



DESTINY 2020 Comprehensive Plan

PREPARED FOR
CITY OF NEWARK

DECEMBER 16, 2002

Acknowledgements

COMPREHENSIVE PLAN DRAFT

July 11, 2002

City Council Members

Bruce Bain
David S. Forgrave
Cheri Hottfinger
Bob Diebold
A. Kaye Hartman
Rick Henderson
Kurt Harden
Doug Marmie
William J. Rauch

Outreach and Publicity Committees

Billie Allen
Andrew Baker
Rennie Bare
Julie Barrett
Jeremy Blake
Alan Cecutti
Greg Dawson
John Demberger
Bob Diebold
Jeff Fietsam
David Forgrave
Frank Giovannelli
Glenda Hampton
Michael Hendershot
Pete Jacks
Rita Jackson
Curtis Johnson
Jim Lukens
Lee Manogg
Chris McWilliams
Frances Owens
Kathryn Phillips
William Rauch
Becky Rescola
Connie Rutter
Ryan Sims
J.P. Stephens
Lois Tower
Scott Walker
Ray Wilson
Kristi Woolard

Steering Committee

Chris Keefe
Anthony Lewis
Larry Ashcroft
Brian Boehmer
David Forgrave
Frank Giovannelli
Herb Gregg
Roger Hegemier
Michael Hendershot
Doug Hiatt
Curtis Johnson
Pat LeBold
Jim Lukens
Jim Moerman
Dennis Rogers
Tom Sims
J.P. Stephens
Scott Walker
Ray Reisbeck
Billie Allen
Michell Bradbury
Judith Carr
Glenda Hampton
Rita Jackson
Marvella McClusky
Melissa Overly
Becky Rescola
Connie Rutter

Administration

Valerie Hans, Economic Development Director

DEDICATION

Stephen M. Hoar
DESTINY 2020 Task Force Member

Prior to the completion of DESTINY 2020, the Newark community lost one of its most highly regarded, dedicated, and caring members. Stephen "Steve" Hoar, a community activist, youth leader, and DESTINY 2020 task force member, passed away on October 1, 2002.

Stephen was a positive role model and his selfless contributions to his Community shall be greatly missed. He was devoted to the youth of the Community and was emphatic about the core moral values the Boy Scouts of America played in shaping the character of young men. His credentials included that as District Commissioner of the Simon Kenton Council of the Boy Scouts of America. He was an honored recipient of the prestigious Eagle Scout Award. In addition, Stephen served as the proficiency tutor and technology coordinator at Newark Catholic High School and was heavily involved in the Saint Francis DeSales Church and school.

Stephen Hoar was by all definitions of the word, a man of "Honor, Integrity, Determination, and Principles." He always stood up for what he believed in and was willing to do whatever was necessary to defend a just cause. Certainly DESTINY 2020 is a prime example of Steve's willingness to act upon a cause that was important to him and also his Community. It was his unselfish act of standing up at City Council to volunteer to lead the effort that would ultimately produce the DESTINY 2020 Community Plan.

No one asked him to do this. He did not sit there and insist that our City government fix the problems that were confronting it. No, instead he simply said of his own free will "We the people, the citizens of Newark, will take on this task." From that day forward, Stephen Hoar began to assemble the leadership, direction, vision, and citizens to produce a long range comprehensive plan for the City of Newark.

To Steve's credit, we the Task Force Members can proudly say that we accomplished the goal. We the people have provided the City of Newark and its citizens with a professional, well-conceived, long-range plan. We did it with the support, input, and dedication of hundreds of Newark citizens. But let us not forget the ONE CITIZEN who stood up first and said, "We will do this!"

Thank You Stephen Hoar.

Table of Contents

1. Introduction
2. Executive Summary
- Plan Elements**
3. Land Use
4. Environment and Natural Resources
5. Transportation
6. Community Facilities
7. Economy
8. Implementation
9. Appendices
 - A. Demographics
 - B. Land Use
 - C. Natural Resources Inventory/Mapping
 - D. Transportation Existing Conditions Report
 - E. Existing Economic Trends and Conditions Report
 - F. Fiscal Conditions
 - G. Public Involvement

1. Introduction

A. History

In June of 2000, the City of Newark, together with a citizen-based task force began the comprehensive planning process that would later be known as DESTINY 2020. The Plan stemmed from the acknowledged need for strategic growth in the rapidly expanding north end of Newark. Instead of focusing efforts on a specific area of the City, it was decided that Newark needed an inclusive planning document that addressed all the needs of the City and its residents. The previous planning document, the Comprehensive Master Plan, was completed in 1964, and held no relevance to the City's current issues.

The City selected a planning consultant, ACP-Visioning & Planning, Ltd., to develop a comprehensive planning process based firmly on citizen participation that would enhance the Community's overall quality of life. A 30 member Comprehensive Plan Steering Committee was formed to represent the general population and provide guidance to the consulting team throughout the planning process.

DESTINY 2020 is many things to Newark. It is the Community's broadest policy document. It takes inventory of the existing conditions within the City (land use, demographics, utilities, environment, and transportation) while examining what the residents enjoy about the City

and what they feel Newark is lacking. The Plan also establishes the groundwork for future policies that guide decision making over the next 20 years and provides the implementation strategies on how to achieve the objectives formed throughout the planning process. Above all, DESTINY 2020 is what the citizens envision as Newark's future.

For a plan to be effective, the Community must first and foremost own it. The Plan cannot be a document that sits on a shelf but one that is utilized on a regular basis and updated regularly. To make this happen, the DESTINY 2020 process included an extensive public involvement process. The goals and the principles of the DESTINY 2020 Plan were driven by the concerns and ideas of Newark's residents. This in turn, helped the Community come together and form a consensus around a common vision to own and strive for over the coming years.



Newark Regional Map

B. Regional Context

Newark, the county seat of Licking County, is located on the fringe of the rapidly expanding Greater Columbus region. Over the last ten years, eastern Licking County has experienced a great amount of growth that led the County to be the 14th fastest growing county in Ohio in 2000. As the suburban type development progresses closer to Newark, the City becomes more closely associated with Columbus and less as an entity of its own. Newark is also part of the Columbus Metropolitan Statistical Area, further linking the City to the Greater Columbus region.

C. Organization of the Plan

Following the Introduction is “Chapter 2: Executive Summary”, which serves as an overview of the key recommendations, policy foundation (including goals and principles) and implementation of the Plan.

Chapters 3 through 8 concentrate on each element of the Plan. These include Land Use, Environment and Natural Resources, Transportation, Community Facilities and Services, Economy, and Implementation. Each chapter presents a goal for each element, an overview of the element, key findings, objectives, and strategies.

While each element is presented individually, all elements are interrelated. A decision concerning one aspect of the plan could have ramifications upon many other elements. Recognition that different parts of the Plan are related is important in order to achieve all the goals of the Plan and successfully increase the overall quality of life within Newark.

Following the Plan elements is Chapter 9, the Appendix. This chapter contains supporting data developed as part of the planning process including existing conditions reports for each Plan element, the public involvement summary, and ideas collected during the public involvement process.

All materials involved in the DESTINY 2020 process are part of public record and are available for review at the City of Newark Municipal Building.

2. Executive Summary

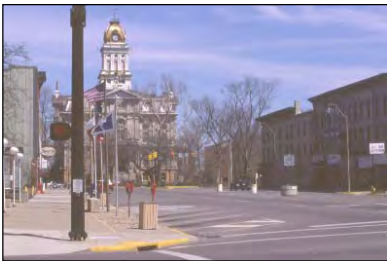
A. Introduction

In the year 1802, 4,220 acres west of the North Fork of the Licking River were bought from Revolutionary War soldiers and settled. That land would eventually become modern-day Newark, Ohio. The first log homes were built around the present Courthouse Square and the new settlement was named after and laid out according to the City of Newark, New Jersey. 200 years later, the City has grown and progressed considerably. Newark currently incorporates over 13,000 acres and has grown from 15 to 20 families in 1804 to 46,279 residents in 2000.

Though modern-day Newark faces issues similar to many cities comparable in size, the City has many great things to offer as well. When asked what they treasured most about their City, Newark residents overwhelmingly spoke of Newark's sense of community, friendliness of neighbors, and "small town feel". In the year of its Bicentennial, Newark has come together as a Community to plan its future. With potential encroachment of suburban growth from the Columbus area and an ever-changing economy, the citizens of Newark look to DESTINY 2020 as a key to preserving this unique quality of life for future generations.



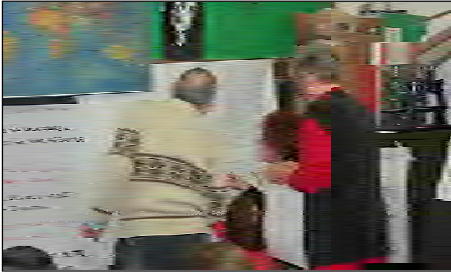
Over the last 200 years, Newark has seen a sizable amount of growth and change. The two photos depict how West Main Street in Downtown Newark looked at the turn of the 20th and 21st Centuries.



B. B. Process

There are three major components to the DESTINY 2020 planning process: assemblage and analysis of the existing conditions data; development of the goals, objectives, and strategies; and preparation of the plan. The public involvement aspect was woven throughout the three phases of the plan to fulfill the commitment of assuring an open and receptive planning process for everyone who lived or worked in Newark. Outlined below are the key highlights of the DESTINY 2020 planning process.

- **October 2001 — Project Kick-Off:** Over 60 residents, the Task Force members, and the Consulting team gathered at the Downtown Public Library to kick off the Comprehensive Master Plan process. The Consulting team gave a presentation outlining the planning process, answered questions, and heard concerns from the participants. At the end of the Project Kick-Off meeting, participants were asked to fill out a treasure card and list what they most treasured about Newark.
- **January and February 2002 — Idea Gathering Meetings:** Three public Idea Gathering Meetings and two youth sessions were held throughout the Newark Community. The citizen-based publicity and outreach committees spent the proceeding weeks choosing a name for the plan, organizing, and publicizing the meetings. In all, over 400 ideas were collected. In addition, the areas in Newark, which residents felt were “good” places that needed to be preserved and “bad” places that needed improvements were identified.
- **February 2002 — Goal Setting Workshop:** The purpose of the Goal Setting Workshop was to come up with six goals that would act as the policy foundation for DESTINY 2020 based on the 400 ideas generated from the Idea Gathering Meetings. The Steering Committee was divided into groups and asked to take the organized ideas for each category and turn them into a goal statement. Each group was responsible for two goals. Once the public reviewed the goals, the City Administration, the Steering Committee, and City Council recommended them for adoption on June 27, 2002.
- **March 2002 — Land Use Scenario Workshop:** The Land Use Scenario Workshop’s intention was to present the land use principles, which resulted from the “good” places, “bad” places exercise, to the Steering Committee. Also presented, were the land use development obstacles that the City currently encounters and the land use scenario map that serves as a key component of the Future Land Use Plan element.



Citizens participate at a January Idea Gathering Meeting held at Roosevelt Middle School.

- **April 2002 — Community Summit:** The Community Summit, held over a two day time period, was broken into three components. On the first night, a public meeting was held to share key findings from the existing conditions and present a draft of the Future Land Use Scenario Conceptual Plan to the general public. During the following day, nearly 50 key stakeholders throughout the Newark Community participated in focus groups. The land use scenario was presented to each group and the participants were given the opportunity to give an opinion based on their specific knowledge of the City. On the second night, the Steering Committee held a meeting to discuss the results of the Community Summit.
- **July 2002 – September 2002 — Steering Committee Review of Draft Plan:** Three meetings were held throughout the summer to allow the Steering Committee to review the Draft Plan document and recommend any changes that should be made.
- **August 2002 — Community Open House:** An Open House was held on August 20th to present the Draft Plan recommendations and strategies. Approximately 45 people attended the four-hour event and were provided comment cards to recommend any changes to the Draft Plan.
- **December 2002 — Adoption of DESTINY 2020:**

C. Key Recommendations

Newark is an extraordinary community, rich in history, as well as cultural and natural resources. It is a fertile ground for growth and change with a solid downtown core and a variety of neighborhoods offering a broad selection of housing. It also has many of the qualities of a small community appreciated by existing residents and sought after by future ones looking for an alternative place to raise a family. It is these qualities that make Newark unique and are the focus of this Plan. The following outlines the key recommendations of the Plan:

- **Designate implementation or “action” committee/task force:** It is important to maintain the momentum generated by the plan to assure implementation. Successfully implementing the plan also requires sponsorship by those who have been involved in the planning process and others that have shown an active interest. This task force should be charged with familiarizing various groups responsible for implementing the strategies, including City departments and other stakeholders in the community, as soon as possible after the plan is adopted. Progress should be documented in an annual report to the community.

- **Enhance community appearance:** Throughout the planning process, residents expressed strong concerns about the community’s condition and appearance. The community is divided into two realms: public and private. The public realm includes properties owned by government and other public entities and the right-of-way. The private realm includes everything else. In addition to a general clean up, improvements to the public realm should be targeted at major roadway corridors specified in the plan and include curb, gutter and sidewalk repair or replacement, street tree planting, lighting and other pedestrian amenities. In the private realm, the City’s existing property maintenance codes should be reevaluated in light of Plan recommendations with enforcement, in targeted neighborhoods, shared by residents and responsible City departments. Neighborhoods that are successfully “turned around” should be formally recognized by the City in appreciation of their efforts.
- **Institute fiscal management policies:** The deteriorating condition of certain properties, the use of tax abatement for new residences, and the drain of income to outlying areas have gradually eroded the City’s tax base. Funds for capital improvements are allocated on an ad hoc basis from the inappropriate funds balance. Reinvesting in older, declining areas of the community, reevaluating the use of tax abatements, boosting economic development efforts, and instituting long-term life cycle planning, are among several methods recommended to enhance fiscal resources.
- **Establish formal business retention and expansion program:** Existing businesses within Newark are the City’s ambassadors to the larger business community. A strong program cultivates the relationship between the City and area business by responding to their immediate needs. The businesses, in turn, can help support the community’s economic development objectives by expanding and encouraging other businesses to locate in the community.
- **Upgrade and extend utilities in strategic locations:** Adequate utility service is essential to community growth and redevelopment. The City’s utility system (sewer and water) does not serve the entire community and lines in older areas of the City need to be upgraded. Several areas ripe for commercial and industrial development are outside the City limits and will require annexation and the extension of utilities prior to development. The recommendations in the City’s recently completed Sewer and Water Master Plan should be included in the City’s proposed capital improvements program

- **Revise development regulations:** The City’s development regulations, including both the zoning and subdivision codes, will require revision to accommodate the Plan’s recommendations. This includes changes to the range of permitted uses within each zoning district, the creation of overlay districts for certain corridors, the establishment of a new planned mixed use district, and the addition of new development standards for the balance of the community.
- **Manage traffic flow:** Traffic flow at peak times in the community is congested and there are a significant number of tractor-trailer trips through community neighborhoods in route to the interstate system. Implementing access management policies in the short term will help alleviate congestion without the costly expansion of major roadways. Major improvements in the mid-to-long term include a connector linking the northwest side of Newark with the northeast side and a limited access roadway bypass on the west side to alleviate truck traffic.
- **Balance land uses:** With the exception of a few infill sites within the community, there is very little flat, easily accessible land available for development. Most of the land has been consumed by residential growth at significantly lower densities than the older areas of the City. The remaining land outside the City is constrained by topography and limited utility service. The plan outlines a proportionate method of balancing the City’s major land user – residential units – between areas within the City and areas currently outside but contiguous to the City. Commercial and industrial development is also distributed between the reuse of older, underutilized sites and new development along the major roadway corridors.
- **Adaptively re-use existing commercial and industrial sites and facilities:** A number of Newark’s historic commercial and industrial sites and buildings are vacant and in need of rehabilitation. These facilities should be used for other activities more compatible with the surrounding neighborhoods and consistent with Newark’s recommended economic development objectives. Redevelopment of these areas as mixed-use employment centers will eventually spur investment in new and rehabilitated housing within the adjacent residential “industrial” neighborhoods. A mixed-use development is defined as a tract of land or building or structure developed for two or more different uses such as, but not limited to residential, office, manufacturing, retail, public, or entertainment.

D. Policy Foundation of the Plan

The DESTINY 2020 policy foundation is the outcome of a broad community visioning and planning process. The City felt that the Plan must be a product of the Newark residents' desire for the future and led the citizen based publicity and outreach efforts that strived to obtain the public's input. DESTINY 2020 has a three-layer hierarchy for which the policies are based:

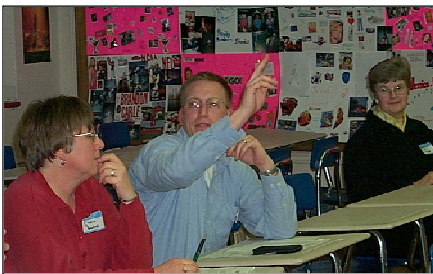
- **Goals** – Goals are broad-based policy statements developed for the six elements of the Plan. A goal is a desired outcome expressed in simple terms.
- **Objectives** – Objectives indicate a more specific policy direction and help organize the strategies in each element.
- **Strategies** – Strategies are the detailed actions recommended to support the goals and are necessary to complete an objective.

The Plan has multiple objectives for each goal and multiple strategies for each objective. The three-layer hierarchy for each element is outlined in further detail in the following chapters.

1. Goals

The goals of the Plan were derived from the 400 ideas gathered during three public Idea Gathering Meetings held throughout the Community and two youth meetings held at Newark Catholic High School and Newark High School. During the February 28, 2002 Goal Writing Workshop, the Steering Committee separated into three groups and developed general goals that expressed the public's desired outcome for each of the six Plan elements. The six goals are listed below.

- **Land Use:** Effective, efficient and proactive use of land that supports improving the fiscal health of the City, enhancing community appearance, improving citizen interaction, providing housing choices, promoting historic preservation, continuous improvement of the downtown and new places.
- **Environment and Natural Resources:** Abundant green space throughout the community – including visible greenspace in new development and protection of existing natural resources and agricultural land.
- **Transportation:** A well-planned and maintained infrastructure system that has excellent traffic circulation, conveniently connecting its citizens and offering appropriate access management, signage and easily accessed affordable public transportation within the City and to the region and State.



A Newark resident expresses one of over 400 ideas gathered during the public involvement process in which the goals of DESTINY 2020 were derived.

- **Communities Facilities and Services:** Outstanding community facilities and services that are coordinated with development, provide a variety of affordable activities for youth, embrace cultural diversity, and support first-class educational and healthcare opportunities for all.
- **Economy:** An economically healthy City, offering broad educational opportunities, creating a more competitive and productive work force, to maintain and attract diverse employment opportunities that will support a balance of industrial, commercial, and residential development.
- **Implementation:** Dedicated implementation of the adopted Comprehensive Plan that promotes citizen involvement and active leadership, to ensure the progress, development, and enforcement of higher quality community standards.

2. Principles

The principles of the Plan are the basis upon which the Future Land Use Plan was developed. Principles are statements of purpose that describe the direction of future development and redevelopment as outlined in the Land Use Plan. The eleven principles are the result of the work completed at the Idea Gathering Meetings and the Goal Writing Workshop and are listed below.

- Physically connect the community by encouraging walking, biking and other forms of affordable transportation.
- Consider the importance of downtown character and economic viability as a priority in the redevelopment of adjacent properties and neighborhoods.
- Utilize land and capital resources efficiently by building at higher densities and integrate compatible land uses where possible.
- Protect and enhance existing viable neighborhoods and places.
- Provide open space within new development and protect existing natural resources.
- Put infrastructure improvements (adequate utilities, roadway access, and capacity) in place prior to development or redevelopment.
- Discourage development along steeply sloping hillsides and within riparian corridors.
- Utilize greenways along riparian corridors as an alternative method of linking community.

- Reinvest in areas with existing infrastructure that have demonstrated capacity as an alternative to building new infrastructure.
- Transition or buffer less intense uses from more intense uses.
- Evaluate impact of new development on fiscal resources.

E. Implementation

The DESTINY 2020 Planning process is based on an 18-year timeframe, ending in the year 2020. At the end of each chapter, the Plan identifies the responsible parties and timeframes in which implementation should occur for each specific strategy. A summary table in Chapter 8 presents a condensed version of the implementation strategies. Outlined below are the timeframes to be followed for each implementation recommendation.

- Immediate: 2002
- Short Term: 2003 - 2005
- Mid Term: 2006 - 2010
- Long Term: 2011 - 2020
- Ongoing: Currently in progress and/or to be continued once initiated.

3. Land Use

A. Goal

Effective, efficient and proactive use of land that supports improving the fiscal health of the City, enhancing community appearance, improving citizen interaction, providing housing choices, promoting historic preservation, continuous improvement of the downtown and new places.

B. Overview

The land use element is a significant component of DESTINY 2020. Unlike 40 years ago, Newark has limited options of easily developable land inside the City and must make wise, well planned choices on how future development occurs due to land use constraints. Redevelopment of parcels within older, established neighborhoods, where infrastructure exists and City services are already provided, is a viable option to combating the issue of having a restricted amount of undeveloped land. Redevelopment within the City is also economically beneficial for Newark since making better use of the current underutilized land could potentially add jobs or boost property values.

This chapter addresses the characteristics of Newark's land use. In addition to a general summary of how the land is currently being used, this chapter provides general guidance on future land use decisions, including

where the development or redevelopment should be directed and what types of uses would be best suited for the land.

C. Key Findings

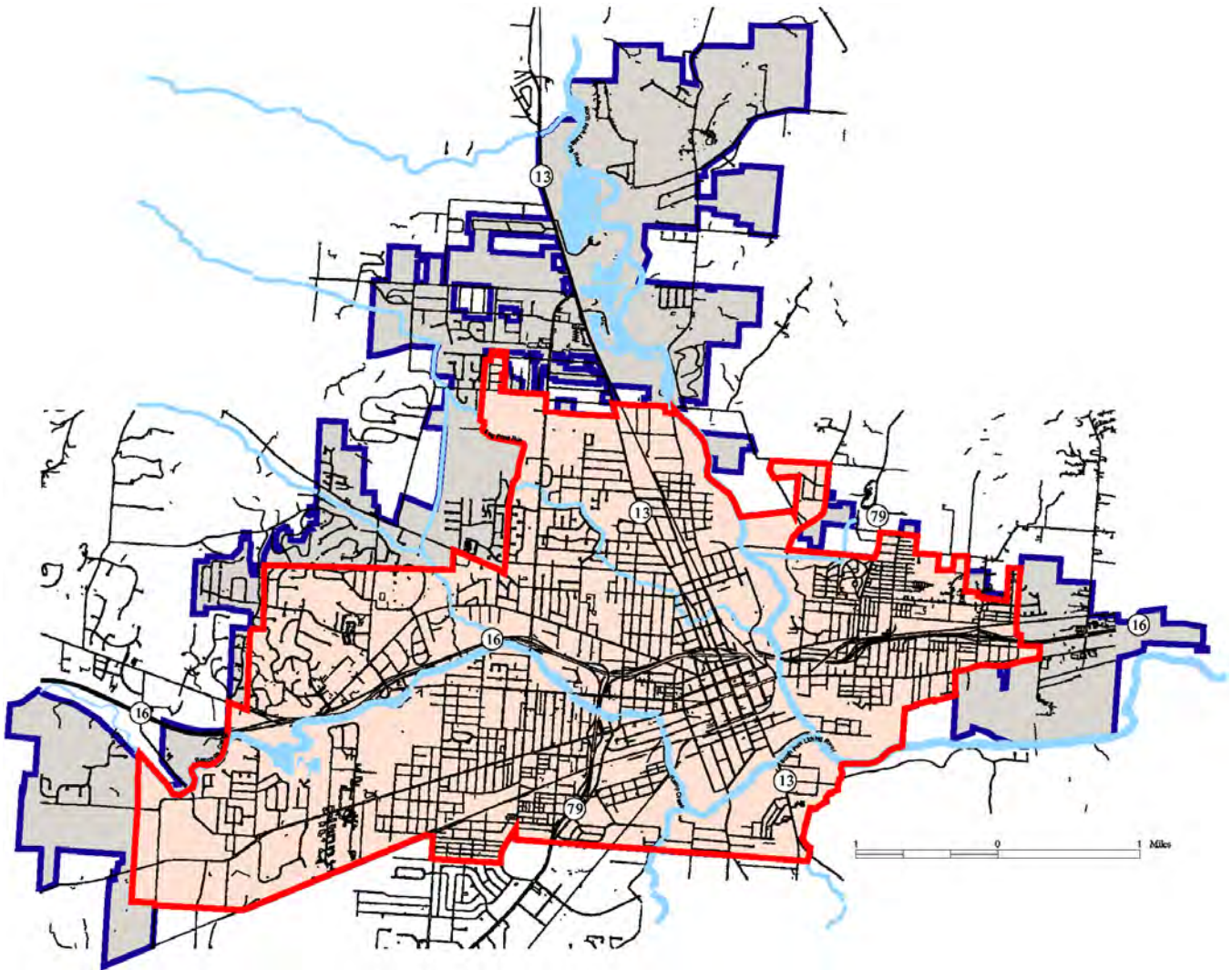
- Land Use Characteristics:** Over half of the approximately 20.4 square miles that Newark encompasses is used for residential purposes. The recent trend has been a shift from more traditional neighborhood developments to newer, suburban style residential subdivisions. This development pattern is illustrated in the land use map, which also shows how the land use patterns have changed from smaller, assorted uses to larger, single use parcels. The current land use percentages are illustrated in the table below.

2001 Newark Land Use		
Land Use Value	Acres	Percentage
Agriculture	422	3.3%
Commercial	359	2.8%
Central Business District	156	1.2%
Industrial	1,073	8.4%
Multi-Family	457	3.6%
Office	215	1.7%
Public / Institutional	644	5.0%
Private Recreation	222	1.7%
Parks and Recreation	516	4.0%
Single Family	5,976	46.8%
Utility	138	1.1%
Vacant	2,588	20.3%

Total acres include streets and transportation corridors

Source: ACP, 2001

- Limited Developable Land:** Due to many land use planning parameters, the City of Newark has little easily developed flat land left within the Corporate Boundaries. Such land use limitations include the following: floodplain areas adjacent to Downtown and along other sites in the City and sloping topography surrounding the City make development costly and difficult; north-south access through the Community is limited; and undeveloped land outside Newark is suited primarily for residential development. A majority of this land is also removed from major freeway access. With such limited developing options, selective redevelopment within the core older neighborhoods surrounding Downtown is a feasible alternative to new development.



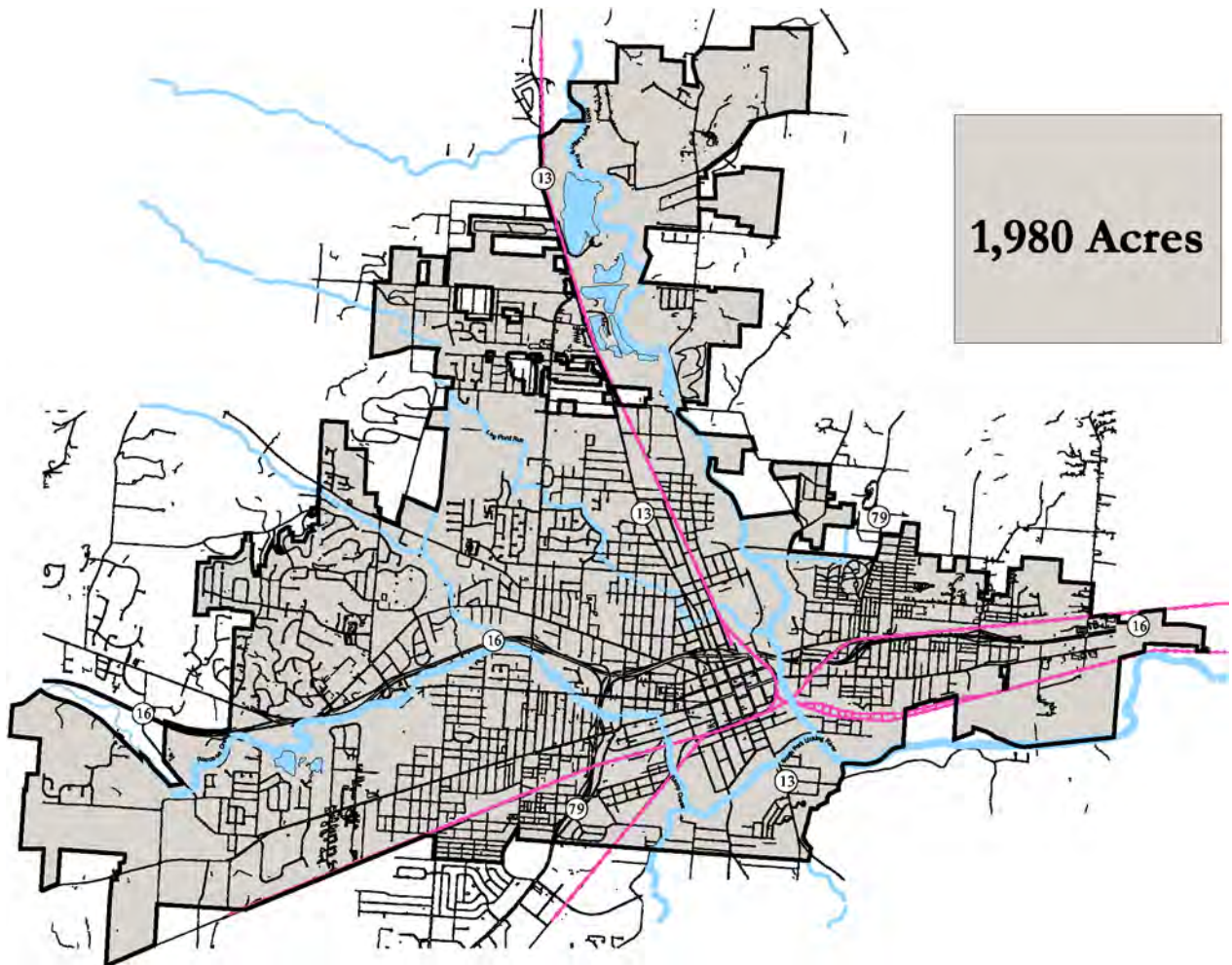
The shaded area on the above map represents the 1960 City of Newark municipal boundary. The outer edges illustrate where the City has annexed over the past 40 years.

- **Increased Landmass:** Since 1960, Newark has increased its landmass by 40 percent and currently incorporates 13,040 acres. Of the current land area, 23.6 percent is either undeveloped or roadway infrastructure, a decrease from 58.7 percent in 1962 despite a 40 percent increase in total land.
- **Low Residential Density:** The residential density has dropped from 5.8 units per acre to 3.2 since 1960, in spite of a 4,500-population gain. This decrease in residential density shows that over the last forty years, the development pattern has changed from integrated uses within small parcels of land to less integration on larger, single use parcels. As a result of this type of development pattern, more land is being used, mostly for single-family dwelling units (46.8 percent of the total land).



