONS

Encourage sustainable building and site design through incentives for green infrastructure and LEED certification.

Action Items
Develop promotional materials that showcase the corridor's location advantages, available sites, and local incentives.
Conduct site-readiness evaluations to prioritize catalytic redevelopment opportunities.
Explore funding through federal grants, TIF, and other means to support future investment and public improvements.
Review and update the zoning regulations to support light manufacturing, logistics, and flex space uses.
Improve roadway infrastructure and intersections to support increased truck traffic and improve safety.
Extend water and sewer infrastructure to accommodate future industrial expansion.
Collaborate with regional partners (e.g., Team NEO, JobsOhio) to attract advanced manufacturing, tech, and logistics businesses
Continue to expand and enhance city infrastructure to support existing and future business growth.

Focus Area - South Cleveland Massillon Corridor

Goal Statement: Reimagine the corridor as a vibrant, mixed-use gateway that supports thoughtful infill development, enhances walkability and comfort, and elevates the corridor's visual identity - creating a cohesive and welcoming environment that reflects the City's character and connects its neighborhoods.

ENCOURAGE ECONOMIC GROWTH
Support local development by attracting and encouraging a diverse mix of downtown uses.

BE A CONNECTED COMMUNITY
Create a well-designed multi-modal streetscape that promotes safety and links businesses together to make them more accessible.

CREATE COMMUNITY SPACES
Provide opportunities through a well-balanced mix of dining, gathering, and event spaces through well-designed streetscapes and plazas.

STRATEGIZE CORRIDOR DEVELOPMENT
Conduct a detailed corridor study to evaluate current conditions, identify redevelopment opportunities, assess infrastructure needs, and establish a unified vision for the South Cleveland Massillon corridor.

Action Items
As part of the study, assess the need to acquire additional right-of-way to expand sidewalks and landscaping buffers.
Conduct a traffic assessment for a comprehensive analysis on the roadway configuration.
Create a cohesive streetscape design with a landscape buffer, continuous sidewalks, pedestrian-scaled lighting, branding elements, and other furnishings.
Market the corridor to small businesses and entrepreneurs, highlighting improved infrastructure and visibility.
Use the corridor study to guide future investment, support funding applications, and coordinate zoning, design, and economic development
Explore funding through federal grants, TIF, and other means to support future investment and public improvements.
Update zoning to support mixed-use and pedestrian friendly development.
Strategically acquire parcels to help facilitate the overall development of the corridor.
Create a corridor overlay district with design guidelines that preserve character, improve quality, and support infill development.
Enhance connections by expanding walkability and safe paths to the downtown core.