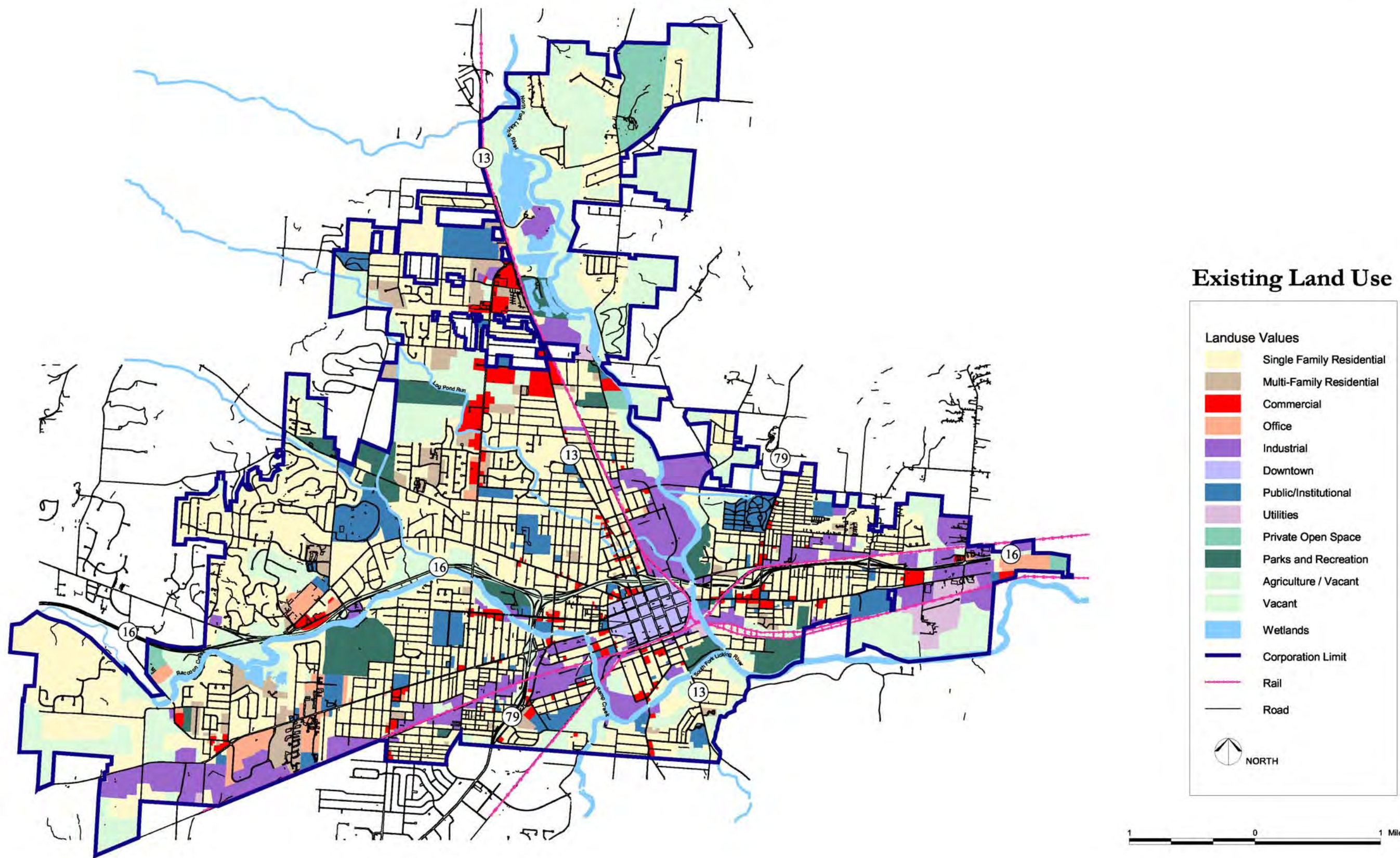
A warehouse near McKinley Avenue is one of the many underutilized industrial sites within Newark.

- Large Industrial Base:** Historically, Newark has been very dependent (both fiscally and economically) on its large Industrial base. However, over the last several years, Newark’s economic base began to shift, leaving many industrial properties either vacant or underutilized. Currently, 8.4 percent of Newark’s total landmass is used for industrial purposes, primarily located along the rail lines and the North and South Forks of the Licking River. While many of these sites are primed for redevelopment with valuable flat land and high accessibility, possible environmental constraints (i.e., contamination, flood plain locations) may make redeveloping such sites difficult.



Shown is the existing City of Newark municipal boundary. The block graphically represents 1,980 acres of residential land the City needed to support the projected 2020 population of 53,480 at the current residential density of 3.2 units per acre.

- Projected Land Consumption:** Continuing with current demographic trends that project 53,480 residents by 2020 and the current residential density, the City of Newark will need to increase its landmass by 13 percent to incorporate 14,980 acres over the coming 20 years.



D. Objectives and Strategies - Citywide

1. Continue to improve land use management and encourage citizen involvement in City efforts.

The City should continually strive to improve land use management practices. These strategies will help the City to achieve this objective.

Strategy 1

Adopting and implementing the Comprehensive Plan: The Comprehensive Plan describes specific ways to improve land use management. It outlines objectives and strategies and establishes priorities, in terms of immediate, short term, mid term, and long term actions for the City to take. The City should adopt and implement the Comprehensive Plan, following as closely as possible the schedule for implementation of its component policies.

Time Frame: Short Term

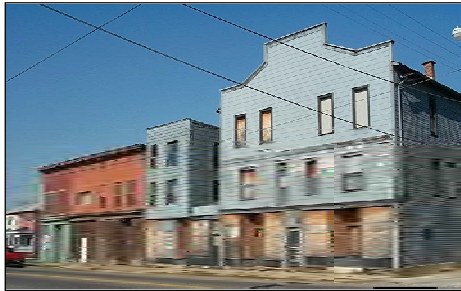
General Responsibility: City of Newark, Comprehensive Plan Steering Committee

Strategy 2

Updating the zoning code, subdivision regulations, and other development regulations consistent with the Comprehensive Plan: The key to implementing the Comprehensive Plan is updating certain regulatory tools. An updated zoning code, subdivision regulations, and other development regulations will improve land use management by providing the community with current and consistent guidelines. The City should update these regulations per the implementation schedule. The focus of these updates should be incentives to encourage development and redevelopment of commercial and industrial areas and to improve the community's overall appearance through aesthetic standards.

Time Frame: Short Term

General Responsibility: City of Newark, Building and Zoning and Property Maintenance



East Main Street is an area in Newark where code enforcement efforts should continue to be targeted.

Strategy 3

Expanding code enforcement by focusing efforts in targeted areas in a comprehensive fashion and providing assistance to resolve violations: An important aspect of land management is the enforcement of required standards and practices. City officials often become aware of code violations through citizen complaints. Active citizen involvement at the neighborhood level can provide a valuable and cost effective extension of City enforcement activities. The City should target code enforcement activity on key areas of need, such as areas around the downtown, and solicit citizen assistance. Enforcement should happen in the most consistent, equitable, and responsible manner possible. In order to make the process most

effective, the City should also focus on problem solving and assist responsible parties in finding ways to resolve non-compliance before issuing violations.

Time Frame: Short Term

General Responsibility: City of Newark

2. Promote a rational land use development pattern and redevelop land in ways that provides a fiscal benefit and enhances City revenues.

Land development can contribute to the vitality of the whole community when land uses are sited, developed, and serviced in an appropriate and consistent manner. It is critical that the land use development pattern be guided to meet the goals of the Comprehensive Plan. These strategies recommend ways for the City to encourage a development pattern that is equitable, consistent, proactive, and rational.

Strategy 1

Encourage development and zoning decisions that are consistent with the Comprehensive Plan: The City should promote a rational development pattern and continue to consider the potential positive and negative impacts of development decisions. The City should oppose land use, development, and zoning decisions that are not consistent with the Comprehensive Plan. The updated zoning code and subdivision regulations will assist with implementation by establishing new, consistent standards for development of specific properties.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 2

Provide a transition between uses with differing intensities: The City's development pattern is based on older industrial neighborhoods, where residences and neighborhood commercial services were located within close proximity to industrial operations. As these areas develop or redevelop, transitional uses or other buffering techniques should be considered when uses of different intensities are located in close proximity to one another.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 3

Encourage better utilization of existing developed properties: Certain properties within the City, especially older commercial and industrial sites, should be developed at higher densities with more compatible uses (i.e. office and neighborhood commercial).

Time Frame: Short Term
General Responsibility: City of Newark

Strategy 4

Encourage development to occur concurrently with the supporting infrastructure to maximize the City’s capital investments: Future development and the infrastructure necessary to support such development should occur concurrently. Where appropriate, infrastructure investments could occur prior to development as an incentive, if consistent with the Comprehensive Plan.

Time Frame: Short Term
General Responsibility: City of Newark, Department of Public Safety

Strategy 5

Study annexation potential based on the Comprehensive Plan and development trends: Annexation decisions should be based on knowledge of the City’s development trends, as well as understanding the benefits and challenges of annexing a particular area. The City should also review the fiscal benefits and costs associated with potential annexations. *See Fiscal Strategies.*

Time Frame: Short Term
General Responsibility: City of Newark, Engineering Department

Strategy 6

Develop the City one neighborhood at a time: The City’s older neighborhoods, especially those adjacent to the downtown were developed prior to the adoption of the City’s zoning code. Residences were located adjacent to manufacturing facilities because of limited mobility. Commercial uses were found nearby, supporting both the industry and the residences. This mix of uses created an industrial neighborhood. As the City develops and redevelops, a more contemporary version of this pattern should be encouraged, where the evolving pattern reflects a similarly close relationship between work, residence, and shopping, as well as other cultural and entertainment facilities.

Time Frame: Ongoing
General Responsibility: City of Newark

Strategy 7

Provide water and wastewater utilities to underserved areas of the City: Several areas within the City are currently either not served or underserved by sewer and water facilities. Every effort should be made with working with the neighborhoods to extend utilities to these areas to realize their full development potential. It is important to serve these areas as soon as possible with adequate facilities.

Time Frame: Short Term

General Responsibility: City of Newark, Engineering Department

3. Enhance opportunities for appropriate housing development.

Residential development can help the City address many of the goals of the Comprehensive Plan – for example, affordable housing, a variety of housing types to accommodate diverse housing needs, and increased open space. The City should set specific objectives for new developments and assist developers in meeting these objectives. These strategies describe ways for the City to achieve this objective.

Strategy 1

Facilitating compatible reinvestment, redevelopment and infill residential development in existing neighborhoods throughout the City: Newark’s existing neighborhoods that are threatened by or experiencing disinvestments and decline should be strengthened to ensure all residents live in acceptable – even outstanding – residential environments. The City should target reinvestment, redevelopment, and infill residential development for the community’s older neighborhoods, ensuring compatibility with these areas. Investments in open space, pedestrian improvements, landscaping, and safety will also create an atmosphere that encourages concurrent private investment.

Time Frame: Short Term

General Responsibility: City of Newark Department of Community Development

Strategy 2

Encouraging new residential development to locate adjacent to existing residential development, where utilities are available – to build stronger neighborhoods by connecting roads and sidewalks:

One way to enhance opportunities for appropriate new development is by facilitating compatible new residential development and targeting these opportunities to existing residential areas throughout the City. These neighborhoods offer existing roads and utilities, as well as access to resources for infrastructure improvements. New subdivisions should connect with existing subdivisions to minimize isolation. This includes roads, sidewalks, and bike path connections.

Time Frame: Short Term, Ongoing

General Responsibility: City of Newark

Strategy 3

Promoting office development and limited multi-family development as suitable buffers between single-family neighborhoods and highways and commercial and industrial areas: Certain land uses can act as buffers between areas of different

density. In some cases, office and multi-family developments can provide an appropriate and compatible transition from highway, commercial, and industrial areas to single-family neighborhoods. These niches provide prime land for housing and office use that offer advantages to residents and employees interested in a higher density area closer to shops and services. The City should determine the conditions under which this type of land use will be encouraged, identify a limited number of sites that meet these criteria, and promote development of these sites for these uses.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 4

Encouraging upper story residences in the Downtown:

Residences Downtown help assure a stable market for Downtown businesses. Most second story residences can be provided through historic property improvement exceptions allowed in the building code. See *Downtown Objectives and Strategies*.

Time Frame: Short Term

General Responsibility: City of Newark, Building Code, Newark Alliance

Strategy 5

Promoting infill residential development in appropriate locations, including creating and marketing a land bank of infill building sites: It is in the community's best interests to reuse existing but abandoned buildings or sites for new residential development. Often vacant sites or structures are already inhabitable or require only minimum improvements. The City should create a land bank of appropriate infill building sites and make these available to qualified developers. These developers could be asked to meet requirements, such as façade improvements, historic preservation, landscaping, or pedestrian-friendly design, in return for zoning, economic, or other incentives.

Time Frame: Short Term

General Responsibility: City of Newark

4. Support appropriate commercial, office and suitable industrial development.

Commercial and office development is critical to the City's economic health as identified in the Economic Development strategies. The City should target appropriate and optimal sites and provide development incentives. At the same time, the City should balance commercial and office development with Downtown revitalization. Finally, commercial and office development should happen in ways that increase quality of life in areas of the City that would most benefit from it –improving

access to shops and services, increasing employment opportunity, and encouraging the start of new businesses. These strategies describe ways for the City to accommodate the commercial, office, and industrial development outlined in the Economic Development strategies.

Strategy 1

Directing highway scale commercial development along major highways and adjacent to existing concentrations: Highway-scale commercial development is most appropriate along major highways (i.e. SR 16 and SR 79) where it can be accessed and adjacent to existing similar uses where it can be serviced by vendors and suppliers. The City should identify and promote available sites in these areas for highway scale commercial development and ensure that adequate buffers are provided between these land uses and other, less intensive or lower density uses.

Time Frame: Short Term and Ongoing

General Responsibility: City of Newark Department of Economic Development

Strategy 2

Directing community scale commercial development to occur in appropriate locations: Community scale commercial development should occur in appropriate locations (e.g., 21st Street). The City should identify and promote sites that are appropriate for community-scale commercial development and ensure that adequate buffers are provided between these land uses and other, less intensive or lower density uses. The number of these sites should be limited to key locations.

Time Frame: Short Term and Ongoing

General Responsibility: City of Newark

Strategy 3

Supporting neighborhood-scale commercial development where such uses support neighborhoods, meet local needs, and are located at key crossroads, especially major intersections: Supporting neighborhood retail in appropriate locations strengthens neighborhoods. Neighborhood retail improves economic viability of neighborhoods. It makes housing in these areas more marketable. It also reduces the need for residents to travel elsewhere for basic goods and services, promotes active streetscapes and public places, and builds a sense of community. The City should support neighborhood retail through zoning decisions, economic incentives, partnerships, and community participation in development decisions.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 4

Supporting office development in existing locations and facilitating corporate offices in the Downtown and adjacent to major freeway interchanges: Office development is important to the community’s overall economic health. The increased presence of Downtown offices would provide a workforce-based market to support new downtown shops, services, and housing – creating a dynamic cycle that would enrich Downtown revitalization strategies. The City should identify sites that would be appropriate for office use (e.g., 4th Street and SR 16) and promote development of these sites.

Time Frame: Short Term

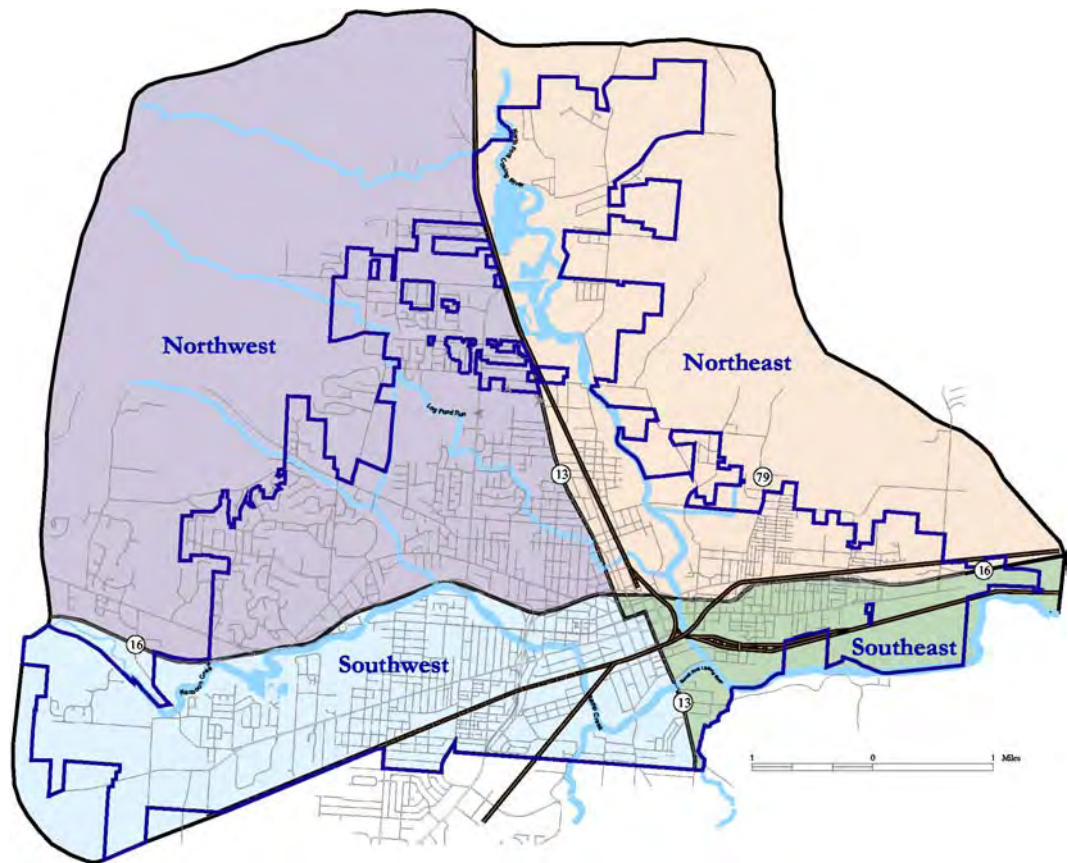
General Responsibility: City of Newark Department of Economic Development

5. Facilitate industrial development

See Economic Development Objectives and Strategies.

E. Objectives and Strategies: Sub areas

The City’s planning area has been divided into sub areas to provide geographically specific objectives and strategies. The following planning areas have been identified. The accompanying map shows their general boundaries.



Northeast Planning Area

1. Plan for the Northeast Planning Area

Strategy 1

Maintain the floodplain along the North Fork of the Licking River and other tributaries as open space “greenways” to accommodate recreation corridors (e.g. walking path and bikeway routes): *See Natural Resource Objectives and Strategies.*

Time Frame: Ongoing

General Responsibility: City of Newark and Licking County

Strategy 2

Facilitate development of industrial and commercial property and redevelopment of existing industrial sites in the southern portion of the planning area: The southern portion of the Northeast Planning Area adjacent to SR 16 between Cedar Street/79 and Dayton Road is one of Newark’s major industrial and commercial corridors. Older industrial properties, including the Holophane site, are located between Cedar Street/SR 79 and O’Bannon Avenue. Cedar Street/SR 79 and O’ Bannon Avenue both intersect SR 26 with grade separated interchanges, facilitating both access and visibility and enhancing redevelopment potential.

Several residential neighborhoods are also in close proximity to these older industrial sites and are zoned for industrial use. Continued lack of investment in these vacant and underutilized sites has effected on the condition of surrounding neighborhoods. Redevelopment of these sites should include light industrial/research and development uses, office, and potentially higher density residential uses that could have a positive impact on the surrounding area.

The Dayton Road area also includes several industrial sites with direct, at grade access to SR 16. Although currently unincorporated, this area and sites further east along to SR 16 has the most potential for long term development as light industrial, office, and commercial sites.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark-Licking County Chamber of Commerce

Strategy 3

Prepare long-term redevelopment plans for exiting vacant or underutilized industrial sites (see Sub Areas 5 and 6, Land Use Scenario): Future redevelopment of these older industrial sites should be evaluated in light of the City’s market potential (see Economic Development Strategies), adaptability and condition of existing

facilities, environmental issues, availability of infrastructure, and the impact on the adjacent neighborhood. The City should also work with existing businesses to prepare contingency plans in the event these businesses are forced to discontinue operations or relocate.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark-Licking County Chamber of Commerce

Strategy 4

Encourage annexation of undeveloped properties suitable for light industrial, office, and commercial development (see Sub Area 11, Land Use Scenario Map): A portion of this area is currently unincorporated and is not served by sewer or water. The City should continue to assist with water and sewer service extensions to the north side of SR 16 and east of Dayton Road in order to make sites within this area available for development.

Time Frame: Short Term

General Responsibility: City of Newark, Newark, Union, and Madison Townships

Strategy 5

Evaluate the fiscal impact of extending additional infrastructure (e.g. roadway, sewer and water service) in this area prior to annexation (see Sub areas 9 and 10, Land Use Scenario Map): Much of this area is undeveloped due to the lack of sewer, water, and roadway access. Most of the area will develop as single-family residential. Prior to annexation, the costs of extending and maintaining these utilities should be compared to the tax revenue anticipated as a result of development or the net fiscal benefit to the City.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 6

Initiate the SR 13/Horns Hill connector: Roadway access to the northeast is restricted by limited railroad and river crossings. A connector linking the City's northeast and northwestern quadrants would help elevate dependence on Waterworks Road for access. The connector, as proposed, would be built north of Waterworks Road and the T.J. Evans Park.

Time Frame: Mid Term

General Responsibility: City of Newark, Licking County Area Transportation Study

Strategy 7

Concentrate growth on land suitable for development (e.g. outside of steeply sloping areas and away from riparian corridors and flood prone areas) and retain environmentally sensitive areas for future parks, recreation, and open space/greenway corridors (see Sub areas 9 and 10, Land Use Scenario Map): Development of areas with steep slopes and along riparian corridors or stream valleys should follow conservation design standards. This helps reduce stormwater runoff and erosion by retaining vegetative cover. This includes revising the zoning code to allow the clustering of development, establishing minimum building setbacks from stream corridors, and placing restrictions on the development of slopes greater than 12 percent. Additional steps should be taken to ensure the long-term sustainability of a building on these slopes (i.e. post and beam construction).

Time Frame: Ongoing

General Responsibility: City of Newark, Newark, Union, and Madison Township

Strategy 8

Require new residential neighborhoods to connect with existing neighborhoods (see Sub areas 9 and 10, Land Use Scenario Map): In most cases, new single-family residential neighborhoods should connect with existing single-family neighborhoods through stub streets, sidewalks, and bike paths. This is how Newark will continue building a community, one neighborhood at a time. This ensures that residents can walk safely to nearby parks and safety vehicles can quickly respond to residents' needs. These connections will also help ensure a better and more even distribution of traffic.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 9

Evaluate existing parks in the area to accommodate a broader range of recreation facilities and enhance security: As the population increases in this planning area, additional demands will be placed on existing park facilities as well creating a need for additional parks and open space. These facilities should be designed to accommodate different age groups and interests (e.g. passive to active recreation) and be situated in a visible and accessible location.

Time Frame: Mid Term

General Responsibility: City of Newark Parks and Recreation Department

Strategy 10

Provide community facilities (e.g. education, fire, police and general government services) central to the developing portion of

area: The existing rail lines, the North Fork of the Licking River, and SR 16 all create a strong barrier between the balance of Newark and the northeast quadrant. Existing residential development relies heavily on community facilities within the remaining three quadrants. These facilities should be provided in a location central to the quadrant or integrated with the residential development.

Time Frame: Mid Term

General Responsibility: City of Newark

Strategy 11

Extend bike path further north along the North Fork of the Licking River to provide access to developing residential areas: The existing bike path originates at Everett Park and extends along the east side of the River to a point just south of Manning Street. The path should be extended northward along the river corridor within the floodplain and linked to adjacent subdivisions via existing roadway rights-of-way or across access easements.

Time Frame: Mid Term

General Responsibility: City of Newark, Department of Parks and Recreation

Strategy 12

Avoid large-scale, strip commercial development along the SR 79, O'Bannon, and Dayton Road corridors (see Sub area 11, Land Use Scenario Map): Development of the northeast area of the City will create a demand for personal service and convenience oriented goods and services that are currently not available in this area. These uses should be concentrated at the interchanges with SR 16 and combined with other highway-oriented development rather extended in a strip-like fashion along major corridors.

Time Frame: Short Term

General Responsibility: City of Newark, Building Code Department and Zoning Division

Strategy 13

Manage access by minimizing curb cuts and requiring cross access easements. (See *Transportation Objectives and Strategies*).

Where feasible, curb cuts should be consolidated and cross access easements required managing access. This is a standard approach to managing capacity. This strategy will come into play on new development and redevelopment of existing sites.

Time Frame: Immediate

General Responsibility: City of Newark Department of Engineering

Strategy 14

Concentrate neighborhood scale development at strategic locations within residential neighborhoods: Residential subdivisions should not only be designed to provide space for required community facilities, but should also include land to accommodate neighborhood scale commercial uses including personal services and convenience uses that are subject to frequent vehicle trips. This will help to eventually reduce trips to other parts of the community and alleviate congestion at the limited number of access points into the area from the balance of the City.

Time Frame: Mid Term

General Responsibility: City of Newark

Southeast Planning Area**2. Plan for the Southeast Planning Area.**

The Southeast Planning area is defined by SR 16 to the north, the Licking River to the south, the North Fork of the Licking River to the west and the City's existing corporate limits to the east.

Strategy 1

Expanding code enforcement and providing assistance toward home improvements: Active citizen involvement at the neighborhood level can provide a valuable and cost effective extension of City enforcement activities. Enforcement should occur in the most consistent, equitable, and responsible manner possible. In order to make the process most effective, the City should also focus on problem solving and assist responsible parties in finding ways to resolve non-compliance before issuing violations.

Another way to expand code enforcement is to involve public inspectors from every agency empowered to issue violations. Residential tax abatements should continue to be offered to qualifying residents interested in making home improvements but not on new construction. This enhances property values without burdening the tax space and helps improve school district revenues. Low interest loans or down payment assistance should also be provided to qualifying buyers as a result of public/private partnership between the City and community lending institutions.

Time Frame: Short Term

General Responsibility: City of Newark, Community Development Department, and Local Lending Institutions

Strategy 2

Improving safety and reducing crime: When combined with other community improvement programs (code enforcement, neighborhood clean-up, etc.) community oriented policing involves

citizens in identifying safety issues and working with local law enforcement officials in a joint problem solving effort.

Time Frame: Short Term

General Responsibility: City of Newark Law Enforcement, Law Director, and Department of Community Development

Strategy 3

Provide places for recreation: Joint use of recreation facilities between the school district and the City and extending hours of operation can help reduce crime in more at-risk neighborhoods.

Time Frame: Short Term

General Responsibility: City of Newark Department of Parks and Recreation

Strategy 4

Encourage new residential development in existing neighborhoods: New investment in residential development is important to stabilizing and strengthening existing neighborhoods. The City should work with local organizations in marketing key locations to potential residential developments, providing necessary infrastructure as an incentive, and expediting the development approval process as appropriate.

Time Frame: Short Term

General Responsibility: City of Newark Department of Community Development

Strategy 5

Marketing locations to potential developers: An inventory of appropriate industrial building sites should be established and maintained: The inventory would serve as a basis for marketing the Southeast Planning Area to potential residential developers. Matching sites to strategic infrastructure investments would assist in “jump starting” the housing market in this area.

Time Frame: Short Term

General Responsibility: City of Newark, Newark Alliance

Strategy 6

Providing the necessary infrastructure to attract residential developers: The City should consider making strategic investments in public infrastructure as recommended in the Sewer and Water Master Plan to encourage new residential investment. This would entail providing needed water, sewer and stormwater improvements, assistance with street, sidewalk, and park improvements that would make the planning area more attractive to developers and homebuyers.

Time Frame: Short Term

General Responsibility: City of Newark Department of Engineering

Strategy 7

Expediting development approval process: When appropriate the development approval process should be expedited for projects in the Southeast Planning Area as an incentive to encourage reinvestment and redevelopment. *See Economic Objectives and Strategies.*

Time Frame: Immediate

General Responsibility: City of Newark

Strategy 8

Facilitate neighborhood retail services and personal services: The planning area lacks an abundance of neighborhood retail services and personal services. As a result area residents have limited choices to patronize local stores. The following strategies establish a program to expand such offerings.

Time Frame: Long Term

General Responsibility: City of Newark

Strategy 9

Identifying locations that can successfully accommodate new or expanded services: It is critical that the Southeast Planning Area provide day-to-day retail and personal services to local residents. There are several locations that are targets including the area north of Main Street, between Arch and Cedar Streets.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development

Strategy 10

Marketing these areas to food and drug store chains, restaurant chains, and other personal service providers: Economic development professionals and community organizations should market these locations to potential retailers, personal service providers, etc. Maintaining an up-to-date inventory and making regular contacts with targeted businesses could assist the City in bringing new tenants to the area sooner than would otherwise occur.

Time Frame: Immediate

General Responsibility: City of Newark Department of Economic Development

Strategy 11

Providing financial, zoning, and infrastructure incentives in a focused manner: The City should establish a formal package of

incentives to offer potential businesses interested in the Southeast Planning Area. This can include financial assistance, zoning incentives (i.e. reduced off-street parking requirements), and infrastructure assistance. These incentives should be targeted to retailers, businesses and medical providers that are lacking in the neighborhood.

Time Frame: *Short Term*

General Responsibility: *City of Newark Department of Economic Development*

Strategy 12

Encouraging annexation of undeveloped properties suitable for light industrial, office and commercial development: Like the north side of the SR 16 corridor, this portion of southeast quadrant is currently unincorporated and is not served by sewer and water. The City should continue to assist with water and sewer service extensions east of Dayton Road in order to make sites within this area available for development.

Time Frame: *Short Term*

General Responsibility: *City of Newark*

Strategy 13

Preserve the floodplain along the Licking River for recreation and open space: Several developed properties along the Licking River including a few industrial sites lie within the floodplain.

Redevelopment of these properties should include preserving as much of 100-year floodplain as possible in open space and provide connections to the adjacent neighborhoods.

Time Frame: *Mid Term*

General Responsibility: *City of Newark Department of Parks and Recreation*

Strategy 14

Linking residential neighborhoods to the river corridor: Providing recreation and open space opportunities to an established neighborhood can often help spur neighborhood reinvestment. The existing rail line restricts access from the residential neighborhoods to the Licking River. A pedestrian/bicycle access could be provided as an extension of Ohio Street through Edwards field to Ecology Row Road. This would also provide a valuable link between the two residential areas on either side of the railroad.

Time Frame: *Mid Term*

General Responsibility: *City of Newark Department of Parks and Recreation*

Strategy 15**Facilitating redevelopment of the East Main Street corridor:**

The view from the road gives visitors their first and often most lasting impression of a community. Abandoned or derelict properties along the Main Street corridor should be targeted immediately for redevelopment or replaced, especially those within the community reinvestment area adjacent to the downtown. The streetscape improvements recommended for the courthouse square area could be extended along the Main Street corridor (see Downtown objectives and strategies). A consistent appearance along the corridor, where certain elements (signage, lighting, intersection signalization, landscaping, street tree plantings, etc.) are repeated can visually tie the corridor together and create a uniform and lasting image.

Time Frame: Mid Term

General Responsibility: City of Newark

Strategy 16**Ensure that older neighborhoods are stable with continued**

reinvestment: It will be an ongoing priority to maintain older residential neighborhoods. These older neighborhoods are important components of the City's character, provide outstanding living environments, and often meet housing needs for older residents and first time homebuyers.

Time Frame: Ongoing

General Responsibility: City of Newark Department of Community Development

Strategy 17**Expanding code enforcement and providing assistance toward**

home improvements: Active citizen involvement at the neighborhood level can provide a valuable and cost effective extension of City enforcement activities. Enforcement should occur in the most consistent, equitable, and responsible manner possible. In order to make the process most effective, the City should also focus on problem solving and assist responsible parties in finding ways to resolve non-compliance before issuing violations.

Another way to expand code enforcement is to involve public inspectors from every agency empowered to issue violations. Residential tax abatements should continue to be offered to qualifying residents interested in making home improvements but not on new residential construction. Low interest loans or down payment assistance should also be provided to qualifying buyers as a result of public/private partnership between the City and community lending institutions.

Time Frame: Short Term

General Responsibility: City of Newark, Department of Community Development and Local Lending Institutions

Strategy 18

Improving safety and reducing crime: When combined with other community improvement programs (code enforcement, neighborhood clean-up, etc.) community oriented policing involves citizens in identifying safety issues and working with local law enforcement officials in a joint problem solving effort.

Time Frame: Short Term

General Responsibility: City of Newark Police Department, Law Director and Department of Economic Development

Strategy 19

Provide places for recreation: Joint use of recreation facilities between the school district and the City and extending hours of operation can help reduce crime in more at-risk neighborhoods.

Time Frame: Short Term

General Responsibility: City of Newark Department of Parks and Recreation

Northwest Planning Area

3. Planning for the Northwest Planning Area.

The Northwest Planning Area is defined by Sub area 8 to the north, SR 13 to the east, SR 16 to the south, and the existing Granville corporate limits to the west.

Strategy 1

Introduce alternate development and circulation pattern as properties along the 21st Street corridor are either developed or redeveloped: The 21st Street corridor, especially the segment between Moull Street and SR 13, has evolved into one of the community's major retail areas and functions as a primary north-south route through the northwest quadrant. Prior to development, the northern portion of this area consisted primarily of vacant, large lot parcels that were large enough to accommodate major community scale retail uses. Each of these uses has multiple curb cuts with the number of curb cuts impeding traffic flow and contributing to increased congestion (see Transportation Objectives Strategies). It is important to encourage infill development on vacant or underdeveloped parcels, before supporting further expansion of commercial development along the corridor. Completing missing gaps supports existing businesses by strengthening the local market and attracting a larger client base.

Where feasible, curb cuts should be consolidated and cross access easements required managing access. This is a standard approach to managing capacity. This strategy will come into play on new development and redevelopment of existing sites. The corridor should continue to be enhanced through street tree plantings, a new standard to require appropriate natural screening of off-street parking lots, signage properly scaled to the corridor, and enhanced pedestrian cross walks at key intersections. This can be accomplished through a zoning overlay district.

Time Frame: *Short Term*

General Responsibility: *City of Newark Department of Engineering*

Strategy 2

Retain scale and character of the southern segment of the 21st Street corridor as it redevelops: Unlike the northern segment, the area along 21st Street between Moull Street and SR 16 is primarily residential with smaller, frontage lots. This area is facing increased development pressure as sites to the north are fully developed. Conversion of these smaller residential parcels to commercial uses, especially higher intensity, auto oriented uses may negatively impact the adjacent residential neighborhoods and encourage multiple curb cuts.

Existing commercial parcels undergoing redevelopment north of Moull Street should share access and, wherever possible, provide service drives connecting multiple parcels. Parking should be placed in the side or rear yard with principle buildings as close to the frontage line as possible. This will allow room for service drive connections to the rear of the parcel. The area directly adjacent to the SR 16 interchange should include a mix of office and retail uses requiring immediate access and visibility. The remaining portion of the southern segment should retain its predominantly single-family character and develop neighborhood oriented, smaller personal service uses only at primary intersections.

Time Frame: *Immediate*

General Responsibility: *City of Newark*

Strategy 3

Redevelop existing vacant or underutilized commercial properties (see Sub area 7, Land Use Scenario Map): This area includes several vacant and underutilized commercial properties that, when combined, form a large retail area between 21st Street and SR 13 with frontage on both streets. Consideration should be given to interconnecting these sites with a roadway network that allows movement between SR 13 and 21st Street and increases the amount of developable frontage. Parking should also be placed in the side or rear yard with the building as close to the frontage line as possible.

Time Frame: *Short Term*

General Responsibility: City of Newark, Property Owners

Strategy 4.

Retain predominantly residential character of SR 13 corridor: State Route 13 is another major north-south arterial that is primarily residential in character. The only exceptions are the areas directly adjacent to the downtown, and the sites adjacent to Deo Drive and 21st Street. The unincorporated area between North Vernon Avenue and Dry Creek Road also has the potential of developing as commercial. These areas are more conducive to community and neighborhood oriented retail serving the immediate area.

Even though this roadway experiences considerable truck traffic (*see Transportation Objectives and Strategies*), it should retain as much single-family frontage as possible. A general extension of retail along the corridor should be discouraged. Most of this retail development should serve the immediate neighborhoods. When constructed, the SR 16/SR 13 connector will eventually alleviate the SR 13 truck traffic and provide an alternate north-south route (*see Transportation Objectives and Strategies*).

There are several older business districts along this corridor, especially those near the Downtown. They should be the focus of reinvestment and infill development. The City should consider special incentives to encourage new investment. This could include zoning incentives, financial assistance (i.e. façade grants or loans), and technical assistance in managing small businesses.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 5

Construct the SR 16/SR 13 connector; control access and encourage limited retail and services development at key interchanges: The proposed SR 16/SR 13 connector should be constructed to provide improved access in the Northwest Planning Area and to move through traffic. Where interchanges are proposed, limited retail and services should be supported – especially where such businesses support local and neighborhood needs.

Time Frame: Long Term

General Responsibility: City of Newark, Licking County Area Transportation Study, Ohio Department of Transportation.

Strategy 6

Encourage continued residential development to the north (see Sub area 8, Land Use Scenario Map): Centralized sewer currently serves an existing subdivision to the north and outside the City's corporate limits. The unincorporated area between the City's present corporate boundaries and this subdivision could be annexed and

sewer service extended to the remaining parcels without significant investment. This area also includes the potential for additional retail development between North Vernon Avenue and Dry Creek Road.

Time Frame: Mid Term

General Responsibility: City of Newark

Strategy 7

Minimize environmental impacts of constructing the SR 16/SR 13 connector: The SR 16/SR 13 connector is being proposed to alleviate truck traffic traveling through Newark in route to Interstate 70 and to improve north-south traffic flow. The connector's exact alignment has not yet been determined. It will be classified as a principal arterial which may have a major impact on the existing, steeply sloping areas and riparian corridors.

Time Frame: Long Term

General Responsibility: City of Newark, Licking County Area Transportation Study, Ohio Department of Transportation

Strategy 8

Concentrate retail development at SR 16/SR 13 intersections/interchanges: Access to the SR 16/SR 13 connector will be limited to intersections/interchanges with four major east west routes: West Main Street, SR 16, Sharon Valley Road, and SR 13. Additional retail development will occur not only at these intersections, but also along intersecting roadway corridors. Commercial development should be restricted to the area adjacent to the interchanges and not extended in a strip-like fashion along the intersecting corridors. Concentrating retail activity at roadway intersections not only takes advantage of better roadway access and traffic distribution, but also avoids the strip-like appearance and multiple curb cuts plaguing other arterials.

Time Frame: Long Term

General Responsibility: City of Newark, Newark Township

Strategy 9

Carefully guide residential expansion to the west (see Sub area 12, Land Use Scenario Map): Construction of the SR 16/SR 13 connector and the extension of utilities will improve access to the northwest and encourage further residential expansion. Like the northeastern quadrant, this area includes steep slopes and riparian corridors or stream valleys. Development in this area should follow conservation design standards. This includes zoning to allow the clustering of development, minimum building setbacks from stream corridors, and restrictions on development of slopes greater than 12 percent. These measures will help reduce stormwater runoff and erosion by retaining vegetative cover.

Time Frame: Mid Term

General Responsibility: City of Newark, Newark Township

Strategy 10

Continue supporting activities at the Newark campus of the Ohio State University and the Central Ohio Technical College and encourage the joint use of facilities: The Newark campus of The Ohio State University plays a vital role in the community, not only as a major employer and source of higher education, but also as a major cultural and recreational facility. The campus is seen as a positive influence on the neighborhood and community and should be encouraged, in addition to its higher education mission, to be a place of life long learning as well.

Time Frame: Ongoing

General Responsibility: City of Newark, Ohio State University - Newark

Strategy 11

Ensure that older neighborhoods are stable: While new residential development has been occurring throughout the Planning Area, it will be an ongoing priority to maintain older residential neighborhoods. These older neighborhoods are important components of the City's character that provide outstanding living environments and often meet housing needs for older residents and first time homebuyers.

Time Frame: Ongoing

General Responsibility: City of Newark

Southwest Planning Area

4. Planning for the Southwest Planning Area

Strategy 1

Encourage retail and office development in close proximity to Licking Memorial Hospital: Within the constantly changing health care market, health care providers like the Licking Memorial Hospital are expanding their operations by creating off-campus facilities, many of which require visibility and access (e.g. medical office, laboratories, clinics, outpatient facilities, specialized medical care, pharmacies, etc.). These uses should be permitted to locate in close proximity to the medical center, and include commercial facilities to serve hospital employees and visitors.

Time Frame: Ongoing

General Responsibility: City of Newark, Licking Memorial Hospital

Strategy 2

Facilitate redevelopment of the Main and Church Street corridors: Both Main and Church Streets function as primary east-west routes converging on the downtown and serving as gateway routes to the historic core of the community. The streetscape improvements recommended for the courthouse square area could be extended along the Main and Church Street corridors. A consistent appearance along the corridor, where certain elements (signage, lighting, intersection signalization, landscaping, street tree plantings, etc.) are repeated can visually tie the corridor together and create a uniform and lasting image. There are several older business districts along this corridor. They should be the focus of reinvestment and infill development. The City should consider special incentives to encourage new investment. This could include zoning incentives, financial assistance (i.e. façade grants or loans), and technical assistance in managing small businesses.

Time Frame: Short Term

General Responsibility: City of Newark, Newark/Licking County Chamber of Commerce

Strategy 3

Facilitate the redevelopment of older industrial brownfield sites: Brownfield sites in the Planning Area, especially along the rail lines, should be redeveloped where abandoned or underutilized to provide space for other more economically viable uses (see Economic Objectives and Strategies). The City and the Licking County Chamber of Commerce should continue working together with property owners to leverage Federal and State funds that will encourage cleanup and redevelopment. As part of the Voluntary Action program (VAP), the State of Ohio has created a number of financial incentives for brownfield developers, including tax credits, property tax abatements, and a variety of low-interest loans and grants for qualifying property. The benefits of redeveloping these properties extend well beyond the site itself. They include new business expansion and job opportunities, increased property and wage tax base, stabilized neighborhoods, and restored market values.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 4

Recommend new residential neighborhoods to connect with existing neighborhoods: In most cases, new single-family residential neighborhoods should connect with existing single-family neighborhoods through stub streets, sidewalks, and bike paths. This is how Newark will gradually build a community – by ensuring that children can walk safely to nearby parks and safety vehicles can

quickly respond to residents' needs. These connections also ensure better traffic distribution by creating alternative access routes.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 5

Facilitate industrial development adjacent to the Thornwood Road area (see Sub area 13, Land Use Scenario Map): Industrial development has been occurring around the Thornwood Road area. It is recommended to continue this pattern into the future. These sites will be marketable to such uses because of their access to the highway system and the proposed SR 79 connector. Potential impacts should be mitigated to nearby residential uses. Screening and landscaping should be required of properties adjacent to the residential uses and to protect the City's image. (*See Economic Objectives and Strategies*)

Time Frame: Immediate

General Responsibility: City of Newark, Newark/Licking County Chamber of Commerce

Strategy 6

Continue to support residential development in this planning area: Residential development will continue to be apart of the Southwest Planning Area. Recent development activity has included a series of new or expanding subdivisions. This is appropriate for the area. Where necessary multi-family development, especially owner occupied, could serve as a transition between single-family and nearby commercial or office uses.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 7

Preserve the floodplain along the South Fork of the Licking River, Racoon Creek and their tributaries, where feasible:

See Natural Resource Objectives and Strategies.

Time Frame: Short Term

General Responsibility: City of Newark Department of Engineering, Parks and Recreation, Building Department and Zoning Division

Strategy 8

Encourage new residential neighborhood development to strengthen existing neighborhoods: New investment in residential development is important to stabilizing and strengthening existing neighborhoods. The City should work with local organizations in marketing key locations to potential residential developments,

providing necessary infrastructure as an incentive, and expediting the development approval process as appropriate.

Time Frame: *Short Term*

General Responsibility: *City of Newark, Department of Community Development*

Strategy 9

Marketing locations to potential developers: An inventory of appropriate residential building sites should be established and maintained, which would serve as a basis for marketing the Southwest Planning Area to potential residential developers. Matching sites to strategic infrastructure investments would assist in “jump starting” the housing market in this area.

Time Frame: *Mid Term*

General Responsibility: *City of Newark*

Strategy 10

Providing the necessary infrastructure to attract residential developers: The City should consider making strategic investments in public infrastructure to encourage new residential investment in areas where there has been little investment to date (i.e. declining neighborhoods). This would entail providing needed water, sewer and stormwater improvements, assistance with street, sidewalk, and park improvements that would make the planning area more attractive to developers and homebuyers.

Time Frame: *Short Term*

General Responsibility: *City of Newark Department of Engineering*

Strategy 11

Expediting development approval process: When appropriate the development approval process should be expedited for projects in the Southwest Planning Area as an incentive to encourage reinvestment and redevelopment.

Time Frame: *Ongoing*

General Responsibility: *City of Newark*

Strategy 12

Facilitate neighborhood retail services and personal services: The planning area lacks an abundance of neighborhood retail services and personal services. As a result, area residents have limited choices to patronize local stores.

Time Frame: *Short Term*

General Responsibility: *City of Newark, Department of Community Development*

Strategy 13

Identifying locations that can successfully accommodate new or expanded services: It is critical that the Southwest Planning Area provide day-to-day retail and personal services to serve local residents.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 14

Marketing Community Reinvestment Areas to food and drug store chains, restaurant chains, and other personal service providers: Economic development professionals and community organizations should market these locations to potential retailers. Maintaining an up-to-date inventory and making regular contacts with targeted businesses could assist the City in bringing new tenants to the area sooner than would otherwise occur.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development

Strategy 15

Providing financial, zoning, and infrastructure incentives in a focused manner: In addition to taking advantage of the existing Community Reinvestment Area (CRA) tax benefits, the City should establish a formal package of incentives to offer potential businesses interested in the Southwest Planning Area. This can include financial assistance, zoning incentives (i.e. reduced off-street parking requirements), and infrastructure assistance. These incentives should be targeted to retailers, businesses, and personal service providers that are lacking in the neighborhood.

Time Frame: Short Term

General Responsibility: City of Newark

Strategy 16

Boosting homeownership: Part of a home's market value comes from the condition of the surrounding neighborhood. The more homeowners there are in a neighborhood, the more likely properties will be maintained to protect property values. Low interest loans or down payment assistance should be provided to qualifying buyers as a result of a public/private partnership between the City and community lending institutions.

Time Frame: Mid Term

General Responsibility: City of Newark, Local Lending Institutes

Strategy 17

Expanding code enforcement and providing home improvement assistance: Active citizen involvement at the neighborhood level can provide a valuable and cost effective extension of City enforcement activities. Enforcement should occur in the most consistent, equitable, and responsible manner possible. In order to make the process most effective, the City should also focus on problem solving and assist responsible parties in finding ways to resolve non-compliance before issuing violations.

Another way to expand code enforcement is to involve public inspectors from every City agency empowered to issue violations. Residential tax abatements should continue to be offered to qualifying residents interested in making home improvements not building new residences.

Time Frame: Immediate

General Responsibility: City of Newark Department of Development, Department of Health, and Department of Engineering

Strategy 18

Improving safety and reducing crime: When combined with other community improvement programs (code enforcement, neighborhood clean-up, etc.) community oriented policing involves citizens in identifying safety issues and working with local law enforcement officials in a joint problem solving effort. For instance, joint use of recreation facilities between the school district and the City and extending hours of operation can help reduce crime in more at-risk neighborhoods.

Time Frame: Immediate

General Responsibility: City of Newark Department of Police, and the Department of Community Development

Strategy 19

Encourage highway-oriented retail and services at interchanges with the SR 79 connector: The new connector extending south of SR 16 toward SR 79 will improve access to SR 79 and eventually I-70 and create new interchanges with Main Street and SR 16. These interchanges will function as the primary location for highway-oriented retail and services. A general extension of retail along the Main Street corridor should be discouraged.

Time Frame: Long Term

General Responsibility: City of Newark

Strategy 20

Continue preservation efforts in Historic Districts: The City, along with the Licking County Historical Society, should seek federal

and state funds and /or tax credits to aid in the restoration of historic structures. Structures in highly visible locations at major intersections and along streets should be targeted. Streetscape improvements originating in the Downtown should extend through the surrounding historical areas and be tied to the architectural period and character of the district.

Time Frame: Short Term and Ongoing

General Responsibility: City of Newark, Licking County Historical Society, Ohio Historical Society

Downtown

5. Planning for the Downtown Area

Strategy 1

Strengthen the retail sector in Downtown: The retail sector in the Downtown should be strengthened. This will provide for a more solid economic base in the Downtown, encourage visitors, and support additional residential development. The focus should be on antique shops, home furnishings, artists, restaurants, coffeehouses, entertainment, and additional lodging. Encouraging these businesses will require marketing, zoning, and financial incentives. (See *Economic Objectives and Strategies*)

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance

Strategy 2

Encourage upper story residences and office uses: Residences living within or in close proximity to the downtown add to its vitality, provide support to retail services, and give downtown workers an alternative place to live in close proximity to their jobs. One way to expand the residential opportunities within the downtown is to convert currently unoccupied second story space above existing retail into residential units.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance

Strategy 3

Promote heritage tourism: Heritage-based tourism is a growing interest throughout the United States. The City should promote heritage tourism through facility development, educational programs, and signage on SR 16 and SR 79 directing travelers to the

Downtown. This would also support related efforts, such as boosting the number of retailers in the Downtown. (*See Economic Objectives and Strategies*)

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance

Strategy 4

Promote the Downtown for corporate offices, banking, government offices, hotels, and other related services: The Downtown should continue to be a preferred location for corporate offices, banking, government offices, and other related services. Other than to support related redevelopment strategies, current and future Downtown office tenants should be aggressively pursued to ensure a stable daytime worker population. This too will support Downtown retailers.

Time Frame: Short Term

General Responsibility: City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance

Strategy 5

Prepare a Downtown streetscape master plan, enhance corridors linking the Downtown to SR 16 and SR 79, and improve the gateways to the Downtown at its edges: Creating an attractive and pleasant Downtown environment by enhancing the public realm or streetscape with pedestrian scaled lighting, special paving, seating, and tree cover encourages visitors and shoppers to lengthen their stay and shop comparatively for goods and services. Extending many of these improvements – lighting, paving, curbing, etc. - along the corridors leading into the downtown will also help improve the appearance of the adjacent neighborhoods and encourage private investment.

Time Frame: Mid Term

General Responsibility: City of Newark, Newark Alliance

Strategy 6

Implement a comprehensive small business technical assistance program: A small business technical assistance program should be established in the Downtown, with a special focus on retailers. The program should provide a façade and building structural improvement program, coordinated advertising and store hours, and business management assistance. This should build on current efforts be based upon the National Main Street Center model.

Time Frame: *Immediately*
General Responsibility: *City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, the Newark Alliance and the Licking County, Small Business Development Center*

Strategy 7

Develop an incubator building for small retailers: The City should consider creating an incubator for small retailers, perhaps with the assistance of the Newark Branch of the Ohio State University. The incubator could be housed in a significant older building. It would provide management services and building operations to retailer start-ups. Such start-ups could include artists, craftspeople, and related specialty stores.

Time Frame: *Short Term*
General Responsibility: *City of Newark, Newark Alliance and the Licking County Small Business Development Center*

Strategy 8

Market the Downtown to regional restaurateurs and retailers: The Downtown should be marketed to regional restaurateurs and retailers operating facilities in central Ohio. These can be good candidates for expansion. Newark already has several examples of such stores within the downtown and in other parts of the City.

Time Frame: *Short Term*
General Responsibility: *City of Newark, Newark Alliance*

Strategy 9

Request tourism directional signage that directs travelers to the Downtown and cultural facilities: As tourism and cultural facilities are developed in the Downtown, the state should provide directional signage on SR 16 and SR 79 to promote such facilities and encourage tourism. Capturing a share of that drive-by traffic will benefit tourism facilities, retailers, and restaurants in the Downtown.

Time Frame: *Ongoing*
General Responsibility: *City of Newark, Newark Alliance, Convention and Visitors Bureau*

Licking River and its tributaries

6. Plan for the Licking River and its tributaries.

Strategy 1

Maintain the Licking River and its tributaries as natural corridors to ensure their flood management function, where

feasible: Where feasible the City should encourage and/or require that the Licking River and its tributaries be maintained as natural corridors – especially within the floodway of the 100-year floodplain. The corridor should remain in a natural, vegetative state with limited access for recreation purposes. The City should consider acquisition as public parkland where the opportunity arises. It should also promote conservation easements as a method of protecting such areas in perpetuity.

Time Frame: Mid Term and Ongoing

General Responsibility: City of Newark Department of Parks and Recreation

Strategy 2

Prohibit all fill and development in the floodway: The placement of fill and development in the floodway of the 100-year floodplain should be discouraged. The floodplain regulations should be updated to prohibit all fill within the floodway and all development. This is in keeping with minimum standards of the National Flood Insurance Program and is a sound management practice.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 3

Require the integration of the floodplain and stream system into open space components of future developments: In the future, developments that contain a floodplain or portion of the stream system should include those components as open space features in their development plans. This should include integrating those features into the development, especially where residential is a dominant land use, and ensuring that development does not adversely impact floodplains or streams.

Time Frame: Ongoing

General Responsibility: City of Newark

Strategy 4

Create a recreational path system in the floodplain that would connect all adjacent neighborhoods, public park facilities and schools: As part of providing parkland and recreation facilities, a community-wide recreational path system should continue to be developed in the floodplain. This path would connect all adjacent neighborhoods, public park facilities, and schools. It would provide an important recreational resource, provide children a safe way to bike to school, and provide an alternative to the automobile for short trips.

Time Frame: Ongoing

General Responsibility: City of Newark Department of Parks and Recreation

F. Land Use Plan

1. Overview

The Land Use Plan seeks to encourage a balanced development pattern in the future. This balanced approach is intended to ensure that the City encourages a broad mix of residential, commercial, office, industrial and public development that meets the needs of the community over the next few decades. This balance is to encourage revitalization of declining parts of the City, stabilization and strengthening of threatened parts of the City, and new development that blends well with existing areas.

The Comprehensive Plan seeks to provide balance and the land use portion in particular presents strategies to do just that.

Following the Overview is a set of principles that serve as a foundation for the Land Use Plan. Following the principles is a narrative description of the plan. Concluding are recommendations to update the zoning code as a critical means of implementing the plan's land use policies.

2. Land Use Principles

The principles are statements of purpose intended to describe the strong intent of future growth for the City of Newark. They provide direction to the overall Comprehensive Plan.

- **Future development will be balanced to meet the needs of the community:** Development in the future will be balanced in order that all the needs of the community will be met. This includes a fair geographic distribution of development throughout the area, balance between residential and non-residential development, balance between existing business areas and new areas on the City's periphery, balance between development and conserved open space, and balance to ensure that infrastructure meets development needs. This balance will support and promote the City's quality of life.
- **The Downtown will be the City's preferred location for government, offices, businesses, and cultural institutions with stronger retail and housing components:** The City's Downtown will be its preferred location for government, corporate headquarters, retail and other small businesses, and cultural institutions. The City, the Chamber of Commerce and the Newark Alliance will continue efforts to expand and strengthen retail and tourism in the Downtown, and will work towards increasing the

amount of housing. Together this will help to create a vibrant community center.

- **Major corridors will continue as the City’s primary retail and office locations, but the City will facilitate balance in encouraging future businesses throughout the City:** Additional infill commercial development will occur along the City’s major roadways. The City will continue to strive to locate businesses in other appropriate locations around the community. This will help to stabilize neighborhoods, bring jobs closer to people’s homes, and meet the retail needs of the City’s east side neighborhoods.
- **All neighborhoods will be improved through infill development and redevelopment to create outstanding places for residents:** The City benefits from a broad mix of neighborhoods and a range of housing options for its residents. But it will continue to improve its existing neighborhoods to create “neighborhoods of choice” that ensure all residents benefit equally from stable property values, good recreation and education facilities, access (auto, walking and bicycling), safety, and neighborhood business. Neighborhood retail business will be appropriately located to provide neighborhood-scale goods and services.
- **The transportation system will be upgraded to improve mobility:** The City has benefited from a good transportation network, with excellent roadway access and strong rail service, even though it is removed from the interstate system. The transportation system will continue to strengthen through efforts by the City, State, and rail operators. Major projects to be implemented include constructing a connector on the eastern side of the City and a bypass road on the northwest side of the City. At the same time, access for pedestrians and bicyclists will be improved to provide alternatives to the car.
- **The open space system will be expanded:** The open space system – including parks, recreation facilities, and natural areas – will be expanded as the City grows. Special focus will be the City’s declining neighborhoods that need revitalization. The Licking River, which is an outstanding natural resource, will continue as a focus for creating a continuous greenway.

3. Land Use Plan

The following is a description of the Land Use Plan as defined by a set of land use standards. A Land Use Map accompanies the narrative.

Standards

The Land Use Plan strives to balance growing inward through reinvestment and redevelopment, and accommodating new growth on the City's periphery – both seamlessly blending together. In doing so, it will be important to stress compatibility among adjacent uses and connectivity between areas. This plan supports a population of about 53,480 persons. This is an increase of about 7,201 people over the 2000 population estimate of 46,279.

The density of future development should be balanced. Not all areas indicated on the map will develop over the planning period. But this provides for a coherent pattern of both reinvestment and new development.

Additional specifics include the following:

1. **Residential Neighborhoods:** The plan calls for encouraging reinvestment and redevelopment in the City's older neighborhoods through various infrastructure, economic and zoning incentives. Future residential development should be located adjacent to existing, compatible residential development – relative to unit type and density.
 - **Revitalized Neighborhoods:** These are neighborhoods principally located around the Downtown and adjacent to the older industrial sites and the rail lines that should continue to be the focus of reinvestment and redevelopment. Others continue to be excellent candidates for rehabilitation and infill new construction. The plan encourages rehabilitation of existing single-family homes and construction of new single-family homes on infill sites in older neighborhoods, which together help stabilize declining neighborhoods.
 - **Expanding Neighborhoods:** These are neighborhoods where the City has seen recent residential development and where it can expect new subdivisions and multi-family development to be constructed. Interconnecting new neighborhoods is important. This plan supports new single-family development where it is located adjacent to existing neighborhoods and where utilities are available. These new neighborhoods should connect with existing neighborhoods through extension of streets, sidewalks and bike paths.
2. **Multi-Family Development:** The plan supports multi family residential development in older parts of the City where it can be appropriately sited. Multi-family residential development occurs in all of the neighborhoods where it is compatible with existing development.

It also supports such uses in newer areas where multi-family can effectively screen single-family neighborhoods from highways

and commercial and industrial areas. Multi-family is also appropriate in the Downtown in the form of second story residences and new construction.

3. **Commercial Development:** Highway-oriented commercial development should continue to occur at available sites adjacent to the interchanges with SR 79 and SR 16. Retail with a tourism or destination focus should be directed toward the Downtown. Community oriented retail should occur along the major arterials as infill projects (e.g. 21st Street). Neighborhood-oriented retail should be supported where such uses meet local needs for goods and services, and are located at key crossroads. New retail nodes may be appropriate at intersections along new arterials.
4. **Office Development:** Office development should be encouraged adjacent to existing locations, as a redevelopment option within the Downtown, and at vacant or underutilized industrial and commercial sites. Wherever possible it should be combined with retail development or part of a mixed use project.
5. **Downtown:** The government offices, corporate offices, institutions, and the cultural arts should be concentrated in the Downtown. Retail and tourism should be strengthened, and housing that takes advantage of second level locations should be encouraged.
6. **Industrial:** Reinvestment in existing industrial areas will be encouraged provided renovation and new construction can meet floodplain requirements on the sites adjacent to the river and the downtown. Industrial development will be encouraged in the eastern and western ends of the City and within existing industrial parks. Rail and road improvements should be made to support such uses.
7. **Open Space:** The Licking River and its tributaries provide an excellent opportunity to create additional open space and to link neighborhoods and to compliment the existing park system

Planning Variables

The following planning variables define the quantitative aspects of the Land Use Plan:

- Gross residential densities are four to six dwelling units per acre for older areas of the City, three dwellings per acre for other existing areas, and two dwellings per acre for new areas. These densities fairly represent recent trends in the City. The City should continue to support recent trends to increase density in some areas, given that they support a more efficient use of land.
- About 30 percent of new residential construction is targeted for the City's older neighborhoods, 40 percent for other existing areas, and 30 percent for new areas. These are benchmarks that

reinforce the notion that investment must occur in the City's older areas if the scenario is to be achieved.

- Commercial locations are concentrated in existing areas, including the Downtown, but several new neighborhood locations are noted, to address a lack of retail, personal services, and medical offices.
- Industrial locations maximize targeted areas. They reflect undeveloped land use patterns, access to major arterials and highways, and utility service boundaries.

The Land Use Plan results in the following:

Table 1: Balanced Growth Scenario: Variables and Assumptions

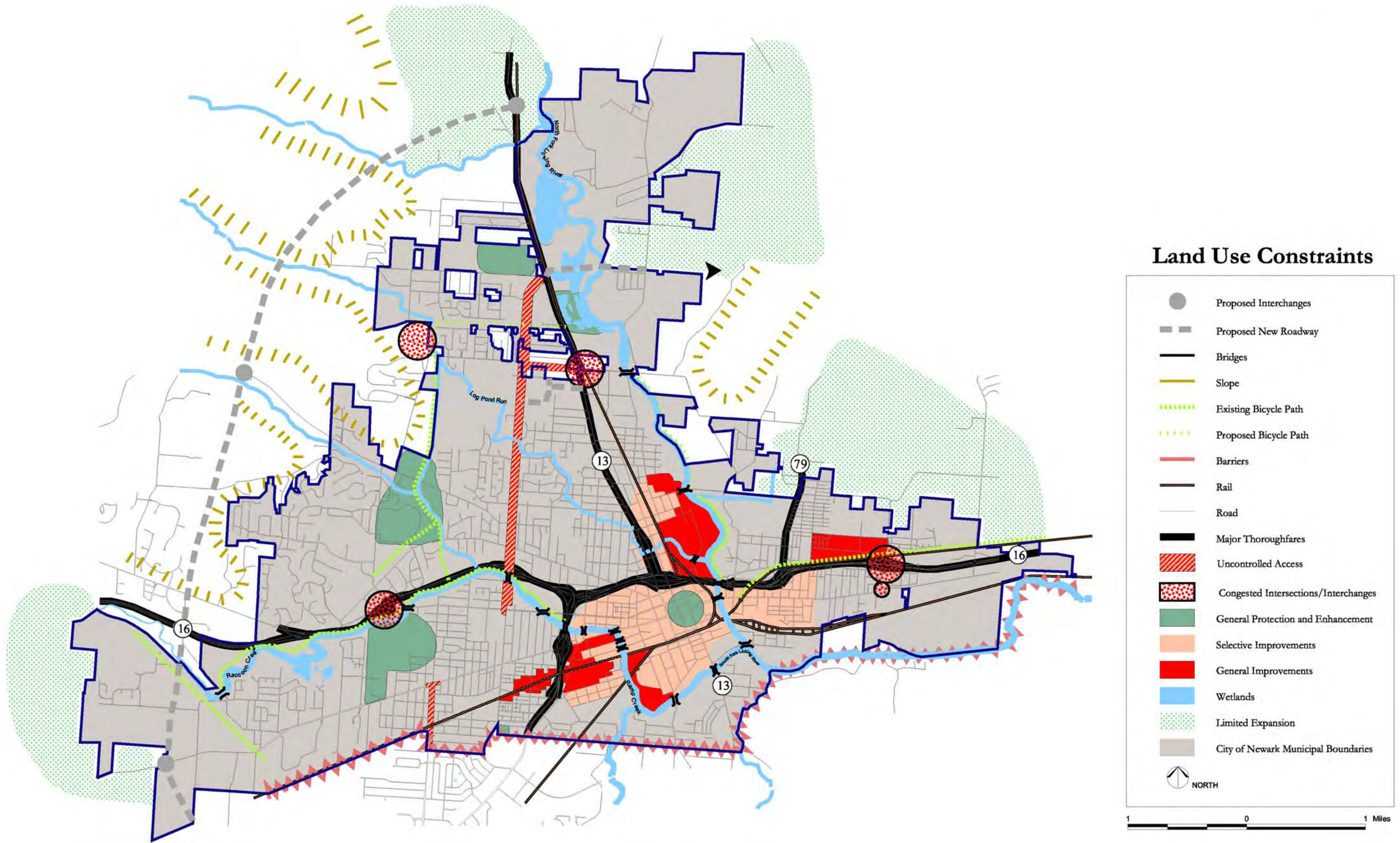
Variable	Planning Period
Forecast new residents (2000-2020)	53,480
Potential demand for new homes	6,758
Older areas of the City (30%) at 6 du/ac	2,027 units (337 acres)
Other areas in the City (40%) at 3 du/ac	2,703 units (901 acres)
Newer areas in the City (30%) at 2 du/ac	2,027 units (1,013 acres)
Potential retail demand	484 acres
Industrial development in future City limits	605 acres
Total	3,340 acres

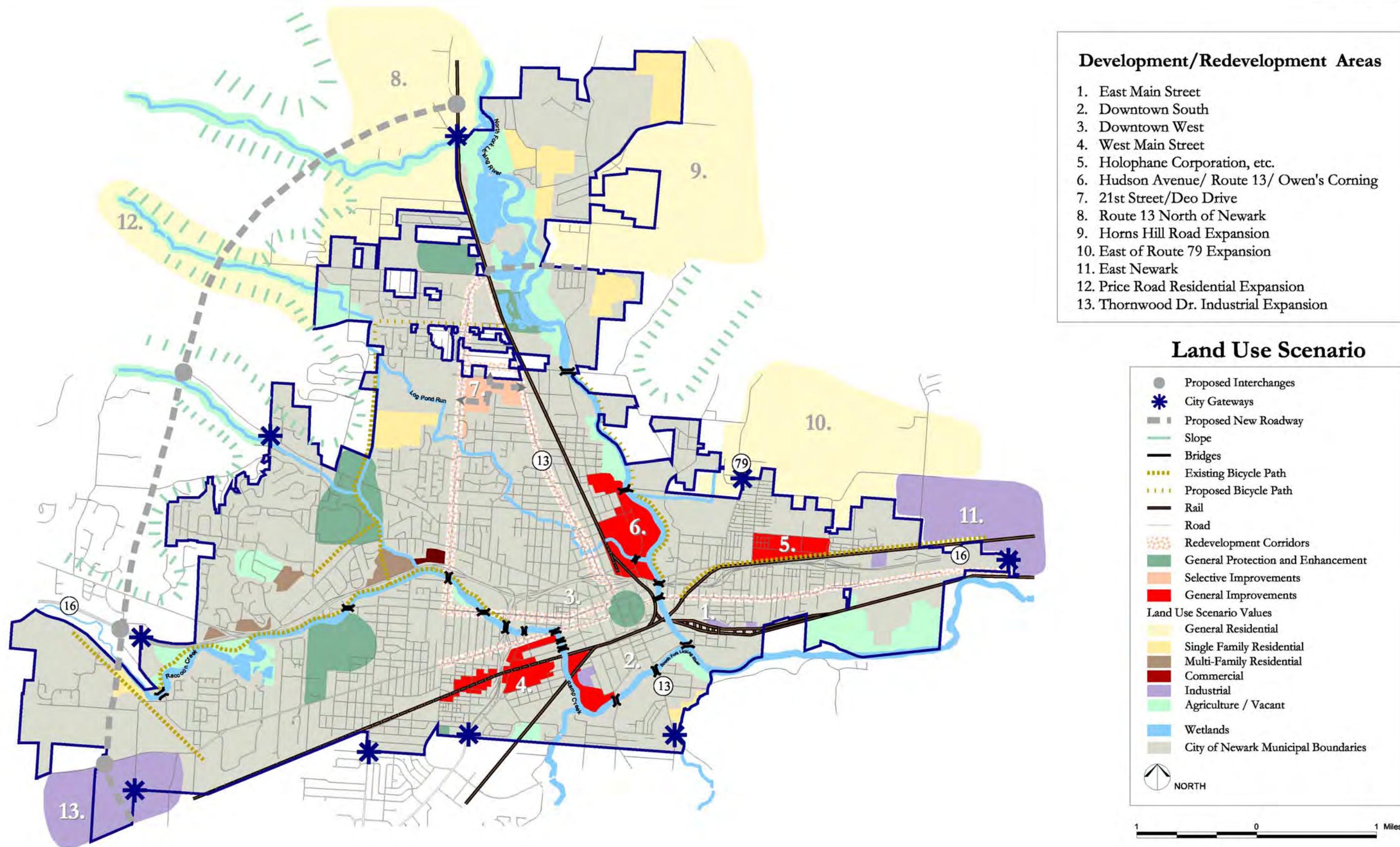
4. **Zoning Recommendations:** To assist with implementation of the Comprehensive Plan, the City's development codes will need to be updated. It is recognized that the zoning code, in particular, is outdated and would benefit from a general update and streamlining. In addition, the plan recommends new zoning approaches that are important to ensuring that land use policies will be implemented. The following is a summary of recommended zoning code changes:

- **Corridor Overlay Zoning Districts:** Most of the City's major roadway corridors are zoned B-4, General Business District. This district permits a wide variety of uses without the necessary aesthetic controls. A series of overlay zoning districts along the City's major corridors (e.g. 21st Street) would provide a means of promoting consistent treatment relative to landscaping, screening, buffering architecture and signage. These overlays can also assist in the implementation of corridor plans and as a means of reinforcing access management techniques. A Corridor Overlay District is defined as a district established by ordinance to prescribe special regulations to be

applied to a site in combination with the underlying designation in some specific manner.

- **Downtown Design Guidelines:** Most of the Downtown is zoned B-3, which allows a wide variety of uses like the B-4 district. A set of design guidelines should be prepared for the Downtown which compliment the existing historic district and reinforce the mixed-use approach proposed in the Comprehensive Plan. Such guidelines would ensure that new buildings and rehabilitation of existing buildings would reinforce the Downtown's aesthetic values. This would help to strengthen private sector investment by discouraging development that does not contribute to the greater vision for the Downtown.
- **Historic Preservation Guidelines:** The City's Old Towne West historic district currently lacks guidelines to assist property owners in making choices regarding rehabilitation that is in keeping with individual district character. Such guidelines should provide flexibility to guide the design process and to ensure that individual decisions support broader preservation goals.
- **General Code Update:** The Plan recommends review and update of zoning regulations and other regulations to facilitate economic development efforts and enhance public and private property. This would require a general survey of ordinances and proposals for revisions. This would be in addition to the above recommendations.
- **Critical Natural Features:** The zoning code and subdivision regulations should be updated to include standards that ensure that critical natural features are protected to the degree feasible in development decisions. Such features include floodplains, woodlands, severe slope, wetlands, and species habitat.
- **Conservation Easements:** Easements are an excellent tool for protecting open space without the City having to acquire the property. Easements can be purchased or donated. While not a zoning code provision, easements do affect land use policies and are a means of implementing the Comprehensive Plan.





4. Environment and Natural Resources

A. Goal

Abundant green space throughout the community – including visible greenspace in new development and protection of existing natural resources and agricultural land.

B. Overview

One of Newark’s most cherished assets is its park and recreation system including the bike path that winds along different corridors throughout the City. In fact, the number one “good” place according to the residents was the OSU Newark Campus due to the abundant amount of green space surrounding it. Octagon State Park, TJ Evans Family Park and the Moundbuilders State Park were other “good” places that the residents spoke highly about in Newark.

The natural environment and its resources can go along way in enhancing the overall quality of life for a community. This goes beyond parks and recreation to include tree cover, wetlands, and even undeveloped hillsides. An example of this is Granville Street. If it were no longer lined with the tall trees towering over it, much of the character that Granville Street offers would be lost. Beyond aesthetics, further implications for not protecting the environment include poor water quality, flooding and air

pollution. This chapter provides an outline of the existing environment and natural resources in Newark. The chapter also offers direction on how to maintain and protect such resources while increasing the amount of visible greenspace in new developments.

C. Key Findings



Tree cover throughout the City, as shown here on Granville Street, helps enhance the quality of life in Newark.

- **Importance of Urban Forest Cover:** Newark currently has the distinction of being a Tree City, USA and has an urban canopy cover of 24 percent (27 percent is the National average). Trees and related urban forest resources are a critical component of Newark's ecological health, environmental quality, aesthetics, and livability. Such resources stabilize soils by controlling wind and water erosion, reduce noise levels, cleanse pollutants from the air, produces oxygen and absorbs carbon dioxide, provides wildlife habitat, and improves water quality by filtering soil and pollutants. Economic benefits of protecting and enhancing the urban canopy cover include greater real estate values, enhanced settings for business activities, and reduced energy costs for heating and cooling.
- **Floodplains:** Floodplains are the areas adjacent to rivers and streams that are subject to periodic or regular flooding. Over 17 percent of the land in Newark is in the 100-year floodplain, meaning there is a one in one hundred chance of flooding in any given year. Development is discouraged in these areas due to the high risk in flooding and the City's floodplain regulations control the type of development that can occur. Similarly, five percent of the City is in the 500-year floodplain. While less strict than the 100-year flood zone, development in these areas are also controlled by Newark's floodplain regulations.
- **Protection or Riparian Corridors:** Riparian Corridors are those areas adjacent to a flowing waterway including stream banks. When protected, riparian corridors are heavily vegetated and provide many benefits to Newark including an improved quality of life. However if these areas are not protected and development takes place, such occurrences as flooding, erosion, sedimentation of surface waters, increased stormwater runoff, loss of wetlands, increased pollution, and wildlife habitat losses may transpire. The goal of riparian corridor protection should be to protect existing wooded areas and to connect these areas through preservation to form a natural corridor.
- **Steep Slope Development:** Since Newark is located in the Licking River Valley; most of the City is relatively flat. However, nine percent of the outlying areas to the east and west slope from greater than 12 percent. When development takes place on steep slopes,

vegetative cover is greatly reduced causing increased soil instability. When soils on steep slopes become unstable, the potential for erosion increases resulting in potential property damage. Furthermore, the erosion associated with development on steep slopes becomes a public health and safety issue by increasing the possibility for flooding in areas below. For such reasons, steep slopes over 12 percent should be maintained with a vegetative cover to avoid erosion and slippage.

D. Objectives and Strategies



Newark residents highly utilize the parks and recreational facilities – one of the City’s most cherished assets.

1. Maintain abundant green space throughout the community - including visible greenspace in new development and protection of existing natural resources and agricultural lands.

In implementing the following strategies, there are more community choices that will have to be made in terms of the degree of environmental protection and quality of life issues. Revision of land use controls should be immediate and pursuing funding to protection and restoration should be on-going.

Strategy 1: Setting aside land from development

a. Acquisitions

- Create and implement a trails and greenway plan; apply for State of Ohio Issue 1 monies or other State and federal funding sources for acquisition and improvements.
- Restore riparian wetlands and stream banks.
- Acquire key significant natural areas based on ecological integrity and public health and safety functions or based on presence of resources and species - i.e. significant woodland resources.
- Meet national standards on open space of 10 acres per 1,000 persons based on population forecast.

b. Conservation Easements

- Work with the local land conservancy and/or the Licking County Soil & Water Conservation Service to purchase conservation easements or encourage donations.

c. Conservation Development

- Rezone environmentally sensitive areas to encourage conservation development for residential and non-residential uses.
- Remove environmental constraints to development - i.e. slope.

Time frame: Ongoing

General Responsibility: City of Newark

Strategy 2: Regulating Environmental Constraints to Development

a. Riparian setbacks

- Create minimum setbacks from existing watercourses (e.g. 50-100 feet).
- Prohibit commercial and industrial uses directly adjacent to watercourses.
- Reduce density to a maximum of one unit per two acres adjacent to riparian corridors.

b. Limitations or conditional uses for development on steep slopes

- Prohibit or make a conditional use development on slopes over 18 percent.

c. Overlay to regulate uses or limit density to maintain groundwater recharge and quality.

- Prohibit commercial and industrial use.
- Establish a maximum density of one unit per two acres.
- The groundwater recharge boundary should be groundwater yields over 100 per minute; 400 feet around wells serving more than 1,000; and 1,000 feet on either side of main stem source water and 500 feet on tributaries.

Time frame: Ongoing

General Responsibility: City of Newark

Strategy 3: Land Stewardship

a. Encourage Low Impact Development.

- Encourage rain gardens for stormwater management
- Discourage large amounts of impervious surfaces through maximum percentage of land coverage ratios.

b. Encourage Green building.

- Require that all economic development and redevelopment funded in the city be required to meet green building standards

c. Increase canopy cover throughout the City through street tree planting and reforestation.

Time frame: Ongoing

General Responsibility: City of Newark

5. Transportation

A. Goal

A well planned and maintained infrastructure system that has excellent traffic circulation, conveniently connecting its citizens and offering appropriate access management, signage and easily accessed affordable public transportation within the City and to the region and State.

B. Overview

Like other elements of the Plan, the condition of the Transportation network (positive or negative) can affect the various other elements in many ways. For instance, if an area is not adequately served by transportation access, it can affect property values, market demand, type and sustainability of land uses, and safety conditions due to slow EMS/Fire Service arrival times. The reverse is also true; properties close to major interchanges tend to have the highest property values and market demand, etc.

While the transportation access through Newark is sufficient, with State Routes 16 and 79 being four-lane thoroughfares, the City is at a disadvantage because of its location, having inadequate access to the surrounding Interstate Highway System (I-70 and I-270). This weakness tends to economically hinder Newark when it comes to the recruitment of new companies, with the City struggling to compete among cities to the south and west that have better Interstate highway access. Unfortunately,

there is little the City can do to resolve the issue since there are no plans in the immediate future for a new Interstate highway to be constructed closer to Newark. However, upgrades by the Ohio Department of Transportation to Routes 79 and 16/161 into Columbus may ease the situation.

Transportation and land use are strongly associated with each other throughout Newark as well. How the land is developed determines how much traffic is generated. More intense uses such as commercial shopping centers generate a significantly higher amount of traffic than a residential subdivision and therefore require a higher classification that accommodates such traffic. When land is rapidly developed, like the residential subdivisions along Horns Hill Road, the existing roadway likely becomes deficient and needs costly upgrades to adjust for the larger traffic volumes. This is especially apparent during peak hours of the day when traffic is congested on certain linkages within the City due to poor levels of service and limited roadway connections.

This chapter of the Plan highlights the existing transportation system and suggests steps the City can take to alleviate congested traffic and improve the transportation system. The Transportation Existing Conditions Report in Appendix E further details the accident data, LCATS (Licking County Area Transportation Study) Improvement Program, and gives a description of the deficient intersections.

C. Key Findings

The three major components of a traffic network include circulation, traffic flow and access.

- **Circulation:** Overall, traffic circulation within Newark is relatively good. East-west movement of traffic is sufficient, with State Route 16 and West Main Street carrying a substantial amount of daily traffic. North-south traffic is more restricted by some congested locations on major roadways (21st Street, State Route 13/Mount Vernon Road). One other constraint is that the largest parcels with development potential in Newark are along roadways such as Horns Hill Road and Cherry Valley Road where poor vehicle and truck access has made growth difficult.
- **Traffic Flow:** Other than the “peak” hours of travel time (7a.m. – 9 a.m. and 4p.m. – 6p.m.), heavy congestion does not appear to be a major concern on most roadways in Newark. A few exceptions include Mt. Vernon Road/ Deo Drive/ Waterworks, which was determined to be over-capacity in 1995, and the Church Street/ Country Club Drive interchange with State Route 16, which has experienced recent development leading to deficiencies in capacity.



Transportation corridors in Newark, such as 21st Street could benefit greatly from access management regulations.

A complete list of deficient roadways can be found in Appendix E of the Existing Conditions Report.

- **Access:** Comprehensive access management is an approach to addressing traffic congestion, accidents, and loss of street capacity. Reasons for poor access management include too many access points to businesses or residences along a major arterial roadway causing the slowing of traffic flow. Examples of poor access management within the City include 21st Street, South 30th Street, and State Route 13 - North of Downtown. Currently, Newark has no access management regulations in effect. Benefits of enacting such regulations could lead to fewer accidents, improved travel times, less congestion, lower transportation costs for businesses, and less need to expand roadways, resulting in more cost efficiency to the City.

D. Objectives and Strategies

1. Plan for a well-managed transportation system.

For Newark to meet the transportation goal of the Plan, it will be essential for the City to plan for its future transportation needs in order to determine what projects are best served by the limited transportation funds available. It is recommended that the City implement plans that have been recently been completed, implement the Thoroughfare Plan, and support other local transportation planning efforts that could directly affect Newark.

Strategy 1

Complete a comprehensive 21st Street/Mt. Vernon Road Corridor Study: Based on its location and existing right-of-way width, the 21st Street corridor may have the greatest potential to provide better north-south traffic circulation through the City. A study should primarily explore options for improving access management. The study should address, at a minimum, the potential for the following: improved traffic signal spacing and locations, driveway consolidations, parallel access roads, center median construction, appropriate turn lanes, etc. The primary goal of the study should be to identify the necessary improvements to obtain a better balance between access and mobility and create a corridor that provides a major collector/minor arterial level of access control, and adequate bicycle and pedestrian access. It may be appropriate to expand the study to include Mount Vernon Road (SR 13) in the corridor analysis. Access to potential development and redevelopment areas should be considered. Public involvement will be a key component to this study. A plan to retrofit access

management techniques is nearly always met with strong opposition from business owners along the corridor, since the perception is that their access will become less convenient. Therefore, the case must be made to local businesses that the overall improved travel time, safety, and aesthetics of the corridor will, in fact, make the area more attractive to business and increase the value of properties and businesses.

Time frame: Immediate

General Responsibility: City Planning / City Engineering

Strategy 2

Implement the “interim” solutions from the recently completed “Downtown Newark Vehicular and Pedestrian Traffic Study” to improve traffic circulation in the Downtown area: The recommendations of the study address pedestrian traffic, parking, and traffic flow and circulation for Hudson Avenue/Mt. Vernon Road, Church Street, and Courthouse Square.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 3

Implement Thoroughfare Plan: By implementing the Thoroughfare Plan, the function of each roadway and the characteristics of that roadway with respect to pavement, tree lawn, and sidewalk/bikepath widths, are defined. Features of the Thoroughfare Plan can be applied as existing roadways are repaired and/or improved, and for new facilities.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 4

Require Traffic Impact Studies for new developments: Requirements for these studies could be included in the City’s access management policies. Studies of this type require the developer to demonstrate the traffic impacts of the development and identify improvements needed to support the development. These studies will be especially important in the three areas that have been identified in the land use plan as future residential development. Significant redevelopment plans should also include traffic impact studies.

The city should develop traffic impact policies that will define what each developer will be required to contribute to the improvement of roadways that serve the development. The impacts should be traced all the way to the local arterial level.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 5

Develop a comprehensive Wayfinding and Route Marking System for the City: Such a signage system will require coordination between City and State agencies. The process of developing such a system would include:

- Development of goals, objectives, and criteria by a stakeholder group.
- Development of a master plan by the City and stakeholder group.
- Design, installation, and maintenance of the system.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 6

Support the Licking County Transit Board's planning efforts and continue current commuter bus service to Columbus: The Board has actively been determining public transportation needs for the county including the City of Newark. Support and explore opportunities for the expansion of service. The City should monitor the progress of the new North Downtown Columbus COTA terminal, and work with COTA to modify the commuter bus route as it becomes appropriate.

Time frame: Short Term

General Responsibility: City of Newark Transit Operations Coordinator

Strategy 7

Continue to support current bicycle and pedestrian facility projects and develop a comprehensive bicycle and pedestrian plan: Planned connections and extensions of the City's current facilities should be pursued. A stakeholders group should be developed to prepare a comprehensive bicycle pedestrian plan. Potential funding sources should be included as part of the plan. A responsible person or persons should be identified for pursuit of each element of the plan.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 8

Perform a comprehensive study to determine needed improvements along Cedar Street (SR 79) to accommodate future development: It is anticipated that land near the interchange of SR 16 and Cedar Street will continue to develop. Such a study should utilize the LCATS traffic model to determine anticipated traffic volumes for this area. The plan should include concepts for traffic circulation within this potential residential development area.

Time frame: Mid Term

General Responsibility: City Planning / City Engineering

2. Improve transportation distribution and linkages throughout the City

For a transportation system to be sufficient, it must have strong linkages connecting major thoroughfares throughout the City. An effective transportation system is also able to support the traffic demands during the peak hours of each day. The strategies outline ways for Newark to improve these linkages as well as its distribution of traffic in a productive manner.

Strategy 1

Improve capacity and traffic flow along Mt. Vernon Road (SR 13) in the Waterworks Road/Van Tassell Avenue area:

Improvements are necessary to correct traffic flow deficiencies in this area. Specific improvements were identified in a 1995 study prepared for the City. This study and recommended improvements should be updated using current traffic data (possibly coordinated with the 21st Street study). City and/or private funding will likely be required for the improvements. Since SR 13 is a key state route, there is a potential for state and federal participation. If City or private funding cannot be made available for such improvements, discussions with ODOT and LCATS should be initiated as soon as possible. All proposed developments in the area should be reviewed with respect to traffic impacts.

Time frame: Short Term

General Responsibility: City Engineering

Strategy 2

Support proposed capacity improvements at Cherry Valley Road and SR 16 intersection: Needed improvements were identified

in a 1996 study prepared for LCATS. These improvements would provide better access to the western portion of the City.

Time frame: Short Term

General Responsibility: City Administration

Strategy 3

Develop comprehensive access management policies and adopt ordinance: Access management policies would allow the city to better protect its investment in public roadways. There is no “quick fix” to the City’s access management deficiencies. Important opportunities to implement access management standards will occur:

- As new developments seek site plan approvals
- As existing properties are redeveloped, resulting in a change in use and traffic generating characteristics
- As part of corridor roadway improvements, such as the South 30th Street widening, and potential 21st Street/Mt. Vernon Road corridor improvements.

Developing and adopting such standards is a process. The process must include stakeholder and public involvement. The City should, either on its own or with the help of a consultant, research access management codes that have been successful for similar cities, and use those codes as a starting point for developing a code for the City of Newark. It may be necessary to revise existing zoning codes and subdivision regulations to incorporate references to the new access management codes. Responsibility for enforcing these codes will likely be a joint effort between the City Zoning Office, Street Department, and Planning Office.

Time frame: Short Term

General Responsibility: City of Newark, City Engineering

Strategy 4

Pursue a roadway connector between Mt. Vernon Road (State Route 13) and Horns Hill Road: A connector roadway may be necessary to provide adequate access to the areas adjacent to Horns Hill Road for residential development. A thorough study including the ultimate development potential of the area and alternatives to a new river crossing should be explored. Since LCATS traffic forecasts have indicated potential capacity deficiencies on State Route 13 in this area for 2025, other needed improvements along State Route 13 in the vicinity of the crossing should be thoroughly studied. Funding for the connection will most likely be from local resources for such

an improvement since it is not on the LCATS plan and does not serve a regional purpose. However, there is a potential for funding from the developments themselves. Funding of improvements on State Route 13 could also potentially come from state and federal sources.

Time frame: Mid Term

General Responsibility: City Planning / City Engineering

Strategy 5

Support proposals for the construction of north-south arterials roadways west of the City: Currently LCATS lists two projects that would essentially create a western bypass of the City. The “Thornwood Drive Upgrade from Main Street to SR 79” project is listed as “funded” and is ranked third in LCATS 2025 recommended projects. The funded version of the project would upgrade Thornwood Drive from SR 16 to SR 79, by widening lanes, adding shoulders, and improving intersections. This connection would provide better north-south access from Newark to I-70. The construction of a separate limited access facility was another alternative but was considered cost prohibitive by LCATS. The City should support the upgrade of Thornwood Drive as planned, and at the same time actively support the concept of a new facility paralleling Thornwood Drive.

The second project, “SR 13 – SR 16 Connector,” would construct an limited access roadway from SR 16 just east of Granville, to SR 13 north of Newark. Such a connector’s purpose would be to improve north-south circulation by reducing through truck and vehicular traffic on SR 13 through Newark. This project is ranked tied for fifteenth and has “no identified funding” in the LCATS plan. The 20-year land use scenario will not likely be affected by this project, but the City should support this project, as a long-term transportation need.

Time frame: Long Term

General Responsibility: City Administration

Strategy 6

Implement the “long-term” solutions from the recently completed “Downtown Newark Vehicular and Pedestrian Traffic Study” to improve traffic circulation in the Downtown area: The recommendations of the study address pedestrian traffic, parking,

and traffic flow on Hudson Avenue/Mt. Vernon Road, Church Street, and Courthouse Square.

Time frame: Ongoing

General Responsibility: City Planning / City Engineering

Strategy 7

Construct South 30th Street Improvements: These improvements will improve north-south circulation in the southwestern part of the City.

Time frame: Ongoing

General Responsibility: City Engineering

3. Sustain alternative modes of transportation

Alternative modes of transportation are not only a necessity to a percentage of Newark's population but can greatly enhance the quality of life in the Community. This is especially true with bike and pedestrian trails that navigate through the City and are widely used by Newark residents. Continuing to maintain and improving upon the alternative transportation services and facilities is strongly recommended over the coming years.

Strategy 1

Continue to support the City of Newark – Taxi Token

Program: This program provides a valuable service to many residents of the City. The effectiveness of the program and expansion needs should be monitored.

Time frame: Short Term

General Responsibility: City of Newark Transit Operations Coordinator

Strategy 2

Review all proposed transportation projects and development proposals for adequate bicycle and pedestrian facilities and adopt ordinance: Adequate facilities within project and development limits should be required. Potential linkages to existing or proposed facilities should also be carefully considered.

Time frame: Short Term

General Responsibility: City Planning / City Engineering

Strategy 3

Support LCATS in monitoring progress on the North Corridor project and potential regional transit funding: Currently, COTA is advancing the North Corridor Light Rail Transit project into

preliminary engineering. Local interest may have some influence on the subsequent expansion of rail service beyond the North Corridor.

Time frame: Long Term

General Responsibility: City of Newark Transit Operations Coordinator

E. Proposed Thoroughfare Plan

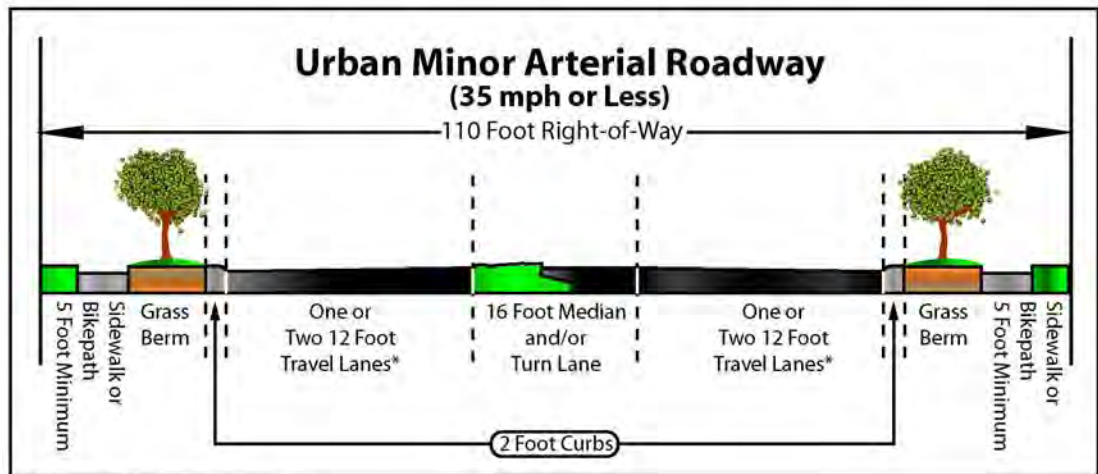
The proposed Newark Thoroughfare Plan is included **Figure 5.13**. The following are definitions and typical cross sections for each of the proposed functional classifications. The typical cross sections provide the necessary design for a safe roadway and for pedestrian and bicycle transportation alternatives.

Principal Arterial

- Serve major activity centers, highest volume corridors, and longest trip demands.
- Carry high proportion of total urban travel on minimum of mileage.
- Interconnect and provide continuity for major rural corridors to accommodate trips entering and leaving urban area and movements through the urban area.
- Serve demand for intra-area travel as between the central business district and outlying residential areas.
- Primarily limited access facilities constructed and maintained by the State of Ohio.

Minor Arterial

- Interconnect with and augment the principal arterials.
- Serve trips of moderate length at a somewhat lower level of travel mobility than principal arterials.
- Distribute traffic to smaller geographic areas than those served by principal arterials.
- Provide more land access than principal arterials without penetrating identifiable neighborhoods.
- Provide urban connections for rural collectors.



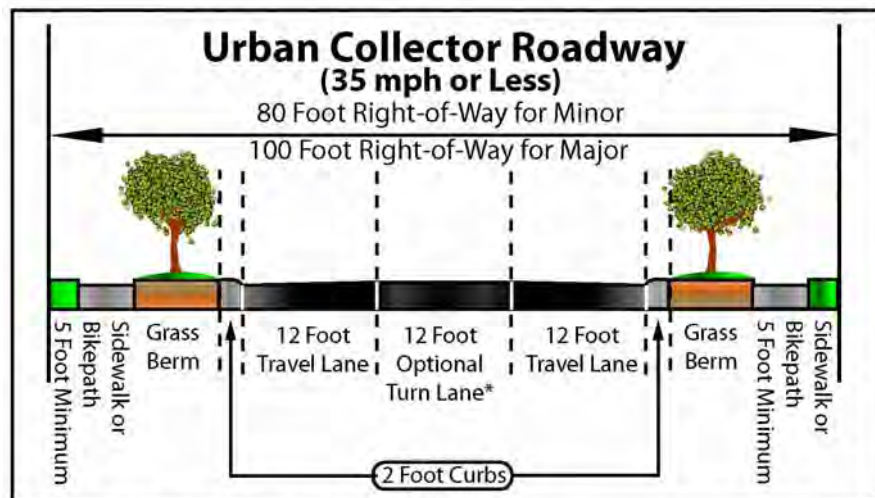
* Governed by capacity needs

Major Collector

- Serve land access and traffic circulation in residential and commercial/industrial areas.
- Penetrate residential neighborhoods.
- Distribute and channel trips between local streets and arterials.

Minor Collector

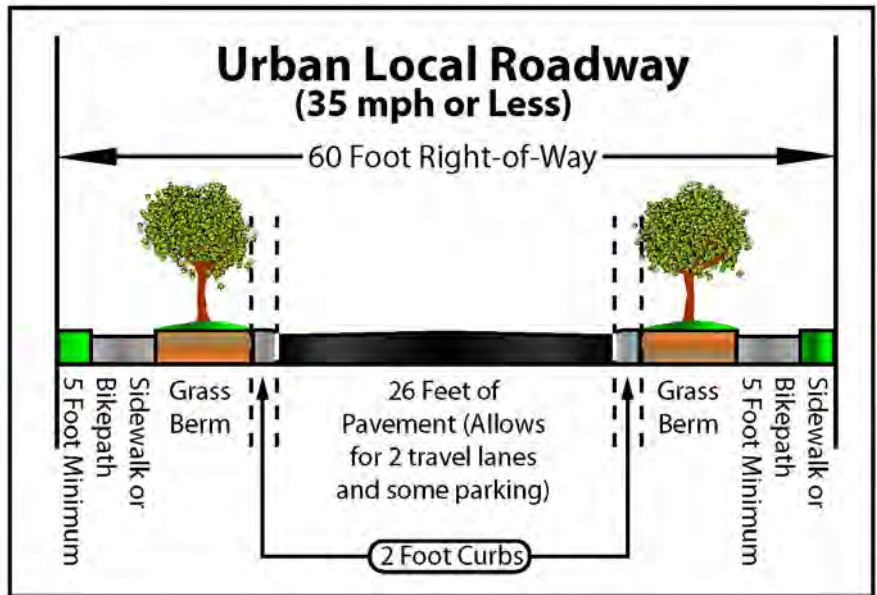
- Connect these places with nearby larger towns and cities or with arterial routes.
- Serve the most important intra-county travel corridors.
- Spaced at intervals to collect traffic from local roads and bring all developed areas within reasonable distance of a collector.
- Provide service to smaller communities not served by a higher class facility.
- Connect locally important traffic generators with rural hinterlands.

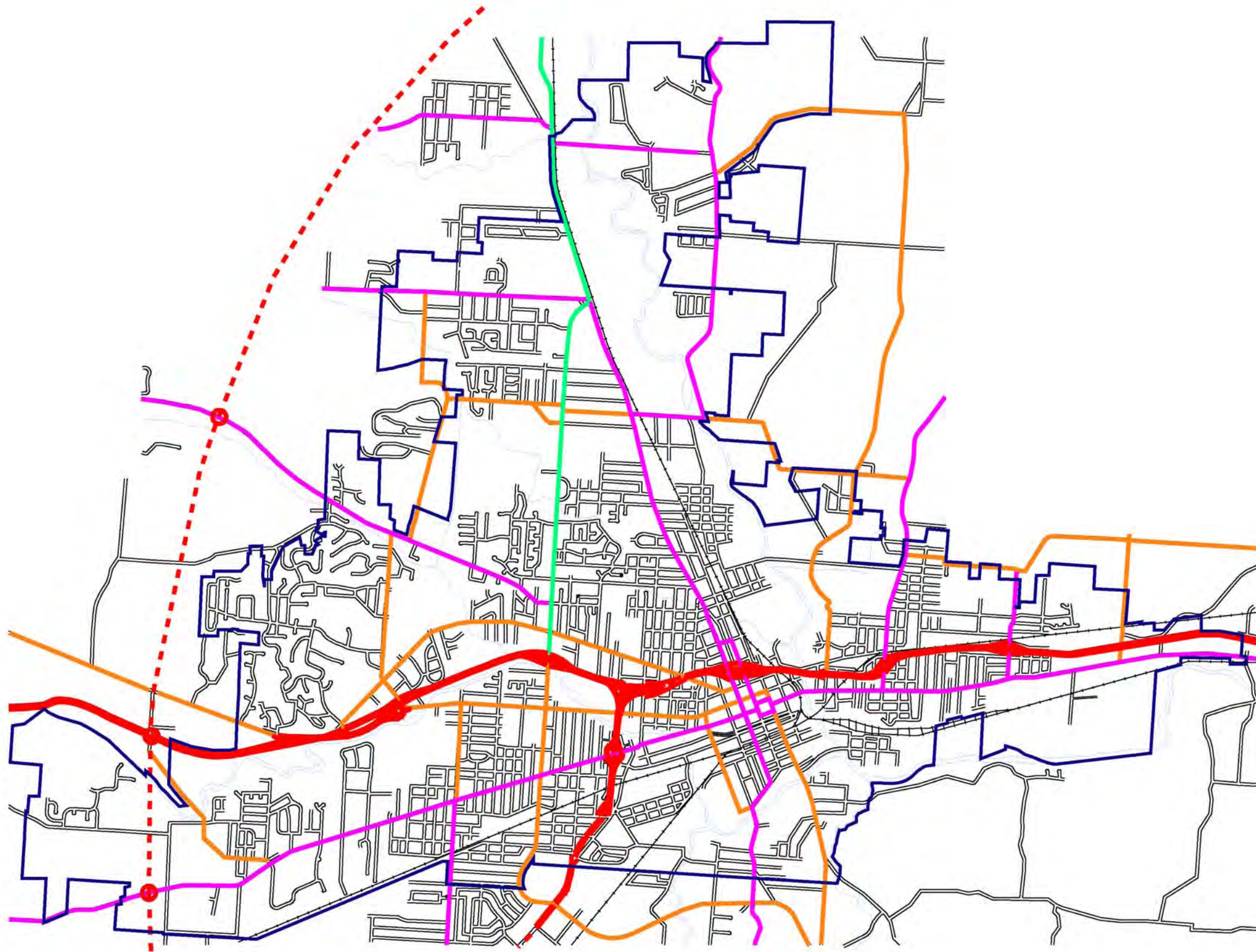


* Governed by capacity needs












Locals

- Provide direct access to adjacent land.
- Provide access to higher systems.
- Carry no through traffic movement.





Thoroughfare Plan

-  Interchange
 -  Proposed Major Collector
 -  Principal Arterial
 -  Major Arterial
 -  Major Collector
 -  Minor Collector
 -  Local
 -  Rail
 -  River
 -  City of Newark Municipal Boundaries
-  NORTH

6. Community Facilities

A. Goal

Outstanding community facilities and services that are coordinated with development, provide a variety of affordable activities for youth, embrace cultural diversity, and support first class educational and healthcare opportunities for all.

B. Overview

Community facilities within Newark and the services that are provided include a broad range of categories. Community facilities include everything from infrastructure to recreational opportunities to schools. Due to this expansiveness, the residents voiced concern over community facilities and services during the idea gathering process (147 out of 401 ideas) more than any of the other five topics. Some of the top reoccurring themes were education, recreational activities, and safety. While safety in regards to analyzing the fire and police services is not addressed specifically in the DESTINY 2020 Plan, objectives and strategies for the improving the overall safety of Newark Residents is addressed in several chapters including Land Use, Economy, and the water analysis of this chapter.

As the community facilities goal suggests, the Newark residents' vision goes beyond the City's normal capabilities. While the ideas given are very important to improving the quality of life for Newark residents and

should be addressed, the City is limited in what it can do when it comes to embracing cultural diversity or improving healthcare, educational opportunities, etc. This chapter does however recommend objectives and strategies the City can strive to achieve. This include steps the City can take to increase youth activities, achieve a good working relationship with the City School District, and improve upon its water and sewer utility system.

C. Key Findings

- **Combined Sewer Overflow:** Currently the City has many combined sewers throughout Newark. The Downtown area is especially of concern, as the combined sewer overflow discharges into the north and south forks of the Licking River during periods of heavy rainfall.
- **Non-Sewer Serviced Areas:** The existing sewer analysis determined there are areas within the City that are currently not serviced with sewer utility. This can lead to a negative impact on property values and the potential resale of the property. The non-serviced areas include: Morgan Manor, portions of the east end around McKinley Avenue, and portions of the north-end.
- **Poor Water Pressure:** At higher elevations in the western portion of Newark water pressure is poor. This is due to small water lines servicing a large amount of development. Without improvement, this could lead to issues (i.e. low fire flow, more development making the problem worse, etc.) in an area of the City where development pressure is on the rise.
- **Sufficient Healthcare:** Newark's healthcare needs are served primarily by the Licking Memorial Health System, which is a non-profit healthcare organization governed by a volunteer Board of Trustees. Licking Memorial Hospital is currently a 195-bed facility that offers a wide variety of services that are unique to a hospital of its size. These services are offered in such areas as cancer, emergency, maternity, heart and mental health. In addition, over 150 area physicians have medical privileges at Licking Memorial Hospital to fulfill the Newark residents' healthcare needs.
- **Diverse Educational Opportunities:** In addition to the 16 schools in the City of Newark School District, there are also private schools to educate students K-12. The Licking County Joint Vocational School, located in northwest Newark, serves both students from 11 area high schools and the adult workforce in Licking County. The Joint Vocational School offers 22 technical programs to Licking County juniors and seniors and a wide variety of classes targeted toward adult workforce development and continuing education to over 6,000

adults annually. The Newark Campus of the Ohio State University and the Central Ohio Technical College also add to the diverse educational opportunities offered in the City of Newark. In the fall of 2001, the Newark Campus had the highest enrollment record in the School's history with 4,000 students in attendance. To accommodate the growth, a Campus Master Plan has been prepared to outline improvements over the coming years with the first groundbreaking occurring in the spring of 2002 for a \$13.4 million state-of-the-art technology building that will provide the City with a cutting edge educational facility.

C. Objectives and Strategies

1. Build upon already existing youth programs to offer a larger variety of activities for younger Newark residents

It is important for DESTINY 2020 to recognize that Newark's youth is a valuable asset to the City – without the youth, Newark has no future. Throughout the public involvement process it was determined that a major deficiency within Newark is activities for the youth – especially affordable ones. In fact, the overwhelming theme to come out of the two youth meetings was the frustration of Newark's high school aged youth with the lack of activities offered to them within the City. These types of concerns diminish Newark's quality of life and it is recommended that the City take steps to fulfill the youth needs in attempt to discourage younger residents from moving elsewhere when years from now the choice is presented about where they want to live and start their own families.



One of Newark's most valuable assets is its youth. One strategy is for the City to look at ways to expand upon existing programs and activities.

Strategy 1

Expand activities of the Mayor's Youth Council and develop a citywide Youth Task Force: This task force should include Newark residents between the ages of 12 and 18 that represent all areas of Newark and come from diverse backgrounds. The responsibilities should include input on City policies for the youth as they come forth to City Council, organizing civically minded activities (i.e. trash clean up, assisting the elderly with property maintenance, fundraisers for a new City recreation center, litter prevention and recycling, etc.) as well as organizing social activities for Newark's youth. The City Administration should work together with the school systems to select members for the Task Force.

Timeframe: Immediate and Ongoing

General Responsibility: City Administration, Schools, Litter Prevention and Recycling

Strategy 2

Staff a part-time position directed toward organizing youth activities within the City’s Parks and Recreation Department: It is recommended that an individual is made responsible for coordinating youth programs that would take place at the City’s parks and recreation facilities – mainly during the summer months. The activities should be directed toward younger children (pre-school age) to older high school adolescents and may include nature walks, organized athletic leagues, and outdoor plays. This position would need to be funded through a grant. If funding were unavailable for part-time staff, teachers would make suitable volunteers during the summer months.

Timeframe: Short Term and Ongoing

General Responsibility: City Council, Administration, Litter Prevention and Recycling

Strategy 3

Consider constructing a City youth/recreation facility in cooperation with businesses and other jurisdictions: It is a common occurrence for Cities to partner with private foundations and non-profit organizations to construct youth/recreational facilities. Newark should work with potential organizations and jurisdictions such as Licking County and the Township to coordinate efforts on providing a high quality youth/recreation center that is affordable to Newark families.

Timeframe: Long Term

General Responsibility: Implementation Task Force, City Council



Strategically planned community facilities, such as emergency and fire protection, will be important to Newark in the coming years.

2. Plan for community facilities to accompany future development.

As future growth occurs within Newark, it will be important for the City to plan for community facilities that will be needed to support potential new development. Different types and sizes of new development have various impacts on existing community facilities. A large new residential development (100 homes) would have a significant impact on the neighborhood schools and fire services. Similarly, a new commercial development, (i.e. Wal-Mart, Kroger’s, etc.) would have a larger impact on police services. Planning should be completed in order to assure future development does not put a burden on existing community facilities in Newark.

Strategy 1

Require set asides and open space dedication with new development: Land should be set aside for future needs as the new development expands. Depending on the size of the development, enough land should be set aside to accommodate future roadway right-of-way and community facilities such as schools, fire stations, and parks.

Timeframe: Ongoing

General Responsibility: City Administration, Developer

Strategy 2

Explore ways to fund future community facilities: When searching for ways to fund community facilities, it is important that the cost is assessed to the specific development that has impacted Newark’s services. The City should investigate the best options for generating enough revenue to provide additional community facilities that may be needed to support the new development (i.e. fiscal impact fees, tax increment financing, etc.).

Timeframe: Ongoing

General Responsibility: City Administration



The City Administration should continue to build upon its relationship with the Newark City school district.

3. Strong support should transpire between the City and the Newark City School District

In many cities, how the school district is perceived is a direct reflection on the community itself. With that understanding, it is in the best interest of Newark to succeed in forming a solid working relationship with the schools for various reasons (i.e. recruitment of new companies, sustaining a stable tax base, maintaining the current population, etc.). It is strongly recommended that the City promote any School District achievements and show encouragement for any efforts that will help improve the City’s school district.

Strategy 1

Continue to build upon the City’s relationship with the Newark City school system, joint vocational schools and private schools: It is strongly recommended that the City and Schools remain in strong communication with each other. This partnership of working together can prove to be beneficial to both parties when attracting new businesses and generating a strong tax base.

Timeframe: Ongoing

General Responsibility: City Administration, Schools

Strategy 2

The City should support and assist the school district in meeting the objectives and strategies of its Strategic Plan whenever possible: The stronger the School District is, the stronger the City will likely be. It is recommended that the City and the Implementation Task Force aid the school district, whenever possible in achieving the objectives of the Strategic Plan – especially in achieving “effective” status by 2006, as measured by the Ohio state report card.

Timeframe: Short Term and Ongoing

General Responsibilities: City Administration, Implementation Task Force

4. Sanitary Sewers should be upgraded and expanded throughout the City where most needed and a long-range plan should be developed to separate combined sewers.

Strategy 1

Develop long-range plan for separation of combined sewers: The Plan must include funding options and prioritization.

Key Issues

- The downtown area has many combined sewers that overflow and discharge directly into the rivers during periods of heavy rainfall.
- Although a plan to handle the Combined Sewer Overflow (CSO’s) was recently completed, eventually a separation of the systems will be required.
- A separation project will be expensive (millions) and cause significant inconvenience during construction. However, it will only become more expensive and difficult as time passes.
- Although CSO’s are permitted, they do pose potential health risks and should be eliminated

Timeframe: Long Term

General Responsibility: City Administration

Strategy 2

Upgrade system in vicinity of Valley Drive-In to encourage in-fill development in this area:

Key Issues

- The Valley Drive-In property is prime commercial real estate that has sat vacant for many years primarily due to lack of sewer capacity.

- With the new development in the area, this property is even more primed for commercial development that will benefit the City.
- These upgrades may not be extremely difficult or costly (approximately \$250,000).

Timeframe: Immediate

General Responsibility: City Administration

Strategy 3

Continue expansion of system in the Wells/Miller/Idlewilde/Weiant neighborhood:

Key Issues

- The neighborhood south of the railroad tracks is probably the largest and most densely developed area in the city that remains without sewer service.
- Property values will rise and somewhat of a neighborhood revitalization will likely follow the sewer project.
- With Phase I of this complete, sewer is now more readily available to the remainder of the area.
- This will cost approximately \$500,000.

Timeframe: Short Term

General Responsibility: City Administration

Strategy 4

Expand system throughout the city to other developed areas with no sewer

Key Issues

- Many areas of the City were developed in the past with no sewers. This causes a negative impact on property values and resale potential.
- Soils in the City are typically not well suited for septic systems. Additionally, lot sizes in most of these areas are too small to install adequate septic systems.
- Many systems are failing and are potential health hazards
- This will cost approximately \$500,000 per expansion area.

Timeframe: Ongoing

General Responsibility: City Administration, Department of Community Development

Strategy 5

Expand system to north and east to encourage new development:

Key Issues

- The area in the north around Horns Hill Road has been waiting to explode with residential development. While access issues are a factor, the main detriment has been the lack of sanitary sewer facilities.
- The east end around Dayton Road has the same problem, and its development will likely be commercial and/or industrial.
- City leaders have expressed support and interest for development in both of these areas. Much, if not all, of the cost should be borne by the developers.
- This will cost approximately \$1 million.

Timeframe: Mid Term

General Responsibilities: City Administration

Strategy 6

Pursue sale of services to other entities (Hanover, SWLCWSD, Licking County):

Key Issues

- The City has historically been opposed to this concept, as it feared annexation would no longer be attractive.
- With the new annexation laws, it is becoming more difficult for cities to expand.
- Newark has adequate capacity and a central location that would allow it to become a regional plant if the City desires. This would be looked on favorably by OEPA and could be a real financial boon to the City.
- Study will cost approximately \$100,000.

Timeframe: Mid Term

General Responsibilities: City Administration

5. Improve the City's water system through upgrades and replacements of old lines and investigate ways to expand the system to promote economic development.

Strategy 1

Upgrade system in west end to improve flow and pressure:

Key Issues

- At some higher elevations in the west end, water pressure is poor. Much development has occurred in the recent past and the system was not prepared to handle it.
- Additional development is likely in the west end, which will only make the problem worse.
- Expansion beyond the City limit would likely go west, so upgrades to the City limit would be needed.
- Fire flows are a concern in some areas even with existing development, so upgrades would reduce that concern.
- This will cost approximately \$500,000.

Timeframe: Short Term

General Responsibilities: City Administration

Strategy 2

Enlarge and replace old lines in old areas to allow fire flow in all areas served by City Water:

Key Issues

- Again, much of the development of the City in the past was with lines that are too small according to today's standards.
- Many of the areas now suffer from low pressure and/or poor fire flows with these old lines.
- Many of these problems have been corrected over the past few years. The City needs to simply continue this effort until all areas of concern are addressed.
- Many of the lines in the system that are of adequate size are so old that they are also in need of replacement.
- This will cost approximately \$250,000.

Timeframe: Mid Term

General Responsibilities: City Administration

Strategy 3

Investigate options to sell service to other areas:

Key Issues

- The City has historically been opposed to this concept, as it feared annexation would no longer be attractive.
- With the new annexation laws, it is becoming more difficult for cities to expand.
- Newark has adequate capacity and a central location that would allow it to become a regional plant if the City desires. This

would be looked on favorably by OEPA and could be a real financial boon to the City.

Timeframe: Mid Term

General Responsibilities: City Administration

Strategy 4

Expand system north and east to promote development:

Key Issues

- The area in the north around Horns Hill Road has been waiting to explode with residential development. While access issues are a factor, the main detriment has been the lack of sanitary sewer facilities.
- The east end around Dayton Road has the same problem, and its development will likely be commercial and/or industrial.
- City leaders have expressed support and interest for development in both of these areas. Much, if not all, of the cost should be borne by the developers.
- This will cost approximately \$500,000.

Timeframe: Mid Term

General Responsibilities: City Administration

6. Sufficiently plan to assure all developed areas have adequate storm drainage.

Strategy 1

Identify funding to pay for many needs (revisit Stormwater Utility):

Key Issues

- The City has many stormwater issues including:
 - a. System expansion
 - b. System repair needs
 - c. Maintenance of Corp Engineers Flood Project
 - d. National Pollutant Discharge Elimination System (NPDES) requirements
 - e. Master Planning
- A storm water utility approved by council in 1994 was overturned by referendum. Therefore, none of the original concerns have been addressed.
- Implementation of the utility is still the best solution.

Timeframe: Immediate

General Responsibilities: City Administration

Strategy 2

Prepare for March 2003 implementation of National Pollutant Discharge Elimination System (NPDES) Phase II requirements:

Key Issues

- Phase II of the National Pollutant Discharge Elimination System (NPDES) will impact Newark on March 31, 2003. The city must have a plan in place at that time.
- The plan required takes a considerable effort and amount of time to develop.
- While a delay is possible, compliances for Newark are inevitable in the very near future.
- This will cost approximately \$1 million.

Timeframe: Immediate – Short Term

General Responsibilities: City Administration

Strategy 3

Begin lengthy process of installing systems in developed areas with no drainage (Wells/Miller/Idlewilde/Weiant, Presidential Estates, East End, etc.):

Key Issues

- Over the years, most of the City was developed without adequate drainage. Those areas now suffer when rain occurs.
- It will take a considerable effort over an extended time period and millions of dollars to resolve this problem. With or without the storm water utility, this issue must be addressed.

Timeframe: Short Term

General Responsibilities: City Administration

Strategy 4

Continue to enforce drainage regulations with new development:

Key Issues

- With the enactment of drainage regulation in 1995, the City positions itself to be protected from drainage problems for new development. The City must simply continue to enforce this.

Timeframe: Ongoing

General Responsibilities: City Administration

Strategy 5

Institute plan for requiring drainage improvements with other upgrades to existing properties:

Key Issues

- One way to slowly improve drainage problems is to require on-site drainage upgrades when other improvements are proposed. This can be tied to building permits. Although this is a slow process, it is a step in the right direction.
- This will cost approximately \$50,000.

Timeframe: Immediate

General Responsibilities: City Administration

7. Economy

A. Goal

An economically healthy City, offering broad educational opportunities, creating a more competitive and productive work force, to maintain and attract diverse employment opportunities that will support a balance of industrial, commercial, and residential development.

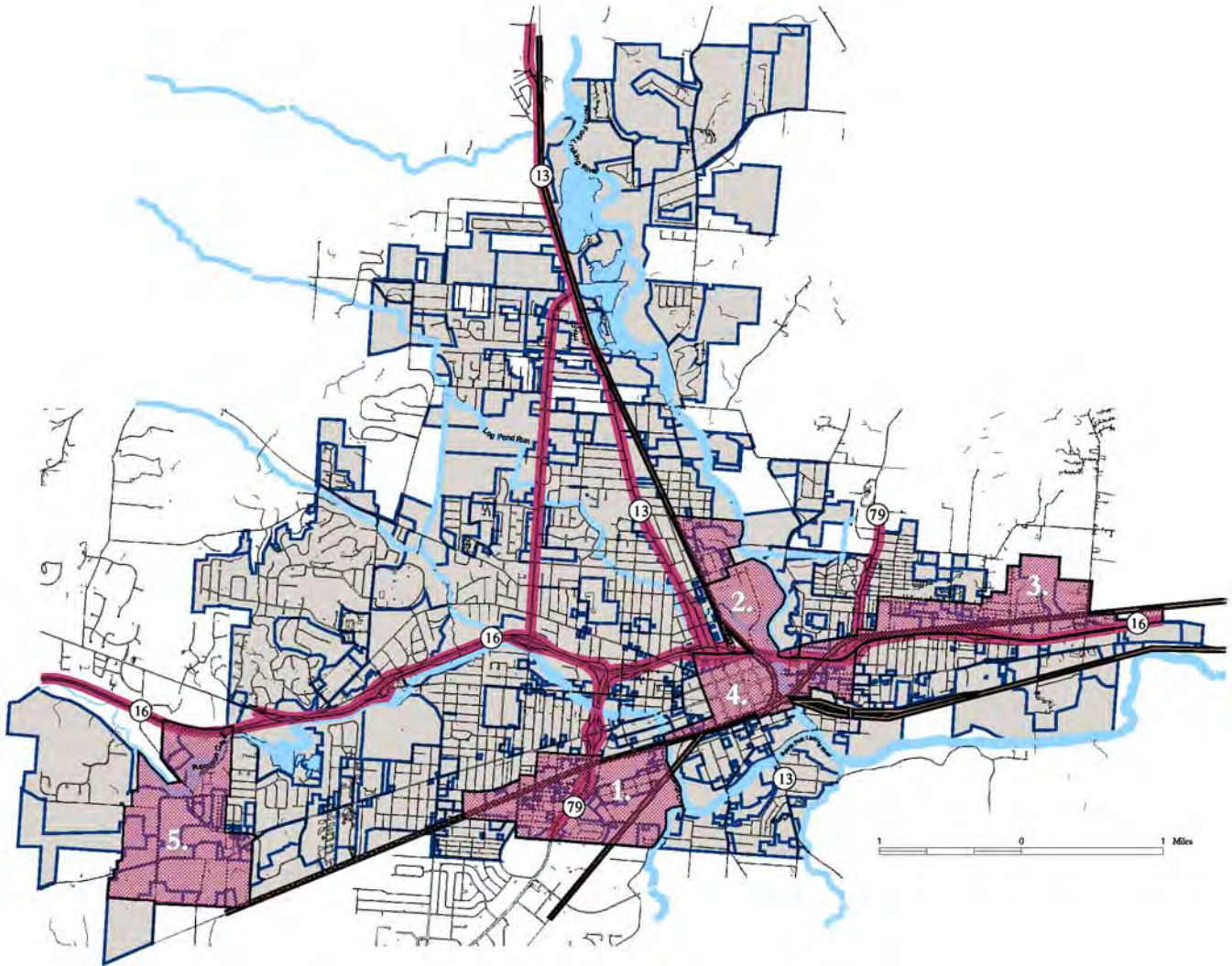
B. Overview

Due to the direct relationship between the City's fiscal conditions and its economy, it would be difficult to achieve the economic goal of DESTINY 2020 without looking at the two in the same context. An example of this close relationship is income tax revenue generated from Newark's labor force. As shown in the Fiscal Conditions Analysis, a large portion (40 percent) of Newark's total revenue stream is dependent on the amount of income tax revenue generated within the City. In correlation, the Economic Trends and Conditions Analysis suggests a growing amount of Newark's labor force is commuting outside the City to work in other areas in the Greater Columbus Region, causing a loss in income tax revenue. With Newark's income tax revenue growth currently experiencing a slowdown, continuation of this revenue-declining trend could be detrimental to the City's fiscal health. In order to correct the current circumstances and regain lost revenue, Newark must look for ways to

enlarge its labor force and attract high paying jobs to reduce the number of residents commuting outside the municipal boundaries to work. This chapter addresses the City of Newark's economy from both the market perspective as well as the fiscal one. It provides general guidance for developing a more diverse economy, increasing the City's tax base, creating high paying jobs, and performing better capital needs investment planning. The chapter also examines what well-thought-out decisions must be made in order for Newark to experience profitable economic development, which will lead to better City services provided, and in turn raise the overall quality of life within the City.

C. Key Findings

- **Slowing of Income Tax Revenue:** City revenues increased by 46 percent or \$10 million dollars between 1991 and 2000, after adjusting for inflation. However, income tax revenue growth is currently slowing and has declined in real dollars since 1999. The City is very dependent on income tax revenues, which account for 40 percent of Newark's total revenue stream. An increasing out-flow of Newark residents to jobs in Columbus may explain the City's declining income tax base.
- **Lower Property Values:** Recent trends show Licking County's property values have been increasing at a higher pace than Newark's in all land uses except agriculture. Newark's residential property assessment base has showed the highest increase with a 37 percent rise between 1993 and 1999, while during that same time period Licking County's increased 51 percent. Since Newark has historically had an industrial-based economy, it is important to note that the City's total industrial property value declined in that same time period.
- **Improved Capital Programming:** The City utilizes a relatively ad hoc "crisis driven" approach to capital project programming that relies heavily on withdrawal from the City's annual "unappropriated balance." There are opportunities to introduce long-term life cycle planning and replacement scheduling that would help reduce ongoing competition among City departments for meeting short-term capital needs. This type of fiscal planning potentially avoids the City having to choose between such things as new fire equipment versus repairs to aging infrastructure each year.



The shaded areas on the Community Reinvestment Map represent the boundaries of the five CRAs throughout the City.

- Community Reinvestment Areas:** Newark has created five Community Reinvestment Areas (CRA) throughout the City to encourage reinvestment by allowing property tax abatements. Newark uses the five CRAs as tools to encourage housing maintenance and construction in areas that have not experienced recent investment, to enable property owners to successfully market vacant properties and facilities, and to generate new employment. The five CRAs cover fifteen percent of the City, and 64 percent of the tax-abated land is used for residential property. As revealed in the Net Fiscal Benefits Analysis in Appendix F, local residential property tax revenues are not sufficient to support the cost of operating Newark's schools. Tax abating large numbers of residential properties does little to alleviate this insufficiency.



Office usage is very beneficial to the City of Newark, generating the greatest fiscal return on a per-square-foot basis.

- Commercial and Industrial Uses have a Positive Fiscal Impact:** Commercial and industrial uses generate a relatively high fiscal gain to the City, primarily because of the benefit of income taxes. Office generates the greatest fiscal return on a per-square-foot basis, at \$2.37. Industrial is second with a net fiscal benefit of \$1.02 per square foot. Following office and industrial is retail at \$0.54 per square foot. Commerce and Industry provide additional fiscal benefit by providing income and property tax revenues without causing a strain on local schools.
- Residential Property Fiscally Non-beneficial for the City:** In general, residential land use revenues are equal to the costs of supplying services, meaning that the City is receiving little to no revenue from residential property within Newark. The exception is multi-family residential uses, where higher-densities result in higher costs to the City on a per-acre basis while revenues (i.e. property taxes) are insufficient to cover the higher costs, causing the City to actually lose \$272 per unit, annually. *It is important to note that while residential uses produce little revenue and multi-family uses generate a negative fiscal return, there are other types of civic and economic benefits provided from affordable housing. This includes supplying housing to workers in support of office, industrial, and retail development – which generates higher revenues for the City.*
- Manufacturing Sector Declining:** Industrial activity is more important to Newark than it is to Licking County and the larger Columbus Region, with 49 percent of Licking County's manufacturing businesses and 58 percent of its manufacturing jobs located in the City. Despite this, Newark's manufacturing sector has experienced a decline over the last several years. The weakened economy has led to many of the larger manufacturing facilities either being downsized or becoming obsolete, leaving behind large empty buildings underutilized for such things as warehouse storage facilities. The shift in uses has resulted in industrial property values weakening throughout the City, causing further decline in tax revenue generated for Newark and the Newark City School District, who benefits the most from the property tax. These alternative uses also produce fewer jobs and lessen the amount of income tax revenue generated for Newark.
- Key Role within Licking County:** Newark plays a key role within Licking County's Economy. The City is the County Seat and in turn, the center of governmental activity for Licking County. Newark is also the largest population center, making it a major

source of consumer market demand and the largest business center. In Licking County, Newark is also the center for recreation, entertainment and tourism. The City averages 500,000 visitors annually to the Longaberger Corporate Headquarters alone.

D. Fiscal Health Objectives and Strategies

1. Ensure that the City of Newark maximizes its fiscal health by realizing the optimum public benefits from new development or redevelopment within the city.

Public benefits are calculated in various ways, including not only fiscal and economic benefits, but also the positive impacts of development on residents' quality of life.

Public policies that influence development can impact on the City in different ways. For example, policies that serve to improve education can also increase the City's competitiveness for attracting higher-skilled, higher-wage jobs.

The City should review its existing development and economic incentive policies to ensure that they maximize public benefits. The following priorities and strategies focus specifically on way to increase fiscal and economic benefits.

Strategy 1

Maximize employment and income tax revenues generated to the City from new development or redevelopment: The Fiscal Analysis clearly demonstrates the City's dependence on income taxes. The decline in Newark's industrial base, coupled with increasing commutation to Columbus, is eroding the City's primary source of operating revenues. Encouraging wage and employment growth are critical for the City's fiscal and economic health.

Key Actions

- Design and implement a detailed economic development strategy based on recommendations outlined in the following section (E).
- Prioritize development approvals and land use policies that encourage higher-wage office and industrial uses.
- Prioritize development approvals and land use policies that favor employee-rich office, retail, and industrial uses.
- Re-focus the use of future CRA tax abatements to favor those uses that retain or create high-paying jobs and enhance the City's income tax base, where legally possible.
- Develop fiscal or policy incentives (i.e., fast-track regulatory approvals, loans/grants, land assembly & negotiating, training

resources) or public infrastructure that encourages employment and income-tax-generating development or redevelopment.

- Develop and prioritize the use of incentives or public infrastructure for companies that create or retain a high percentage of *resident* employment. (Encourage companies that specifically create jobs for residents paying income tax to the City of Newark).
- Enhance the relationship between City and Schools through the creation of a Strategic Partnership for the promotion of Newark. Education and training are key components of business recruitment and economic development strategies discussed in this plan. Economic development and education officials should lead this effort collaboratively.

Lead Organization: City of Newark Economic Development Department, City Council, and Mayor.

Partners: Newark/Licking County Chamber, Heath-Newark and Licking County Port Authority, Licking County Planning and Development Office, Newark Schools, Columbus Area Chamber; and Ohio Department of Development.

Timeframe: Start in 2003 and Ongoing.

Strategy 2

Consider the Public Return on Investment (ROI) in approvals for private development proposals, zoning changes, and public infrastructure: The economic and fiscal impacts of proposed large-scale development should be measured, whenever that development requires the use of fiscal incentives, changes in regulatory policy, or development of public infrastructure.

Key Actions

- Develop a simple yet comprehensive ROI model for measuring the economic & net fiscal impacts of development. The City's existing employment model and the land use fiscal model (contained in the Appendix of this plan) can serve as a starting point.
- Give greater weight in the model to priorities emphasized in the plan, including the following:
 - Higher wage employment
 - Number of employees
 - % Resident employment

- Net (Annual) Fiscal Impacts to both City and Schools (See Fiscal Analysis in Appendix).
- Long-term private investment.
- Up-front and annual cost of the specific public incentive or infrastructure improvements
- Long-term risk to the City (such as in property holdings, bond financing, or TIFs)
- Other factors to consider outside of the model include:
- Role in meeting Economic Development objectives, including job creation, upgrading, and retention
- Impact on downtown
- Role in improving other plan objectives, i.e. those relating to quality of life.
- Use the output of the ROI analysis to inform decisions about public approvals, use of fiscal incentives, and development of public infrastructure for proposed projects.

Lead Organization: City of Newark Economic Development and Finance Departments.

Partners: Licking County Economic Development/ Heath-Newark and Licking County Port Authority, and Licking County Planning and Development Office.

Timeframe: Start in 2003, develop model in 2003-2004, and begin using model in 2004.

Strategy 3

Monitor the Public Return on Investment (ROI) from fiscal incentives and public infrastructure used to leverage private investment: Development incentives and policies should be monitored over time and reviewed regularly to ensure that they are continuing to meet their objectives.

Key Actions

- Create an Incentive Policy Document that clearly states and defines the public objectives for each and every fiscal incentive and economic development policy promulgated by the City.
- Establish targets and timetables for meeting objectives. Include these targets and timetables in the Incentive Policy Document.
- Augment the existing CRA list with all properties and businesses that benefit directly from public fiscal and policy incentives.

- Track total ROI from each incentive overall on an annual basis (cumulative from individual properties & businesses).
- Review each fiscal & economic development incentive or policy annually, comparing policy objectives with ROI outputs or other measures of public benefits.
- Consider revisions or refinements to policies annually, based in part on the objectives and timetables set forth in the Incentive Policy Document.

Lead Organization: City of Newark Finance and Economic Development Departments; City Council and Mayor.

Timeframe: Create Incentive Policy Document in 2003, Ongoing.

Strategy 4

Enhance property values and expand the local property tax base:

Property taxes are the most important locally generated revenue source for Newark's schools. Education and skills development are critical components of the Economic Development strategy for increasing the City's competitiveness for attracting new development. Revitalization of Newark's older residential neighborhoods, commercial districts, and industrial areas helps strengthen the existing tax base.

Key Actions

- Implement the recommendations for economic development contained in this plan.
- Design specific revitalization strategies for older industrial areas, commercial districts, and residential neighborhoods.
- Re-focus property tax incentives towards employment-generating uses. Limit residential tax breaks to residential renovation abatements.
- Encourage the use of Tax Increment Financing (TIF), a powerful tool for development, but only after a thorough assessment of project risk to the City.
- Create non-abatement incentives that target residential and retail revitalization, such as loans and grants for façade & other building improvements, urban design, & infrastructure.
- Enhance the use of existing or new public amenities (good schools, parks, & recreation facilities) as a tool for marketing and improving residential neighborhoods.

- Encourage the development of a diverse housing stock, including housing that attracts higher-wage earners.

Lead Organization: City of Newark Economic Development Department, and City of Newark Schools

Timeframe: Begin 2003, Ongoing

Strategy 5

Enhance the City’s ability to respond to short and long-term capital needs and remain fiscally sound through more intensive capital planning: All municipal governments must balance their immediate capital needs against long-term priorities. It is much easier to approach a balance and avoid conflict if there is long-range capital planning.

Planning can also help the City anticipate far in advance the need for financing major capital improvements, thereby allowing the City time to communicate this need to the community and gradually build support for the additional expenditures. Advance fiscal planning can help Newark better achieve the community vision outlined in this comprehensive plan.

Key Actions

- Create a coordinated all-department life cycle plan (replacement schedule) that can increase the efficient use of City facilities and equipment. The replacement schedule would serve as a basis for a Capital Improvement Plan (CIP). The replacement schedule can account for re-building and rehabilitation of equipment, which is already promoted in the city.
- City departments are already in the process of establishing a mid-range (five-year) CIP. This process should incorporate replacement schedules and strengthen the City’s knowledge of its overall annual, mid-term, and long-term capital financing needs.
- The annual CIP process should be led by the City Engineer and/or appointed committee, and should operate prior to and outside of the City’s annual Budget negotiations. A formal CIP process would help reduce the need for negotiations over draw-down of the City’s annual “Unappropriated Balance.”
- The fiscal and economic impacts of large-scale public projects should be determined in advance to help the City prioritize projects and assess various alternatives for development. The output of an impact analysis will also help the City

communicate the need for capital project debt or other financing to the public.

Lead Organization: City of Newark Finance and Engineering Departments

Timeframe: Begin 2003, Ongoing

Strategy 6

Regularly communicate the City's fiscal needs to the public in order to ensure resident and business support for capital and other financing initiatives: The City's leadership regularly communicates the need for infrastructure or other public improvements. However, there are opportunities to enhance communication to reduce conflict and strengthen support for development initiatives.

Key Actions

- Strengthen fiscal planning as outlined above, through a CIP, replacement schedules, and other means of identifying and communicating capital improvement needs in advance.
- Use ROI analysis or other indicators as a means of communicating to the public the type and scale of return the City can expect from a proposed project.
- Conduct regular outreach to various sectors of the community in a coordinated effort to communicate the City's budget process and Newark's basic capital needs.
- Prepare an updated brochure for distribution to existing & prospective businesses and the general public, summarizing each fiscal and economic incentive offered by the City of Newark in terms of the following:
 - Goals and objectives, as clearly stated by the City.
 - Targeted uses & recipients
 - How it works
 - Application process
 - Explanation of public benefits, summary of total ROI, and examples of success stories.

Lead Organization: City of Newark Finance, Engineering, and Economic Development Departments

Timeframe: Begin 2003 or after development of a CIP

E. Economic Development Element Objectives and Strategies

Priority #1: Adopt the Economic Development Element of the Comprehensive Plan

The first step for economic development is to adopt the Economic Development Element of the Plan. This will ensure the City's commitment to implementing the strategies identified in the ED Element.

Key Actions

- Official adoption of the plan by the Destiny 2020 Steering Committee.
- Official adoption of the plan by Newark City Council and other decision-making bodies.
- Memoranda of agreement with major economic development partners.

Lead Organization: City of Newark

Timeframe: Immediate

Priority #2: Industry Sector Development Strategies

Develop and implement industry-based strategies for developing appropriate future opportunities in the industrial, office, retail, and tourism sectors:

1. Improve the City of Newark's overall competitiveness as a location for future industrial development.

The City of Newark currently has fairly good potential for industrial development, depending upon specific business location project requirements and the ability of Newark to meet these requirements, especially in terms of a competitive site, favorable City image, and local costs of doing business. The City's potential will improve once new industrial space is brought on stream and the City becomes more aggressive about economic development. Newark's best opportunities for industrial development are:

- Existing manufacturing and distribution companies in the City.
- Columbus area and Central Ohio companies relocating or expanding.
- Locally owned manufacturing and distribution companies.
- Small- to medium-sized manufacturing companies.
- Companies linked to the Columbus area's Distribution and Logistics Industry Cluster.
- Custom software companies selling to industrial markets.
- Foreign companies acquiring Columbus area industrial businesses.

The City's major competition for future industrial development include:

- Hebron and unincorporated locations in Licking County.

- Canal Winchester and Groveport in Franklin County.
- Circleville in Pickaway County.
- Lancaster and Pickerington in Fairfield County.
- Coshocton in Coshocton County.
- Mount Vernon in Knox County.

Strategy 1

Retain existing major manufacturers and distribution companies located in the City.

Key Actions

- Identify top retention candidates.
- Contact these firms to determine needs and communicate how the City can help.
- Organize assistance teams where needed and appropriate.

Lead Organization: City of Newark

Partners: Newark/Licking County Chamber, Heath-Newark & Licking County Port Authority, Licking County Planning and Development Office, Columbus Area Chamber; and Ohio Department of Development.

Timeframe: Start in 2003 and Ongoing.

Strategy 2

Assist existing manufacturers and distribution companies to expand and grow within the City.

Key Actions

- Identify top expansion candidates.
- Contact these firms to determine needs and communicate how the City can help.
- Organize assistance teams where needed and appropriate.

Lead Organization: City of Newark.

Partners: Newark/Licking County Chamber, Heath-Newark & Licking County Port Authority, Licking County Planning and Development Office, Columbus Area Chamber; and Ohio Department of Development.

Timeframe: Start in 2003 and then ongoing.

Strategy 3

Attract new manufacturing and distribution companies to the City.

Key Actions

- Identify best attraction targets (firms and industries).
- Initiate marketing contacts with prospects.
- Respond to inquiries from firms themselves or other economic development groups.

Lead Organization: Newark/Licking County Chamber.

Partners: City of Newark, Licking County Planning and Development Office, Heath-Newark & Licking County Port Authority, Columbus Area Chamber, Ohio Department of Development, utilities, industrial realtors, real estate developers.

Timeframe: 2003 and ongoing.

Strategy 4

Strengthen industrial real estate resources within the City.

Key Actions

- Develop a plan and create the new 80-acre Thornwood Business Park.
- Develop a plan and clean up/redevelop industrial sites in the Route 16 and 13 corridors.
- Annex land along State Route 16, east of Newark.

Lead Organization: City of Newark.

Partners: Private property owners, real estate developers, banks, environmental agencies.

Timeframe: 2002-2005

Strategy 5

Strengthen City residents' workforce skills for future industrial jobs.

Key Actions

- Improve the workforce skills of incumbent workers in Newark industrial companies.
- Recruit new skilled workers/managers to Newark to fill high demand industrial occupations.

Lead Organization: Licking County Department of Jobs and Family Services (WIB)



The Newark OSU/Central Ohio Technical College is a good option for Newark residents to locally expand their workforce skills.

Partners: Newark/Licking County Chamber, City of Newark, OSU Newark, Licking County Planning and Development Office, Ohio Dept. of Development/Industrial Jobs Training Program.

Timeframe: 2003 and Ongoing.

Strategy 6

Provide appropriate City economic development incentives to qualified City industrial projects.

Key Actions

- Develop an industrial incentive policy for the City.
- Prepare performance guidelines and monitoring procedures for incentive use.
- Develop a standard package of incentives available to qualified industrial firms.

Lead Organization: City of Newark.

Partners: Licking County Planning and Development Office, Heath-Newark & Licking County Port Authority, Ohio Dept. of Development.

Timeframe: Ongoing

Strategy 7

Market Newark as a competitive and high quality industrial location.

Key Actions

- Develop and implement a marketing communications strategy for existing industrial companies.
- Develop and implement a marketing communications strategy for new business prospects in the Central Ohio area, nationally, and internationally.

Lead Organization: Newark/Licking County Chamber

Partners: City of Newark, Licking County Planning and Development Office, Columbus Area Chamber.

Timeframe: Develop strategy in 2003 and operate on ongoing basis.

2. Increase the presence of quality office and service employers in the City of Newark, especially in the Downtown area.

Currently, fair potential exists for Newark to increase the amount of office space provided throughout the City. This will improve if new higher quality office space is brought on stream. The best prospects are for retention of existing service businesses and administrative offices. The potential for back-office or order fulfillment could be higher within the City than standard professional office development. Newark's best opportunities for office development are:

- Back-office and call center operations, especially in finance and insurance fields.
- Health care services linked to the Newark Hospital and other area health care institutions.
- Smaller professional service firms (accountants, lawyers, engineers, designers, others).
- Computer and programming services.
- Small consulting firms (OSU Newark professors, others).

The City's major competition include:

- I-270 communities, especially on the East side.
- Downtown Columbus.
- Other nearby smaller communities for back-office operations.

Strategy 1

Attract new office employers and service companies to the City.

Key Actions

- Identify best attraction targets (see above).
- Initiate marketing contacts with prospects.
- Respond to prospect inquiries from firms themselves or other economic development groups.

Lead Organization: Newark/Licking County Chamber.

Partners: City of Newark, Licking County Planning and Development Office, Columbus Area Chamber, Ohio Department of Development, utilities, industrial realtors, real estate developers.

Timeframe: 2003 and ongoing.

Strategy 2

Develop higher quality office space within Development Area #1 (the Downtown area) and Development Area #7 (21st Street and Deo Drive).

Key Actions

- Refurbish 2-3 of the best existing buildings in Downtown Newark.
- Develop one speculative office building for health and professional firms in the 21st Street and Deo Drive area.

Lead Organization: City of Newark

Partners: Real estate developers, Downtown Alliance, local property owners.

Timeframe: 2003 –2005

Strategy 3

Strengthen City residents' workforce skills for future office and service jobs.

Key Actions

- Improve the workforce skills of incumbent workers in Newark service companies.
- Recruit new skilled workers/managers to Newark to fill high-demand office occupations.

Lead Organization: Licking County Department of Jobs and Family Services (WIB)

Partners: Newark/Licking County Chamber, City of Newark, OSU Newark, Licking County Planning and Development Office.

Timeframe: 2003 and Ongoing.

3. Increase the quality of retail shopping amenities available in the City of Newark, especially in the Downtown area and the 21st Street/Deo Drive area (Development Area #7).

Currently, potential for Newark to increase the amount of retail within the City is fair to fairly good. This would improve to good with better clustering of retail and area improvements in the Downtown and in the 21st Street/Deo Drive area. Newark's best opportunities based on market potential and location for increasing its retail sector are:

- High quality restaurants.
- Cyber cafes
- Computer equipment and software products.
- Home health care equipment and supplies (retail/wholesale).
- Bed and bath products.
- Coffee shops
- Party supply stores.
- Bookstores

- Art galleries

The City's major competition for attracting retail include:

- Big box operations in the City and outside the City, which tend to compete with small, locally-owned retail businesses in the Downtown and elsewhere in the City.
- I-270 malls, which pose the biggest competitive threat, as well as new retail in Southern Franklin and Northern Fairfield Counties.

Strategy 1

Assist existing retailers in Downtown and other City areas to make improvements and expand their businesses.

Key Actions

- Provide business improvement loans.
- Invest in surrounding area improvements (streetscaping, etc.)
- Help retailers organize to make joint improvements.

Lead Organization: City of Newark and Downtown Alliance.

Partners: Newark/Licking County Chamber, Licking County Planning and Development Office.

Timeframe: 2003 and ongoing.

Strategy 2

Recruit new specialty retail businesses to the City.

Key Actions

- Identify best targets.
- Market to companies.
- Provide site location services and appropriate incentives.

Lead Organization: Newark/Licking County Chamber, Licking County Planning and Development Office.

Partners: City of Newark & Downtown Alliance

Timeframe: 2003 and ongoing.

Strategy 3:

Strengthen tourism marketing efforts for the City of Newark.

Key Actions

- Augment existing tourism marketing efforts.
- Identify new target visitor markets for the City.
- Build upon Bicentennial Celebration events.
- Invest in more Downtown events and co-sponsored events with Longaberger and OSU Newark.

Lead Organization: Newark/Licking County Visitors Bureau

Partners: City of Newark, Downtown Alliance, Newark/Licking County Chamber of Commerce, Ohio Division of Tourism.

Timeframe: 2002 and ongoing.

Priority #3: Economic Base Diversification Strategies

Improve the mix of businesses and industries represented in the City. Increase the number of growing companies and industries.

Development Potential

The City has no alternative but to work at diversifying its employer and job base. Potential diversification will vary by the opportunities being developed. See the ratings above under Priority #2.

Major Competition

See competitors listed above in Priority #2 strategies.

Strategies

See strategies identified in Priority #2 above.

Priority #4: Competitive Business Site Development

Increase the supply of competitive sites through annexation and locations for industrial, office, and retail development within the City of Newark.

1. Top Priorities

- Industrial Development: Thornwood Drive Industrial Area: #1 priority.
- Industrial Development: Annex and begin cleanup and redevelopment of high potential sites in the Route 16 and 13 Corridors. (Area 11 and Map 3.3)
- Office Development: Refurbish space in Development Area #7 for small professional and service offices and Downtown area for administrative and professional service offices.
- Retail Development: Refurbish space in Development Area #7 for retail and Downtown area for quality retail that links to businesses downtown, government offices, and residential needs.

Strategy 1

Plan and develop the Thornwood Business Park.

Key Actions

- Funding for development.

- Market study for best development prospects (light industry, business services, back-office).
- Design and site plan for business park.
- Construction and development.
- Park marketing to business prospects.

Lead Organization: City of Newark

Partners: Real estate developer, Licking County Office of Planning and Development, Heath-Newark & Licking County Port Authority, Newark/Licking County Chamber.

Timeframe: 2002 and ongoing until completion and build-out.

Strategy 2

Improve office space in Downtown area to retain existing employers and attract new ones.

Key Actions

- Identify best space.
- Make improvements.
- Identify existing and new employers requiring space.
- Marketing to office users.

Lead Organization: Downtown Alliance and City of Newark

Partners: Building owners, Licking County Planning and Development Office, Newark/Licking County Chamber.

Timeframe: 2003 and ongoing.

Strategy 3

Initiate Industrial Corridor site cleanup and redevelopment.

Key Actions

- Devise plan to guide cleanup and redevelopment and then raise funds for cleanup.

Lead Organization: City of Newark and property owners.

Partners: EPA, State of Ohio, Heath-Newark & Licking County Port Authority, Licking County Office of Planning and Development.

Timeframe: 2004 and beyond.

Priority #5: Strengthen City Economic Development Marketing Efforts.

- 1. Improve Newark’s image as a competitive center for business and commerce and as an attractive place to live and work.**

Major Competition

See the list above under Priority #2.

Strategy 1

Develop and implement a targeted marketing strategy for the City, which improves the City’s image and attractiveness for: industrial development, office and retail development, and tourism development.

Key Actions

- Develop a comprehensive marketing plan for the City
- Implement the plan
- Build a Citywide Development Team to execute and manage the marketing effort.

Lead Organization: City of Newark and Newark/Licking County Chamber.

Partners: Downtown Alliance, Licking County Planning and Development Office.

Timeframe: 2003 and ongoing.

Priority #6: Make the City’s Workforce More Competitive for Quality Jobs.

- 1. Upgrade the skills of existing workers and recruit new technology workers to Newark.**

Strategy 1

Increase the use of existing workforce development and employment services to assist Newark companies with workforce development: In particular, utilize the Ohio Industrial Job Training Program, Workforce Investment Board services, Licking County Joint Vocational School, and Tech Prep, as well as training programs at OSU, Newark and Central Ohio Technical College.

Key Actions

- Improve marketing of these programs and services to Newark companies
- Work with educational and economic development partners to host “Workforce Fairs” for Newark companies to learn about available training and educational services
- Strengthen “job development “ efforts with City employers to find jobs for those receiving training and educational services.

Lead Organization: City of Newark and OSU, Newark and Central Ohio Technical College, and Licking County Joint Vocational School.

Partners: Newark/Licking County Chamber of Commerce, Licking County Planning and Development Office.

Timeframe: 2003 and ongoing.

Strategy 2

Recruit technology and knowledge workers to the City of Newark to fill jobs in existing companies needing this talent.

Key Actions:

- Survey major employers to determine technical talent needs
- Work with employers to attract new workers to move to and work in the City.

Lead Organization: City of Newark and the Newark/Licking County Chamber of Commerce

Partners: OSU, Newark, and Central Ohio Technical College.

Timeframe: 2003 and ongoing.

Priority #7: Strengthen Downtown Revitalization Efforts

1. Strengthen Downtown Newark as a center for business, commerce, entertainment, and shopping.

Economic Development Opportunities

- Administrative and business office development.
- Consumer and business services development.
- Retail shopping.
- Tourism and visitor activities.
- Entertainment, recreation, and leisure.
- Strategies

Strategy 1

Bolster Downtown's image and identity through an expanded marketing strategy that promotes existing resources and strengths and attracts investment interest in new opportunities.

General Responsibility: City of Newark and Downtown Alliances

Timeframe: 2002

Strategy 2

Develop the market development retail shopping and new office development in Downtown through an expanded outreach effort to attract people to shop and work downtown.

General Responsibility: City of Newark and Downtown Alliances

Timeframe: 2002 and ongoing

Strategy 3

Improve streetscaping and facades of existing Downtown buildings through an aggressive physical enhancement program.

General Responsibility: City of Newark and Downtown Alliances

Timeframe: 2003

Strategy 4

Expand the array of community amenities found in Downtown (parks, sitting areas, etc.) to attract more people downtown and provide recreational opportunities for residents.

General Responsibility: City of Newark and Downtown Alliances

Timeframe: 2002

Strategy 5

Develop strategic businesses that are vital to generate more visitors and spending Downtown, especially a high quality restaurant, a new hotel, a “Starbucks” type coffee shop, an art gallery, and a bookstore.

General Responsibility: Downtown Alliance

Timeframe: 2003

Strategy 6

Improve the gateways and transportation access to Downtown.

General Responsibility: City of Newark, Department of Community Development, and Engineering Department

Timeframe: Short Term

Strategy 7

Develop residential space (apartments and condominiums) in Downtown.

Lead Organization: Downtown Alliance (Its strategic plan includes the elements above.)

Partners: City of Newark, Newark/Licking County Chamber. Licking County Planning and Development Office.

Timeframe: 2002 and ongoing.

Priority #8: Enhance Internet Connections

1. Improve the quality of data and information available to support future planning and investment decisions by businesses in Newark.

Strategy 1

Strengthen the City’s website and its economic development **information content:** Use the Internet as a distribution system for information about the following: sites and buildings; business incentives; City permits and approvals required; utilities and infrastructure information; workforce resources; and other critical information needed by businesses.

General Responsibility: City of Newark

Timeframe: 2002 and ongoing

Strategy 2

Use the City, Downtown Alliance, and Chamber’s websites to **market the City for industrial development, retail development, and office development:** Create an “advantages plus” section that describes how a Newark location can help each of these types of businesses.

General Responsibility: City of Newark and Downtown Alliance, and the Newark/Licking County Chamber of Commerce

Timeframe: 2002 and ongoing

Strategy 3

Prepare an updated **community profile and economic development brochure for the City:** Currently the City does not have up-to-date information to use with existing and new companies evaluating Newark as a business location.

Lead Organization: City of Newark and the Chamber of Commerce.

Partners: Downtown Alliance, County, and other development partners.

Timeframe: 2003 and ongoing.

8. Implementation

A. Goal

Dedicated implementation of the adopted Comprehensive Plan that promotes citizen involvement and active leadership, to ensure the progress, development, and enforcement of higher quality community standards.

B. Overview

Many of the ideas gathered during the Community meetings dealt with implementing DESTINY 2020 and ways to accomplish that goal. The continual tone throughout the process was that residents in Newark feel as long as the Community at large stays involved, the plan has a much greater chance of succeeding. A joint collaboration between government agencies, elected officials, and the citizens was also recognized as a must in order for DESTINY 2020 to be implemented.

Another reiterated implementation theme repeated throughout the development of the plan was that the citizens desire to see existing laws and building codes enforced in Newark. Better property maintenance was a basic solution presented by the general public along with creating more neighborhood pride, especially in the older neighborhoods around the Downtown. It has been proven in other Communities that when those key steps come together, revitalization in those areas starts to take effect, making once “bad” areas suddenly desirable. This is due to the fact that revitalized

older neighborhoods often present unique architecture, convenience, affordability, and a conventional neighborhood setting that attracts people to live there.

This chapter deals with ways of implementing the above goal of making DESTINY 2020 a reality. It also provides the groundwork for implementation by explaining the intentions of how the plan should be used. The Implementation Table pulls together the other elements for easy accessibility.

C. How to Use the Plan

The Plan is meant to be a document that is used on a regular basis to guide City staff, elected officials, and the residents of Newark in making the everyday public and private decisions concerning capital improvements, development, and other issues affecting the City. The following outline explains ways that DESTINY 2020 should be incorporated in the City of Newark's standard routine.

- **Annual Work Programs and Budgets:** The different City departments can implement many of DESTINY 2020's strategies. City staff should be familiar with the recommendations and find ways to incorporate them into annual work programs and budgets.
- **Development Approvals:** Implementation of DESTINY 2020 should include City staff and Planning Commission agreement on development proposals, including rezoning and subdivision plats. This is accomplished by using the Land Use Plan as a reference concerning decisions on future land use in Newark. Updating the current zoning code and subdivision regulations is another way to ensure that the vision of how Newark's future development occurs is achieved.
- **Implementing Capital Improvement Plans:** An annual, five-year and 10-year capital improvement plan (CIP) should be prepared consistent with DESTINY 2020's land use policies and infrastructure recommendations (utilities, transportation, parks and recreation, etc.). By preparing a CIP, the City may assess and fiscally plan what improvements take priority over others by determining what improvements are less critical.
- **Economic Incentives:** Economic incentives in Newark can be a valuable tool in improving the City's economic development but may also act as a deterrent to the fiscal health of the City. Because of this, future economic incentives should be chosen wisely in concurrence with the Plan, specifically the economy and land use elements that are directly affected by economic incentives. If cases arise when the City can justify incentives that conflict with the

intentions of the Plan, a thorough analysis should be completed upon approval.

- **Private Development Decisions:** Since DESTINY 2020 is a Plan for the entire City and does not outline specific recommendations for every possible development change, an attempt should be made to encourage property owners and developers to consider the strategies and recommendations of the Plan in their own land use and investment decisions. Public decision makers will use the Plan to make determinations on such public matters as zoning changes and infrastructure requests (water, sewer, and transportation). Such decisions involving private development should be consistent with the Plan's intentions.
- **Newark Outer Planning Areas:** The Plan includes recommendations for areas outside the City in order to adjust for future growth that may occur in these areas. Since the City is landlocked to the south and portions of the west, many of the potential future growth areas are rural in character and any development should be well planned to avoid undesired outcomes. The recommendations and strategies address suitable land uses, transportation improvements, and agriculture preservation, which should be coordinated whenever possible with the surrounding townships, Licking County, and agencies such as the Ohio Department of Transportation. Promoting DESTINY 2020 to these entities through an educational program should also be undertaken.

D. Objectives and Strategies

1. Acquire the Necessary Financial Support for Implementation

One of the key recommendations of the Plan is to adopt fiscal management policies that help the City reduce costs and target land uses that provide a net fiscal benefit and enhance income and property tax revenues to the City and property tax revenues to the school district. This will allow the City to gradually build a reserve to fund the capital improvements recommended in the Plan.

2. Enforce Existing City Ordinances and Codes

Enforcing existing ordinances and codes can be a timely and difficult task for any city. For Newark to be successful at such a overwhelming task, it will take a great deal of commitment from City staff and City Council and a great deal of dedication by the residents in neighborhoods that are poorly maintained. On the other hand, there will be great rewards for those efforts that are seen to fruition, as those neighborhoods will in time be revitalized and start to flourish.

Strategy 1

Develop a partnership among City departments to enforce the existing ordinances and codes in an efficient manner: Currently, different City departments are responsible for imposing the existing zoning ordinance, building codes, and property maintenance regulations. If these services are not combined into one department, there should be strong communication between the City staff in the separate departments to effectively improve poorly maintained properties throughout Newark.

Time frame: Immediate

General Responsibility: City Staff

Strategy 2

Organization of neighborhood clean-up activities: It is recognized that the City staff have limited resources available for enforcing maintenance upon all neglected properties throughout Newark. In order to accomplish the goal of higher quality community standards, it will take a grass roots effort by Newark residents in individual neighborhoods to encourage property owners to maintain their property and organize neighborhood clean-up activities. Implementation Task Force Members and City Council members in their individual wards should initiate these organized activities. Collecting debris and performing yard work can make a significant improvement to a neighborhood. The City could aid such activities by donating trash bags, providing dumpsters, etc. In addition, annual cleanup competitions can be held among neighborhood groups to further promote citizen involvement.

Timeframe: On-going

General Responsibility: Implementation Task Force Members, City Council, the City, and Litter Prevention and Recycling

Strategy 3

Provide incentives for property maintenance: During the public involvement process, individuals communicated that residents in Newark have no incentive to maintain their property. Similarly, landlords have no serious consequences for not keeping rental properties up to code. The City should concentrate efforts on providing incentives in order for property owners to want to care for their properties. The Mayor and City Council should publicly recognize those who volunteer in clean up efforts and make substantial differences within their neighborhoods.

Timeframe: On-going

General Responsibility: The Mayor, City Council, City Staff, and Litter Prevention and Recycling

3. Encourage Citizens to Stay Involved in the DESTINY 2020 Process Beyond the Study Effort

The success of DESTINY 2020 greatly depends on the involvement of Newark Residents in implementing the Plan. Generally speaking, the more people who get involved in a project allows for the possibility that more will be completed. Wherever possible, the City should look for ways to involve the general public in implementing DESTINY 2020.

Strategy 1

Form an Implementation Task Force: An Implementation Task Force should be formed from existing DESTINY 2020 Task Force and Steering Committee members that are familiar with the Planning process and are civically minded individuals. The Task Force's responsibility should include performing implementation tasks that require citizen involvement and cannot be completed by City staff alone. Over time, as citizens resign their position on the Task Force they should be replaced by other Newark residents that have been involved in implementing the Plan.

Timeframe: Ongoing

General Responsibility: Task Force and Steering Committee

Strategy 2

Subdivide the Implementation Task Force: Once the Implementation Task Force is formed, it should be subdivided into subcommittees to delegate the workload. Organizing the Task Force in this manner, allows for more implementation tasks to be completed in a more efficient manner. Allocating the workload also allows for many more citizens to potentially get involved in the DESTINY 2020 process by bringing about more citizen-involved activities.

Timeframe: Ongoing

General Responsibility: Implementation Task Force

Strategy 3

Publicize the DESTINY 2020 Plan on the City's web site: Publicizing the Plan on the City's web site gives the general population an easy opportunity to view the plan. The Plan should be

posted as a full-text document and in an executive summary structure.

Timeframe: Immediate

General Responsibility: City staff

4. Make a Commitment within City Government to Implement Plan Recommendations

The City Government has a vital role in implementing the DESTINY 2020 Plan. Newark's city staff has implementation responsibilities in every Plan element and it will take a firm commitment within the City to see the goals and strategies of the Plan accomplished. This commitment will include incorporating the Plan into the City government structure by staffing personnel to perform planning related tasks that are currently being completed by various City departments and training staff to integrate into daily routines the DESTINY 2020 Plan.

Strategy 1

Create a planning function within an existing City department:

One way to manage land development within the City is to establish a planning function, initially within in an existing department (e.g. Department of Economic Development). A planner or planning office would be responsible for implementing portions of the Plan, administering the zoning code, staffing various boards and commissions, and conducting special studies. This function could then evolve into a full department. Planning departments and planners within many cities perform a vital role as land managers, making sure that land within the City and other community resources are used effectively and efficiently.

Timeframe: Mid-Term

General Responsibility: Mayor, City Council

Strategy 2

Conduct an Implementation Retreat for City Staff: A one-day implementation retreat should be held after the DESTINY 2020 Plan is adopted for City staff to become familiar with the Plan's goals, objectives and strategies. Additionally, the staff should be educated on how to use the Plan (i.e. incorporating it into annual work programs and budgets, etc). During the retreat, the staff should also work together to develop specific tasks out of the strategies and the Department Directors should be assigned responsibilities for completing the tasks.

Timeframe: Immediate

General Responsibility: Task Force

5. Monitor DESTINY 2020 Progress

The Plan must be monitored on a regular basis to ensure that progress is being made on the Implementation strategies. Monitoring the Plan also allows the individuals responsible for implementing the Plan the opportunity to take an inventory of all their accomplishments and therefore encourages others to get involved.

Strategy 1

Prepare an annual report that summarizes the status of implementation in all elements: An annual report should be prepared that summarizes all the Plan strategies for the particular time frame (i.e. immediate, short-term, etc.). This report will list all the relevant strategies and the status of implementation.

Timeframe: Immediate

General Responsibility: Planning Staff or Implementation Task Force

Strategy 2

Issuing a summary of the Plan annual report to the media and general public: The annual report should be summarized and issued to the media and general public.

Timeframe: Short-Term and Ongoing

General Responsibility: Planning Staff or

Implementation Task Force

6. Update the Plan on a Regular Basis (Every 5 years)

Even though DESTINY 2020 is a 20-year Plan, unforeseen changes will occur making periodic updates necessary. The Comprehensive Plan should be revisited every five years to monitor what changes have occurred within Newark. Updating the Plan every five years also allows the City to take inventory of what strategies have been implemented and stay focused on achieving the goals of DESTINY 2020.

Strategy 1

Conduct a major review and revision every five years: While preparing the annual plan report every year allows the City to take inventory of minor revisions, a five-year planning timeframe is a lengthy enough amount of time to warrant a major review of significant changes that have occurred within Newark. This could be

done by City planning staff or, for a more thorough review, the City should hire a planning consultant to perform the update.

Timeframe: Ongoing

General Responsibility: City Staff

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.6	Land Use	Adopting and Implementing the Comprehensive Plan	City of Newark, Comprehensive Plan Steering Committee	Short Term
3.6	Land Use	Updating the zoning code, subdivision regulations, and other development regulations to make them consistent with the Comprehensive plan	City of Newark, Building and Zoning and Property Maintenance	Short Term
3.6	Land Use	Expanding code enforcement by focusing efforts in targeted areas in a comprehensive fashion and providing assistance to resolve violations	City of Newark	Short Term
3.7	Land Use	Encourage development and zoning decisions that are consistent with the Comprehensive Plan	City of Newark	Short Term
3.7	Land Use	Provide a transition between uses with differing intensities	City of Newark	Ongoing
3.7	Land Use	Encourage better utilization of existing developed properties	City of Newark	Short Term
3.8	Land Use	Encourage development to occur concurrently with the supporting infrastructure to maximize the City's capital investments	City of Newark Department of Public Safety	Short Term
3.8	Land Use	Study annexation potential based on the Comprehensive Plan and development trends	City of Newark, Engineering Department	Short Term
3.8	Land Use	Develop City one neighborhood at a time	City of Newark	Ongoing
3.8	Land Use	Provide water and wastewater utilities to underserved areas of the City	City of Newark, Engineering Department	Short Term
3.9	Land Use	Facilitating compatible reinvestment, redevelopment and infill residential development in existing neighborhoods throughout the City	City of Newark Department of Community Development	Short Term
3.9	Land Use	Encouraging new residential development to locate adjacent to existing residential development, where utilities are available-to build strong neighborhoods by connecting roads and sidewalks	City of Newark	Short Term and Ongoing
3.9	Land Use	Promoting office development and limited multi-family development as suitable buffers between single-family neighborhoods and highways and commercial and industrial areas	City of Newark	Short Term
3.10	Land Use	Encouraging upper story office and residences in the Downtown	City of Newark, Building Code Newark Alliance	Short Term
3.10	Land Use	Promoting infill residential development in appropriate locations, including creating and marketing a land bank of infill building sites	City of Newark	Short Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.11	Land Use	Directing highway scale commercial development along major highways and adjacent to existing concentrations	City of Newark Department of Economic Development	Short Term and Ongoing
3.11	Land Use	Directing community scale commercial development to occur in appropriate locations	City of Newark	Short Term and Ongoing
3.11	Land Use	Supporting neighborhoods scale commercial development where such uses support neighborhoods, meet local needs, and are located at key crossroads, especially at major intersections	City of Newark	Short Term
3.12	Land Use	Supporting office development in existing locations and facilitating corporate offices in the Downtown and adjacent to major freeway interchanges	City of Newark Department of Economic Development	Short Term
3.13	Land Use	Maintain the floodplain along the North Fork of the Licking River and other tributaries as open space "greenways" to accommodate recreation corridors (e.g. walking path and bikeway routes)	City of Newark and Licking County	Ongoing
3.13	Land Use	Facilitate development of industrial and commercial property and redevelopment of existing industrial sites in the southwest planning area	City of Newark Department of Economic Development and Newark-Licking County Chamber of Commerce	Short Term
3.13	Land Use	Prepare long-term redevelopment plans for exiting vacant or underutilized industrial sites	City of Newark Department of Economic Development and Newark-Licking County Chamber of Commerce	Short Term
3.14	Land Use	Encourage annexation of undeveloped properties suitable for light industrial, office, and commercial development	City of Newark, Newark, Union, and Madison Townships	Short Term
3.14	Land Use	Evaluate the fiscal impact of extending additional infrastructure (e.g. roadway, sewer and water service) in this area prior to annexation	City of Newark	Short Term
3.14	Land Use	Initiate the SR 13/Horns Hill connector	City of Newark, Licking County Area Transportation Study	Mid Term
3.15	Land Use	Concentrate growth on land suitable for development (e.g. outside of steeply sloping areas and away from riparian corridors and flood prone areas) and retain environmentally sensitive areas for future parks, recreation, and open space/greenway	City of Newark, Newark, Union, and Madison Townships	Ongoing
3.15	Land Use	Require new residential neighborhoods to connect with existing neighborhoods	City of Newark	Ongoing
3.15	Land Use	Evaluate existing parks in the area to accommodate a broader range of recreation facilities and enhance security	City of Newark Parks and Recreation	Mid Term
3.15	Land Use	Provide community facilities (e.g. education, fire, police and general government services) central to the developing portion of area	City of Newark	Mid Term
3.16	Land Use	Extend bike path further north along the North Fork of the Licking River to provide access to developing residential areas	City of Newark Department of Parks and Recreation	Mid Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.16	Land Use	Avoid large-scale, strip commercial development along the SR 79, O'Bannon, and Dayton Road corridors	City of Newark, Building Code Department and Zoning Division	Short Term
3.16	Land Use	Manage access by minimizing curb cuts and requiring cross access easements	City of Newark Department of Engineering	Immediate
3.17	Land Use	Concentrate neighborhood scale development at strategic locations within residential neighborhoods	City of Newark	Mid Term
3.17	Land Use	Expanding code enforcement and providing assistance toward home improvements	City of Newark, Community Development Department and Local Lending Institutions	Short Term
3.17	Land Use	Improving safety and reducing crime	City of Newark Law Enforcement, Law Director, and Department of Community Development	Short Term
3.18	Land Use	Provide places for recreation	City of Newark Department of Parks and Recreation	Short Term
3.18	Land Use	Encourage new residential development in existing neighborhoods	City of Newark, Department of Community Development	Ongoing
3.18	Land Use	Marketing locations to potential developers: An inventory of appropriate residential building sites should be established and maintained	City of Newark, Newark Alliance	Short Term
3.18	Land Use	Providing the necessary infrastructure to attract residential developers	City of Newark Department of Engineering	Short Term
3.19	Land Use	Expediting development approval process	City of Newark	Immediate
3.19	Land Use	Facilitate neighborhood retail services and personal services	City of Newark	Long Term
3.19	Land Use	Identifying locations that can successfully accommodate new or expanded services	City of Newark Department of Economic Development	Short Term
3.19	Land Use	Marketing these areas to food and drug store chains, restaurant chains, and other personal service providers	City of Newark Department of Economic Development	Immediate
3.19	Land Use	Providing financial, zoning, and infrastructure incentives in a focused manner	City of Newark Department of Economic Development	Short Term
3.20	Land Use	Encouraging annexation of undeveloped properties suitable for light industrial, office and commercial development	City of Newark	Short Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.20	Land Use	Preserve the floodplain along the Licking River for recreation and open space	City of Newark Department of Parks and Recreation	Mid Term
3.20	Land Use	Linking residential neighborhoods to the river corridor	City of Newark Department of Parks and Recreation	Mid Term
3.21	Land Use	Facilitating redevelopment of the East Main Street corridor	City of Newark	Mid Term
3.21	Land Use	Ensure that older neighborhoods are stable with continued reinvestment	City of Newark, Department of Community Development	Ongoing
3.21	Land Use	Expanding code enforcement and providing assistance toward home improvements	City of Newark, Department of Community Development and Local Lending Institutions	Short Term
3.22	Land Use	Improving safety and reducing crime	City of Newark Police Department, Law Director and Department of Economic Development	Short Term
3.22	Land Use	Provide places for recreation	City of Newark Department of Parks and Recreation	Short Term
3.22	Land Use	Introduce alternate development and circulation pattern as properties along the 21st Street corridor are either developed or redeveloped	City of Newark Department of Engineering	Short Term
3.23	Land Use	Retain scale and character of the southern segment of the 21st Street corridor as it redevelops	City of Newark	Immediate
3.23	Land Use	Redevelop existing vacant or underutilized commercial properties	City of Newark, Property Owners	Short Term
3.24	Land Use	Retain predominantly residential character of SR 13 corridor	City of Newark	Short Term
3.24	Land Use	Construct the SR 16/SR 13 connector; control access and encourage limited retail and services development at key interchanges	City of Newark, Licking County Area Transportation Study, Ohio Department of Transportation	Long Term
3.24	Land Use	Encourage continued residential development to the north (see Sub area 8, Land Use Scenario Map)	City of Newark	Mid Term
3.25	Land Use	Minimize environmental impacts of constructing the SR 16/SR 13 connector	City of Newark, Licking County Area Transportation Study, Ohio Department of Transportation	Long Term
3.25	Land Use	Concentrate retail development at SR 16/SR 13 intersections/interchanges	City of Newark, Newark Township	Long Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.25	Land Use	Carefully guide residential expansion to the west	City of Newark, Newark Township	Mid Term
3.26	Land Use	Continue supporting activities at the Newark campus of the Ohio State University and the Central Ohio Technical College and encourage the joint use of facilities	City of Newark, Ohio State University-Newark	Ongoing
3.26	Land Use	Ensure that older neighborhoods are stable	City of Newark	Ongoing
3.26	Land Use	Encourage retail and office development in close proximity to Licking Memorial Hospital	City of Newark, Licking Memorial Hospital	Ongoing
3.27	Land Use	Facilitate redevelopment of the Main and Church Street corridors	City of Newark, Newark/Licking County Chamber of Commerce	Short Term
3.27	Land Use	Facilitate the redevelopment of older industrial brownfield sites	City of Newark	Short Term
3.27	Land Use	Recommend new residential neighborhoods to connect with existing neighborhoods	City of Newark	Ongoing
3.28	Land Use	Facilitate industrial development adjacent to the Thornwood Road area	City of Newark, Newark/Licking County Chamber of Commerce	Immediate
3.28	Land Use	Continue to support residential development in this planning area	City of Newark	Ongoing
3.28	Land Use	Preserve the floodplain along the South Fork of the Licking River, Raccoon Creek and their tributaries, where feasible	City of Newark Department of Engineering, Parks and Recreation, Building Department and Zoning Division	Short Term
3.28	Land Use	Encourage new residential neighborhood development to strengthen existing neighborhoods	City of Newark, Department of Community Development	Short Term
3.29	Land Use	Marketing locations to potential developers	City of Newark	Mid Term
3.29	Land Use	Providing the necessary infrastructure to attract residential developers	City of Newark Department of Engineering	Short Term
3.29	Land Use	Expediting development approval process	City of Newark	Ongoing

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.29	Land Use	Facilitate neighborhood retail services and personal services	City of Newark, Department of Community Development	Short Term
3.3	Land Use	Identifying locations that can successfully accommodate new or expanded services	City of Newark	Short Term
3.3	Land Use	Marketing Community Reinvestment Areas to food and drug store chains, restaurant chains, and other personal service providers	City of Newark Department of Economic Development	Short Term
3.30	Land Use	Providing financial, zoning, and infrastructure incentives in a focused manner	City of Newark	Short Term
3.30	Land Use	Boosting homeownership	City of Newark, Local Lending Institutions	Mid Term
3.31	Land Use	Expanding code enforcement and providing home improvement assistance	City of Newark Department of Development, Health, and Engineering	Immediate
3.31	Land Use	Improving safety and reducing crime	City of Newark Police Department and Department of Community Development	Immediate
3.31	Land Use	Encourage highway-oriented retail and services at interchanges with the SR 79 connector	City of Newark	Long Term
3.31	Land Use	Continue preservation efforts in the historic districts	City of Newark, Ohio Historical Society and Licking County Historical Society	Short Term and Ongoing
3.32	Land Use	Strengthen the retail sector in Downtown	City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance	Short Term
3.32	Land Use	Encourage upper story residences and office uses	City of Newark Department of Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance	Short Term
3.32	Land Use	Promote heritage tourism	City of Newark Department of Development, Newark/Licking County Chamber of Commerce, and the Newark Alliance	Short Term
3.33	Land Use	Promote the Downtown for corporate offices, banking, government offices, hotels, and other related services	City of Newark Convention and Newark/Licking County Chamber of Commerce, and the Newark Alliance	Short Term
3.33	Land Use	Prepare a Downtown streetscape master plan, enhance corridors linking the Downtown to SR 16 and SR 79, and improve the gateways to the Downtown at its edges	City of Newark, Newark Alliance	Mid Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
3.33	Land Use	Implement a comprehensive small business technical assistance program	City of Newark Department of Economic Development, Newark/Licking County Chamber of Commerce, the Newark Alliance and the	Immediate
3.34	Land Use	Develop an incubator building for small retailers	City of Newark, Newark Alliance, and the Licking County Small Business Development Center	Short Term
3.34	Land Use	Market the Downtown to regional restaurateurs and retailers	City of Newark, Newark Alliance	Short Term
3.34	Land Use	Request tourism directional signage that directs travelers to the Downtown and cultural facilities	City of Newark, Newark Alliance, Convention and Visitors Bureau	Ongoing
3.34	Land Use	Maintain the Licking River and its tributaries as natural corridors to ensure their flood management function, where feasible	City of Newark Department of Parks and Recreation	Mid Term and Ongoing
3.35	Land Use	Prohibit all fill and development in the drainageway	City of Newark	Ongoing
3.35	Land Use	Require the integration of the floodplain and stream system into open space components of future developments	City of Newark	Ongoing
3.35	Land Use	Create a recreational path system in the floodplain that would connect all adjacent neighborhoods, public park facilities and schools	City of Newark Department of Parks and Recreation	Ongoing

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
4.3	Environment and Natural Resources	Maintain abundant green space throughout the Community - including visible greenspace in new development and protection of existing natural resources and agricultural land	City of Newark	Ongoing
4.4	Environment and Natural Resources	Regulating Environmental Constraints to Development	City of Newark	Ongoing
4.4	Environment and Natural Resources	Land Stewardship	City of Newark	Ongoing

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
5.3	Transportation	Complete a comprehensive 21st Street/Mt. Vernon Road Corridor Study	City Planning/ City Engineering	Immediate
5.4	Transportation	Implement the "interim" solutions from the recently completed "Downtown Newark Vehicular and Pedestrian Traffic Study" to improve traffic circulation in the Downtown area	City Planning/ City Engineering	Short Term
5.4	Transportation	Implement the Thoroughfare Plan	City Planning/ City Engineering	Short Term
5.4	Transportation	Require Traffic Impact studies for new developments	City Planning/ City Engineering	Short Term
5.5	Transportation	Develop a comprehensive Way finding and Route Marking System for the City	City Planning/ City Engineering	Short Term
5.5	Transportation	Support the Licking County Transit Board's planning efforts and continue current commuter bus service to Columbus	City of Newark Transit Operations Coordinator	Short Term
5.5	Transportation	Continue to support current bicycle and pedestrian facility projects and develop a comprehensive bicycle and pedestrian plan	City Planning/ City Engineering	Short Term
5.6	Transportation	Perform a comprehensive study to determine needed improvements along Cedar Street (SR 79) to accommodate future development	City Planning/ City Engineering	Mid Term
5.6	Transportation	Improve capacity and traffic flow along Mt. Vernon Road (SR 13) in the Waterworks Road/Van Tassell Avenue area	City Engineering	Short Term
5.6	Transportation	Support proposed capacity improvements at Cherry Valley Road and SR 16 intersections	City Administration	Short Term
5.7	Transportation	Develop comprehensive access management policies and adopt ordinance	City of Newark, City Engineering	Short Term
5.7	Transportation	Pursue a roadway connector between Mt. Vernon Road (SR 13) and Horns Hill Road	City Planning/ City Engineering	Mid Term
5.8	Transportation	Support proposals for the construction of north-south arterials roadways west of the city	City Administration	Long Term
5.8	Transportation	Implement the "long-term" solutions from the recently completed "Downtown Newark Vehicular and Pedestrian Traffic Study" to improve traffic circulation in the Downtown area	City Planning/ City Engineering	Ongoing
5.9	Transportation	Construct South 30th Street Improvements	City Engineering	Ongoing

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
5.9	Transportation	Continue to support the City of Newark- Taxi Token	City of Newark Transit Operations Coordinator	Short Term
5.9	Transportation	Review all proposed transportation projects and development proposals for adequate bicycle and pedestrian facilities and adopt ordinance.	City Planning/ City Engineering	Short Term
5.9	Transportation	Support LCATS in monitoring progress on the North Corridor project and potential regional transit funding.	City of Newark Transit Operations Coordinator	Long Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
6.3	Community Facilities	Expand activities of the Mayor's Youth Council and develop a citywide Youth Task Force	City Administration, Schools	Immediate and Ongoing
6.4	Community Facilities	Staff a part-time position directed toward organizing youth activities within the City's Parks and Recreation Department	City Council, Administration	Short Term and Ongoing
6.4	Community Facilities	Consider constructing a City youth/recreation facility in cooperation with businesses and other jurisdictions	Implementation Task Force, City Council	Long Term
6.5	Community Facilities	Require set asides and open space dedication with new development	City Administration, Developer	Ongoing
6.5	Community Facilities	Explore ways to fund future community facilities	City Administration	Ongoing
6.5	Community Facilities	Continue to build upon the City's relationship with the Newark City school system, joint vocational schools, and private schools	City Administration, Schools	Ongoing
6.6	Community Facilities	The City should support and assist the school district in meeting the objectives and strategies of its Strategic Plan whenever possible	City Administration, Implementation Task Force	Short Term and Ongoing
6.6	Community Facilities	Develop long-range plan for separation of combined sewers	City Administration	Long Term
6.6	Community Facilities	Upgrade sewer system in vicinity of Valley Drive-In to encourage in-fill development in this area	City Administration	Immediate
6.7	Community Facilities	Continue expansion of system in the Wells/Miller/Idlewilde/Weiant neighborhood	City Administration	Short Term
6.7	Community Facilities	Expand system throughout the City and to other developed areas with no sewer including: Morgan Manor, East End-McKinley, and North End	City Administration, Department of Community Development	Ongoing
6.8	Community Facilities	Expand system to north and east to encourage new development	City Administration	Mid Term
6.8	Community Facilities	Pursue sale of services to other entities (Hanover, SWLCWSD, Licking County)	City Administration	Mid Term
6.8	Community Facilities	Upgrade system in west end to improve flow and pressure	City Administration	Short Term
6.9	Community Facilities	Enlarge and replace old lines in old areas to allow fire flow in all areas served by City Water	City Administration	Mid Term

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
6.9	Community Facilities	Investigate options to sell service to other areas	City Administration	Mid Term
6.10	Community Facilities	Expand system north and east to promote development	City Administration	Mid Term
6.10	Community Facilities	Identify funding to pay for many needs (revisit Stormwater Utility)	City Administration	Immediate
6.11	Community Facilities	Prepare for March 2003 implementation of National Pollutant Discharge Elimination System (NPDES) Phase II requirements	City Administration	Immediate - Short Term
6.11	Community Facilities	Begin lengthy process of installing systems in developed areas with no drainage (Wells/Miller/Idlewilde/Weiant, Presidential Estates, East End, etc.)	City Administration	Short Term
6.11	Community Facilities	Continue to enforce drainage regulations with new development	City Administration	Ongoing
6.12	Community Facilities	Institute plan for requiring drainage improvements with other upgrades to existing properties	City Administration	Immediate

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
7.5	Economy	Maximize employment and income tax revenues generated to the City from new development or redevelopment	City of Newark, Economic Development Department, City Council, and Mayor.	Start in 2003 and then Ongoing
7.6	Economy	Consider the Public Return on Investment (ROI) in approvals for private development proposals, zoning changes, and public infrastructure	City of Newark Economic Development and Finance Departments	Start in 2003, develop model in 2003-2004, and begin using model in
7.7	Economy	Monitor the Public Return on Investment (ROI) from fiscal incentives and public infrastructure used to leverage private investment	City of Newark Finance and Economic Development Departments; City Council and Mayor	Start in 2003 and then Ongoing
7.8	Economy	Enhance property values and expand the local property tax base	City of Newark Economic Development Department, and City of Newark School	Start in 2003 and then Ongoing
7.9	Economy	Enhance the City's ability to respond to short and long-term capital needs and remain fiscally sound through more intensive capital planning	City of Newark Finance and Engineering Departments	Start in 2003 and then Ongoing
7.10	Economy	Regularly communicate the City's fiscal needs to the public in order to ensure resident and business support for capital and other financing initiatives	City of Newark, Finance, Engineering, and Economic Development Departments	Start 2003 or after development of a CIP
7.12	Economy	Retain existing major manufacturers and distribution companies located in the City	City of Newark	Start in 2003 and Ongoing
7.12	Economy	Assist existing manufacturers distribution companies to expand and grow within the City	City of Newark	Start in 2003 and Ongoing
7.13	Economy	Attract new manufacturing and distribution companies to the City.	Newark/Licking County Chamber.	2003 and ongoing
7.13	Economy	Strengthen industrial real estate resources within the City	City of Newark	2002-2005
7.13	Economy	Strengthen City resident's workforce skills for future industrial jobs	Licking County Dept. of Jobs and Family Services (WIB)	2003 and ongoing
7.14	Economy	Provide appropriate City economic development incentives to qualified City industrial projects	City of Newark	Ongoing
7.14	Economy	Market Newark as a competitive and high quality industrial location	Newark/Licking County Chamber	Develop Strategy in 2003 and operate on ongoing basis
7.15	Economy	Attract new office employers and service companies to the City	Newark/Licking County Chamber	2003 and ongoing
7.15	Economy	Develop higher quality office space within the Downtown area (Area #1) and Development Area #7 (21st Street and Deo Drive)	City of Newark	2003-2005

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
7.16	Economy	Strengthen City residents' workforce skills for future office and service jobs	Licking County Dept. of Jobs and Family Services (WIB)	2003 and ongoing
7.17	Economy	Assist existing retailers in Downtown and other City areas to make improvements and expand their businesses	City of Newark and Downtown Alliances	2003 and ongoing
7.17	Economy	Recruit new specialty retail businesses to the City	Newark/Licking County chamber, Licking County Planning and Development Office	2003 and ongoing
7.17	Economy	Strengthen tourism marketing efforts for the City of Newark	Newark/Licking County Visitors Bureau	2002 and ongoing
7.18	Economy	Plan and develop the Thornwood Business Park	City of Newark	2002 and ongoing until completion and build-out
7.19	Economy	Improve office space in Downtown area to retain existing employers and attract new ones.	City of Newark and Downtown Alliance	2003 and ongoing
7.19	Economy	Initiate Industrial Corridor site cleanup and redevelopment	City of Newark and property owners	2004 and beyond
7.20	Economy	Develop and implement a targeted marketing strategy for the city, which improves the City's image and attractiveness for; industrial development, office and retail development, and tourism development.	City of Newark and Newark/Licking County Chamber	2003 and ongoing
7.20	Economy	Increase the use of existing workforce development and employment services to assist Newark companies with workforce development.	City of Newark and OSU, Newark Central Ohio Technical College	2003 and ongoing
7.21	Economy	Recruit technology and knowledge workers to the City of Newark to fill jobs in existing companies needing this talent.	City of Newark and Newark/Licking County Chamber	2003 and ongoing
7.21	Economy	Bolster Downtown's image and identify through an expanded marketing strategy that promotes existing resources and strengths and attracts investment interest in new opportunities	City of Newark and Downtown Alliances	2002
7.22	Economy	Develop the market development retail shopping and new office development in Downtown through an expanded outreach effort to attract people to shop and work downtown	City of Newark and Downtown Alliance	2002 and ongoing
7.22	Economy	Improve streetscaping and facades of existing Downtown (parks, sitting areas, etc.) to attract more people downtown and provide recreational opportunities for residents	City of Newark and Downtown Alliance	2003
7.22	Economy	Expand the array of Community amenities found in Downtown (parks, sitting areas, etc.) to attract more people downtown and provide recreational opportunities for residents	City of Newark and Downtown Alliance	2002
7.22	Economy	Develop strategic businesses that are vital to generate more visitors and spending Downtown, especially a high quality restaurant, a new hotel, a "Starbucks" type coffee shop, an art gallery, and a bookstore	Downtown Alliance	2003

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
7.22	Economy	Improve the gateways and transportation access to Downtown	City of Newark, Department of Community Development, and Engineering Department	Short term
7.22	Economy	Develop residential space (apartments and condominiums) in Downtown	Downtown Alliance	2002 and ongoing
7.23	Economy	Strengthen the City's website and its economic development information content	City of Newark	2002 and ongoing
7.23	Economy	Use the City, Downtown Alliance, and Chamber's websites to market the City for: Industrial development; retail development; and office development.	City of Newark, Downtown Alliance, and the Newark/Licking County Chamber of Commerce	2002 and ongoing
7.23	Economy	Prepare and updated community profile and economic development brochure for the City	City of Newark and the Chamber	2003 and ongoing

DESTINY 2020 Implementation Table

Page	Chapter	Strategy	General Responsibility	Time Frame
8.4	Implementation	Develop a partnership among City departments to enforce the existing ordinances and codes in an efficient manner	City Staff	Immediate
8.4	Implementation	Organization of neighborhood clean-up activities	Implementation Task Force Members, City Council, and the City	Ongoing
8.4	Implementation	Provide incentives for property maintenance	The Mayor, City Council and City Staff	Ongoing
8.5	Implementation	Form an Implementation Task Force	Task Force and Steering Committee	Ongoing
8.5	Implementation	Subdivide the Implementation Task Force	Implementation Task Force	Ongoing
8.5	Implementation	Publicize the DESTINY 2020 Plan on the City's website	City Staff	Immediate
8.6	Implementation	Create a planning function within an existing City department	Mayor, City Council	Immediate
8.6	Implementation	Conduct an Implementation Retreat for City Staff	Task Force	Immediate
8.7	Implementation	Prepare an annual report that summarizes the status of implementation in all elements	Planning staff or Implementation Task Force	Immediate
8.7	Implementation	Issuing a summary of the Plan annual report to the media and general public: The annual report should be summarized and issued to the media and general public	Short term and Ongoing	Planning Staff or Implementation Task Force
8.7	Implementation	Conduct a major review and revision every five years	City Staff	Ongoing

DESTINY 2020
TOGETHER WE WILL SHAPE TOMORROW!

Appendices

- A. Demographics
- B. Land Use
- C. Natural Resources Inventory/Mapping
- D. Transportation Existing Conditions Report
- E. Existing Economic Trends and Conditions Report
- F. Fiscal Conditions
- G. Public Involvement

A. Demographics

1. Overview

This section presents a general outlook of the demographic characteristics and projections for the City of Newark. It outlines prevalent data on the City of Newark's current population and housing conditions and provides historical data – the basis on which the future projections through the year 2020 are founded. By analyzing the City and the surrounding area's demographic characteristics, insight can be gained about what trends will be affecting the City of Newark in the coming years.

Sources include the US Census of Population and Housing (1950-2000) and the Ohio Department of Development.

The remainder of this section includes:

- Summary of Key Findings
- Population Characteristics, Trends and Projections
- Housing Characteristics, Trends and Projections

2. Key Findings

- Since 1950, the City of Newark has gained 12,004 persons, a 35 percent change.
- In 2000, the City of Newark's residents were 32 percent of the overall Licking County population. In 1990, Newark share of the County population was 35 percent.
- The City of Newark's population is projected to reach 53,480 by the year 2020.
- During the 1990's, 19 percent of all Licking County's housing growth occurred within the City of Newark. In 2000, 35 percent of the overall County housing units was in Newark.
- In 2000, Licking County authorized 1,135 building permits for private housing. Since 1990, the County has gained 8,728 new housing units.
- Based on future projections, the City of Newark may expect to have 27,383 total housing units by the year 2020. This is an increase of 24.6 percent from the 20,625 units in 2000.

3. Population Characteristics

This section provides a primary analysis of the general population for the City of Newark, Licking County and the Columbus Metropolitan Statistical Area (MSA), which encompasses both entities. The analysis also shows comparisons in population growth since 1950 among the three divisions.

- Over the last 50 years, the City of Newark has grown by 35 percent (12,004 residents) while the County has increased its volume by 106 percent (62,842 residents outside the City) and the MSA has expanded its population by 118 percent (757,196 residents outside the County).
- The City of Newark's population according to the 2000 US Census was 46,279.
- The City of Newark's population was 32 percent of the County-wide population in 2000 and 3 percent of the total MSA population. In 1990, 35 percent of Licking County's population consisted of Newark residents.
- In 2000, the City of Newark was the 23rd most populated city in the State of Ohio, between the cities of Warren and Strongsville.

Table A.1

City of Newark Historic Population Growth				
Year	Persons	Change	Decade	Annual
1950	34,275			
1960	41,790	7,515	22%	2%
1970	41,836	46	0%	0%
1980	41,200	-636	-2%	0%
1990	44,389	3,189	8%	1%
2000	46,279	1,890	4%	0%
Total Increase	12,004		33%	
Percentage	35%		7%	
Annualized	1%			

Source: US Census of Population, 1950-2000

Chart A.1

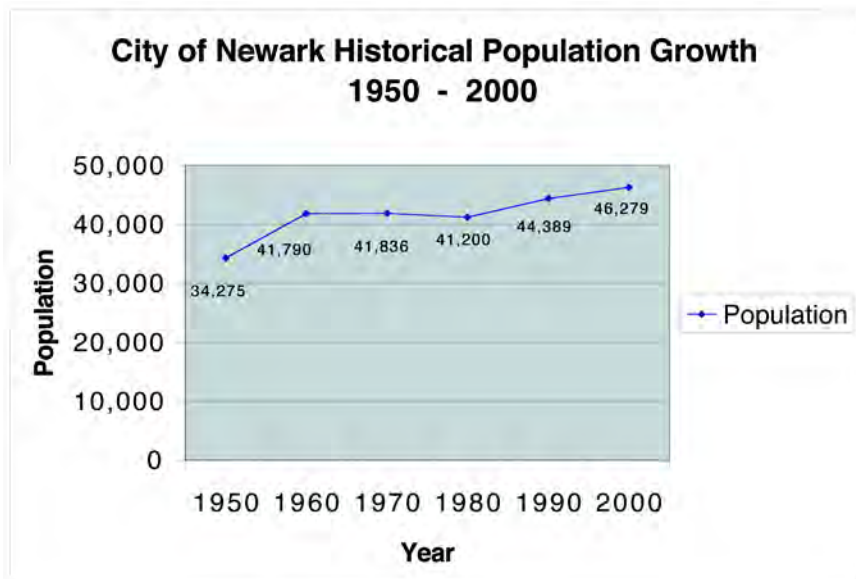


Table A.2

Licking County Historic Population Growth				
Year	Persons	Change	Decade	Annual
1950	70,645			
1960	90,242	19,597	28%	3%
1970	107,799	17,557	19%	2%
1980	120,981	13,182	12%	1%
1990	128,300	7,319	6%	1%
2000	145,491	17,191	13%	1%
Total Increase	74,846		79%	
Percentage	106%		16%	
Annualized	2%			

Source: US Census of Population, 1950-2000

Chart A.2

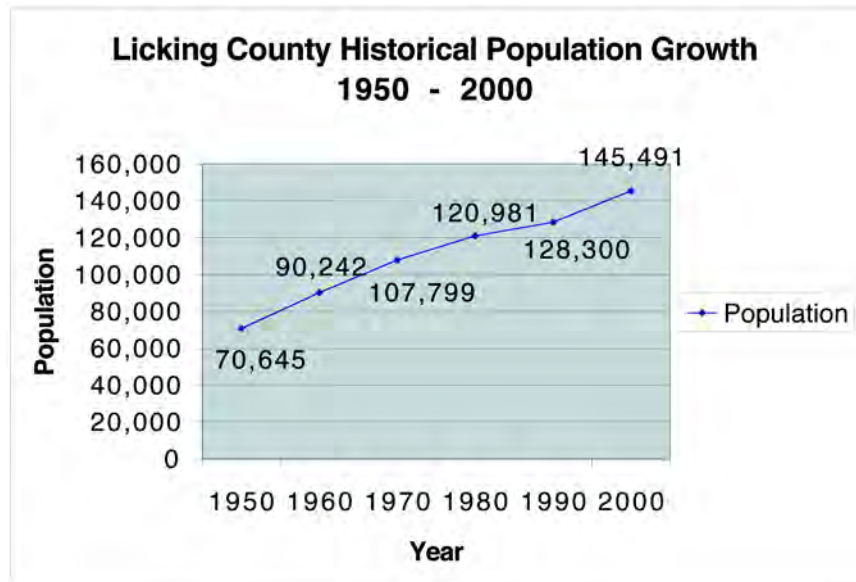
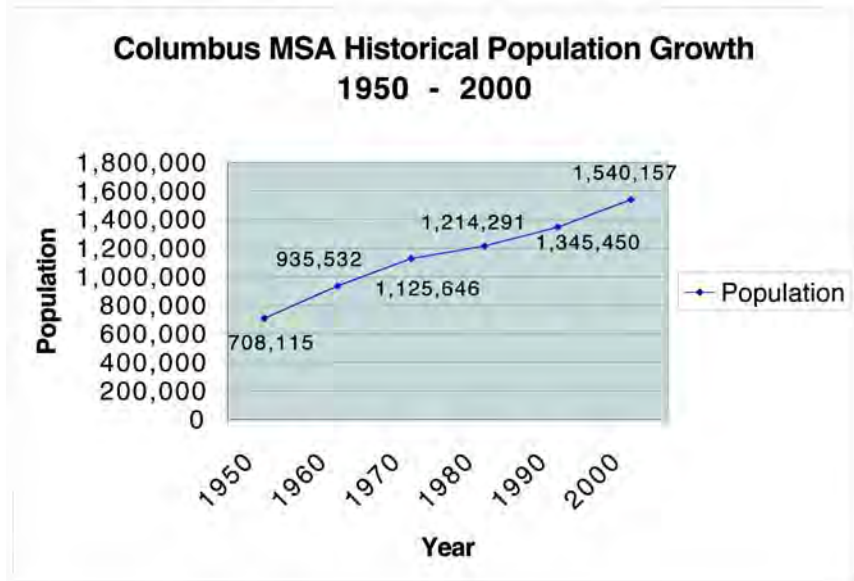


Table A.3

Columbus MSA Historic Population Growth				
Year	Persons	Change	Decade	Annual
1950	708,115			
1960	935,532	227,417	32%	3%
1970	1,125,646	190,114	20%	2%
1980	1,214,291	88,645	8%	1%
1990	1,345,450	131,159	11%	1%
2000	1,540,157	194,707	14%	1%
Total Increase	832,042		86%	
Percentage	118%		17%	
Annualized	2%			

Source: US Census of Population, 1950-2000

Chart A.3



4. Population Trends

- Although the City of Newark experienced a general decline between 1960 and 1980, the City's population has consistently increased since 1980, with a growth of 12 percent over the last 20 years.
- The City of Newark's largest population increase occurred during the 1950's, when the City gained 7,515 residents, a 22 percent change.
- Of the 17,191 new residents in Licking County over the last decade, 11 percent became residents of Newark. Over the previous decade (1980-1990) the City of Newark's population was 35 percent of the County's increase.
- In 2000, the median age for Newark was 35.9. Licking County was slightly higher at 36.6.

5. Population Projections

This section outlines different methods of projecting the City of Newark's population through the year 2020. The projections were generated based on historic data and recent growth trends.

A. Method A. – Population Projections Based on a Historic Growth Rate of 1 percent Per Year, 1950-2000.

- Based on a 1 percent historic annual growth rate from 1950 to 2000, the City of Newark's population is projected to be 57,028 by the year 2020, an increase of 10,749 persons.

Table A.4

Method A			
Year	1% Annual Increase (Persons)	Change	% Change
2000	46,279		
2005	49,121	2,842	6.1%
2010	51,627	2,506	5.1%
2015	54,260	2,633	5.1%
2020	57,028	2,768	5.1%

B. Method B. – Population Forecasts Based on a .43 percent Average Growth Rate Per Year, 1990 – 2000.

- Based on a .43 percent annual growth rate over the last decade (1990-2000) that supports recent growth trends for the City of Newark, the 2020 population is predicted to increase to 50,426. This is an increase of 4,147 persons.

Table A.5

Method B			
Year	.43% Annual Increase (Persons)	Change	% Change
2000	46,279		
2005	47,283	1,004	2.2%
2010	48,308	1,025	2.2%
2015	49,356	1,048	2.2%
2020	50,426	1,070	2.2%

C. Method C. – Population Forecasts Based on a 7 percent Per Decade Average Growth Rate, 1950-2000

- Based on a 7 percent decennial growth average, the City of Newark is projected to increase its population to 52,985 by the year 2020, a gain of 6,706 persons.

Table A.6

Method C			
Year	7% Decade Increase (Persons)	Change	% Change
2000	46,279		
2005	47,899	1,620	3.5%
2010	49,519	1,620	3.4%
2015	51,252	1,733	3.5%
2020	52,985	1,733	3.4%

6. Summary of Population Projection Methodologies

This section gives a final synopsis of the population projections through the year 2020 for the City of Newark. It provides a summary of Methods A-C for comparison and also averages the three methodologies, which takes into account the particular aspect of each method and helps minimize the impact that the skewed numbers may have on the total population.

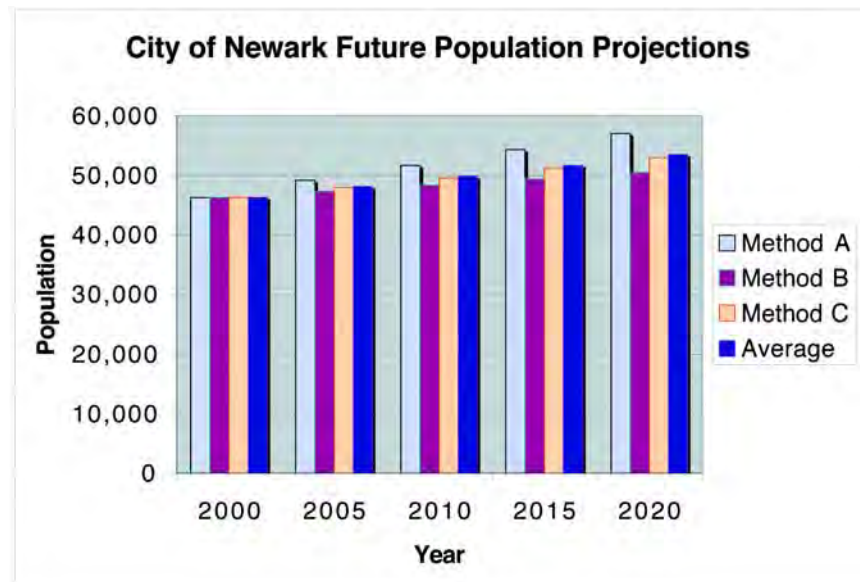
- Based on the average of all the methods, the City of Newark is projected to have a population of 53,480 by the year 2020. This is an increase of 7,201 residents or 15.6 percent.

Table A.7

Table : Summary of Methodologies				
Year	Method A (Persons)	Method B (Persons)	Method C (Persons)	Average (Persons)
2000	46,279	46,279	46,279	46,279
2005	49,121	47,283	47,899	48,101
2010	51,627	48,308	49,519	49,818
2015	54,260	49,356	51,252	51,623
2020	57,028	50,426	52,985	53480
Change	10,749	4,147	6,706	7201
Percent Change	23.2%	9.0%	14.5%	15.6%

Source: US Census Bureau and ACP

Chart A.4



7. Housing Characteristics

This section provides a basic analysis of housing units for the City of Newark and how the City's growth compares to Licking County and the Columbus MSA. The housing analysis also examines only the number and values of new housing permits authorized in Licking County since 1993, due to no historic building permit data being available for the City of Newark.

- The City of Newark's housing stock has increased by 82 percent (9,317 Housing Units) over the last 50 years while Licking County has grown by 154 percent (35,600 Housing Units) and the Columbus MSA has grown by 341 percent (504,853 Housing Units) over the same time period.
- In 2000, according to the US Census, the City of Newark contained 20,625 housing units within the corporate limits. In that same year, the City had an occupancy rate of 93.6 percent or 19,312 occupied units. This compares to a somewhat higher occupancy rate of 94.6 percent for Licking County.

Chart A.5

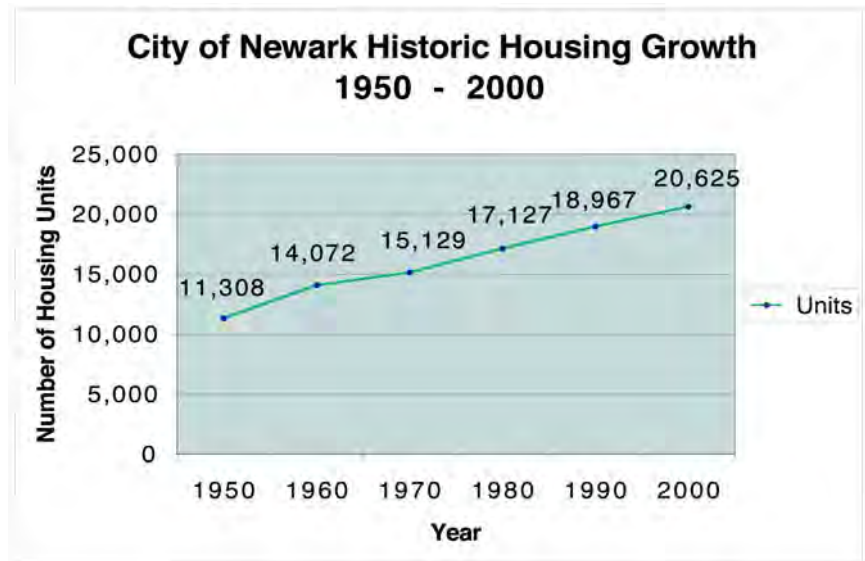


Chart A.6

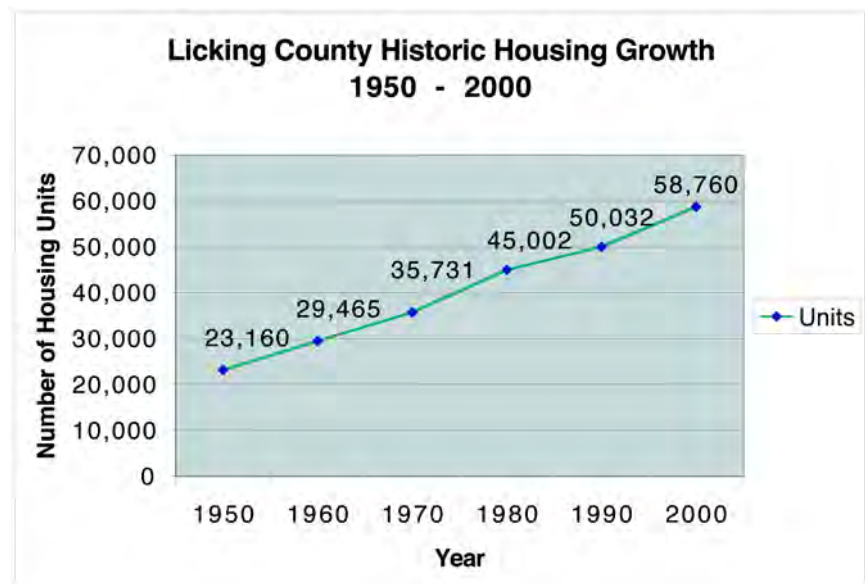


Chart A.7

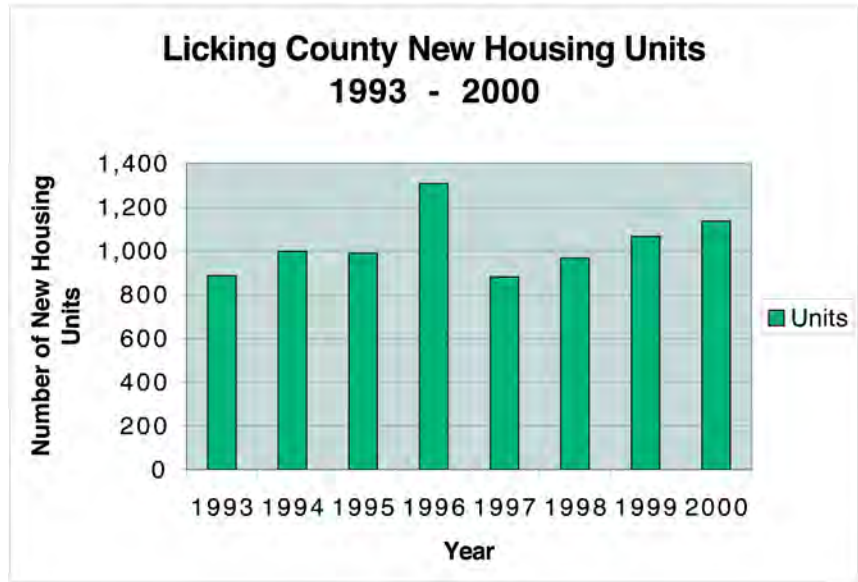


8. Housing Trends

- The number of housing units in the City of Newark has consistently increased over the last 50 years, with the highest growth (24 percent) occurring along side the largest population growth, which took place in the 1950's.
- Of the additional new housing units added in Licking County during the 1990's, 19 percent (1,658 housing units) of the new growth occurred in the City of Newark's corporation limits.
- In 2000, Licking County authorized 1,135 building permits for private housing and ranked 14th out of 88 counties in the State of Ohio.
- Between 1993 and 2000, there were 8,230 new homes constructed in Licking County with the average house valued at \$137,590 in the year 2000.
- Since 1950, the number of the housing units has increased at a steady rate but the population has fluctuated, and actually declined by 1.4 percent between 1960 and 1980.
- Between the years 1950 and 2000, the City of Newark's persons per housing unit declined from 3.03 to 2.24, suggesting that the population is becoming more disperse. Regionally, over the past 50 years the Columbus MSA has dropped from 4.78 to 2.36 persons

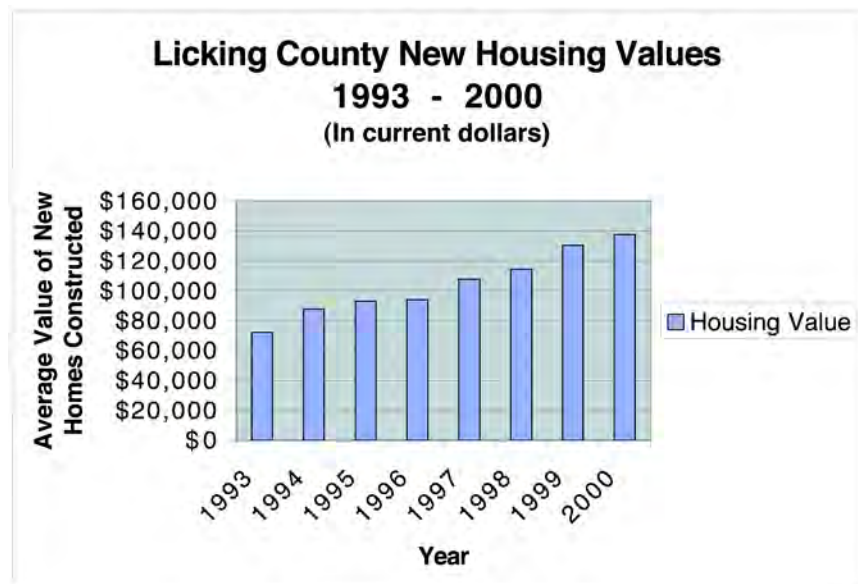
per housing unit, showing the regional trend to be dispersing at a more rapid rate.

Chart A.8



Source: Ohio Department of Development

Chart A.9



Source: Ohio Department of Development

Table A.9

City of Newark	
Year	Persons Per Housing Unit
1950	3.03
1960	2.97
1970	2.77
1980	2.41
1990	2.34
2000	2.24

Table A.10

Licking County	
Year	Persons Per Housing Unit
1950	3.05
1960	3.06
1970	3.02
1980	2.69
1990	2.56
2000	2.48

Table A.11

Columbus MSA	
Year	Persons Per Housing Unit
1950	4.78
1960	4.37
1970	3.8
1980	2.85
1990	2.41
2000	2.36

9. Housing Projections

This section summarizes three different methods of projecting the number of new housing units to be built in the City of Newark through the year 2020. The projections were generated based on historic data and recent growth trends. However, ultimately the number of additional housing units will depend on other growth

factors in and around the City of Newark, such as population and employment.

A. Method A. – Housing Unit Projections Based on Historic Growth Rate of 2 percent Per Year, 1950-2000.

- Based on a 2 percent historic growth rate over the next 20 years, the City of Newark would incorporate 30,648 housing units, an increase of 10,023 dwellings.

Table A.12

Method A			
Year	2% Annual Increase (Housing Units)	Change	% Change
2000	20,625		
2005	22,772	2,147	10.41%
2010	25,142	2,370	10.41%
2015	27,759	2,617	10.41%
2020	30,648	2,889	10.41%

B. Method B. – Housing Projections Based on a 1 percent Average Growth Rate Per Year, 1990 – 2000.

- Based on the assumption that the City of Newark will continue to experience the same growth rate that it experienced over the last decade (1990-2000) the number of housing units are predicted to increase to 25,166. This is an increase of 4,541.

Table A.13

Method B			
Year	1% Annual Increase (Housing Units)	Change	% Change
2000	20,625		
2005	21,677	1,052	5.10%
2010	22,783	1,106	5.10%
2015	23,945	1,162	5.10%
2020	25,166	1,221	5.10%

C. Method C. – Housing Projections Based on a 13 percent Per Decade Average Growth Rate, 1950-2000.

- Based on a 13 percent decennial growth average, the City of Newark is projected to increase its housing stock to 26,760 dwelling units by the year 2020, a gain of 5,711 residences.

Table A.14

Method C			
Year	13% Decade Increase (Housing Units)	Change	% Change
2000	20,625		
2005	21,966	1,341	6.50%
2010	23,306	1,340	6.10%
2015	24,821	1,515	6.50%
2020	26,336	1,515	6.10%

10. Summary of Housing Units Projection Methodologies

This section provides a final outline for the projected future housing increase for the City of Newark through the year 2020. This summary compares Methods A-C and averages the three methodologies, which takes into account the particular aspect of each method and helps minimize the impact that the skewed numbers have on the projected increase of future housing units.

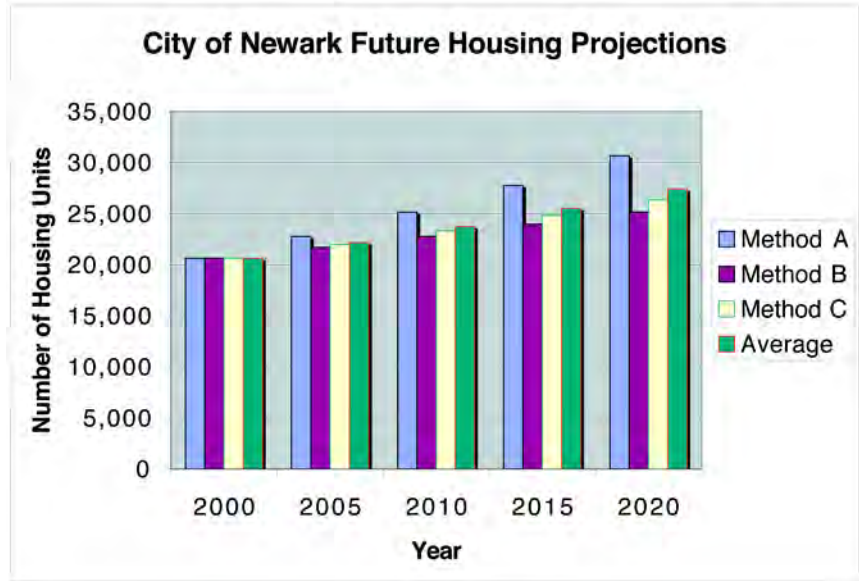
- Based on the average of all the methods, the City of Newark is projected to have 27,383 housing units by the year 2020. This is an increase of 6,758 dwellings or 24.7 percent.

Table A.15

Summary of Housing Methodologies				
Year	Method A (Housing Units)	Method B (Housing Units)	Method C (Housing Units)	Average (Housing Units)
2000	20,625	20,625	20,625	20,625
2005	22,772	21,677	21,966	22,138
2010	25,142	22,783	23,306	23,744
2015	27,759	23,945	24,821	25,508
2020	30,648	25,166	26,336	27,383
Change	10,023	4,541	5,711	6,758
Percent Change	32.7%	18.0%	21.7%	24.7%

Source: US Census Bureau and ACP

Chart A.10



B. Land Use

1. Overview

This section presents a general outlook on how the land within the City of Newark is currently being utilized. This analysis looks at how the City has evolved over the last 40 years based on the 1964 City of Newark, Ohio Comprehensive Master Plan and what changes have occurred to Newark's landscape. Notable comparisons are made between the past and the present concerning both land use percentages and population density.

The remainder of this section includes:

- Summary of Key Findings
- Land Use Development Patterns
- Historic Land Use and Population Density Change

2. Key Findings

- The City of Newark has increased its land area by 40 percent since 1960 and currently incorporates 13,039.9 acres or 20.38 square miles.

- According to the 1962 Land Use survey, 58.7 percent of the City was undeveloped. Today, after the 40 percent increase in area, only 23.6 percent of the land is undeveloped.
- As a percentage of the entire City's growth patterns, the major shift in land use has been from vacant land in 1962 when 48.4 percent of the City was vacant to residential land in 2001 where 50.4 percent of Newark is residential.
- Forty years ago the trend was to have integrated uses within small parcels of land. The recent trend in Newark has been less integration on larger, single use parcels.
- The overall single family and multi-family residential density (dwelling units per gross residential acre) has dropped by over half from 5.8 units per acre to 3.2 units per acre.
- Comparing only the acres developed in the years 1960 and 2000, the population density has dropped from approximately 10.4 persons per acre in 1960 to approximately 4.7 persons per acre in 2001.

3. Land Use Development Patterns

This section outlines the existing land use within the corporate boundaries of Newark by highlighting development patterns of each use throughout the Municipality. It is important to note that even though some uses straddle the corporate boundary but the acreage is only calculated for the land in Newark. As the attached existing land use map shows, the City has been categorized into 11 different classifications. Each classification represents how the land is currently being used. The residential land use has been separated into two classes: detached single family dwelling units and multi-family dwelling units (apartments, townhouses, adult care facilities, etc.). Recreational facilities have also been divided into two categories: private (golf courses, corporate facilities, etc.) and public (parks, athletic fields, public golf courses, etc.). Due to various multiple uses within Newark's Central Business District, the downtown was given its own classification.

The City of Newark currently contains 20.38 square miles or 13,040 acres. As the table below indicates, the City has a substantial amount of single family housing as well as a large industrial base. The table also depicts Newark as having amount of undeveloped land, which provides the City ample room for future development (a more specific number will be generated out of the Natural Resources Report, which analyzes soil types, floodplain, slope, etc.).

Table B.1

2001 Newark Land Use		
Land Use Value	Acres	Percentage
Agriculture	422	3.3%
Commercial	359	2.8%
Central Business District	156	1.2%
Industrial	1,073	8.4%
Multi-Family	457	3.6%
Office	215	1.7%
Public / Institutional	644	5.0%
Private Recreation	222	1.7%
Parks and Recreation	516	4.0%
Single Family	5,976	46.8%
Utility	138	1.1%
Vacant	2,588	20.3%

Total acres include streets and transportation corridors

Source: ACP, 2001

A. Residential

The City of Newark presently has 5,976 acres occupied by single family dwelling units. As the Housing Demographics indicate, a significant amount of the housing in Newark has been built over the last 40 years. The most recent housing development has occurred to the north, along and just off of Horns Hill Road. Additional development has occurred to the west, off of River Road and west of the Londonville Parkway. Another cluster of single family housing, which has been built in the last three years on property annexed into the City, is along Price Road next to the Licking County Joint Vocational School. The City of Newark also recently annexed a large amount of acreage adjacent to Horns Hill Road, with the assumption that it will eventually be used for residential development.

As the development pattern shows, most of the new development of housing tends to be occurring to the far north and to the west toward Granville. However, in recent years, a new housing subdivision was constructed on the East Side of Newark at the end of Garfield Avenue, which may lead to a small shift in new housing development toward the East.

There are currently 457 acres of multi-family residences within Newark. A large percentage of these units are located along roadways off the 21st Street thoroughfare. Other clusters of multi-family dwellings are found around Licking Memorial Hospital, off of West Main Street and near the Ohio State University at Newark and Central

Ohio Technical College Campus. The development of multi-family dwelling units in Newark tends to be near major commercial corridors, though most of the older multi-family residences are dispersed among single family residences in more established neighborhoods throughout the City.

In the past 40 years, the overall single family and multi-family residential density (dwelling units per gross residential acre) has dropped by over half from 5.75 units per acre to 3.21 units per acre. This is one explanation for the large increase in residential acreage within Newark since 1962.

B. Commercial and Office

Commercial property currently consumes 2.8 percent of the land in the City of Newark while 1.7 percent of the land consists of office. Together, these uses cover 574 acres, mostly along commercial thoroughfares. The most highly developed commercial thoroughfare in Newark is along 21st Street, where several “big box” retail and fast food chains are located. Other commercial thoroughfares include Main Street, Mount Vernon Road, and Church Street where more neighborhood type businesses are located.

Due to many businesses needing highly visible locations to succeed, most commercial thoroughfares are located either along or at major transportation corridor interchanges. This is not necessarily the case in Newark where two limited access highways, Routes 16 and 79, travel through the City but do not have a substantial amount of commercial property located along them.

C. Industrial

The City of Newark has a large amount of land utilized for industrial purposes. This land is primarily located along the rail lines that run throughout the City and along the North and South Forks of the Licking River. A significant amount of the industrial property in Newark is utilized for more heavy industrial uses compared to lighter manufacturing operations found in other parts of the region. A large portion of the 1,073 industrial acres is currently being used by some of the largest employers in the City, including Owens Corning Fiberglas, Rockwell International (Meritor) and the Holophane Industrial Lighting Corporation. However, some of the industrial land has been vacated and redevelopment of such land is often difficult due to the environmental constraints normally associated with industrial property.

Most of the vacated industrial land is located in the southern portion of Newark.

D. Parks and Recreation

Presently, parks and recreation, both public and private, encompass 5.7 percent of the land (738 acres) in Newark, not including the bicycle path that extends throughout the city. These parks and recreation include two 18-hole golf courses, the municipal swimming pool and ice rink, several City parks, and numerous athletic complexes.

The National Parks and Recreation Average (NPRA), the standard for the amount of park area a City should have per capita, suggests that for every thousand persons ten acres of park or recreational land should be set aside. The City of Newark's public parks and recreational facilities currently exceeds this amount by 53 acres. The NPRA suggest the City have 463 acres and Newark currently has 516, excluding the bicycle path.

E. Public/Institutional

Public and Institutional land usage totals 5 percent of the total land use in the City of Newark, excluding uses within the Central Business District. Some of the largest uses include the Ohio State University at Newark and Central Ohio Technical College Campus, Cedar Hill Cemetery, the Licking County Joint Vocational School and Newark High School. These uses are dispersed throughout the City.

F. Central Business District

The Central Business District (CBD) consists of approximately 1.2 percent (156 acres) of the overall City. Sixth Street and the North Fork of the Licking River bound the Central Business District to the east and west. The CBD is bounded by Locust Street and the rail line to the north and south. The CBD is the central location for both the City of Newark and Licking County's governmental functions. Some retail, including two fast food restaurants, are located in the CBD as well as a number of specialty stores.

4. Historic Land Use and Population Density Change

In 1962, almost 49 percent of the land within the City of Newark was undeveloped. Today, the vacant land within the corporate boundary totals half of that yet the City has grown by over 8 square miles. The Historic Land Use takes into account the amount of land annexed into the City over the last 40 years. More importantly, this section examines how the

City has grown since the 1960's as well as how the density throughout Newark has changed.

A. Basic Composition

In 1962, the year when the last land use survey was completed, the City of Newark contained about 12 square miles or 7,807 acres. Of this area, 58.7 percent of the City was either undeveloped or being used for streets and alleys. As far as how the developed land was being utilized 40 years ago, the largest portion (28.4 percent) was expectedly being consumed by residential land use. Industrial usage consumed 6.0 percent remaining land within the City, 2.5 percent was being used for Parks/Recreation and Institutional uses such as governmental facilities, churches and schools totaled 1.7 percent. The table below illustrates the City of Newark's 1962 land use percentages.

Table B.2

1962 Newark Land Use		
Land Use Value	Acres	Percentage
Residential	2,217	28.4%
Vacant	3,779	48.4%
Industrial	468	6.0%
Commercial	211	2.7%
Institutional	133	1.7%
Parks	195	2.5%
Streets and Alleys	804	10.3%

Source: Newark, Ohio Comprehensive Master Plan, 1964

B. Historic and Current Land Use Comparisons

Since the last land use survey was completed in 1962, the City has increased its size considerably. Although the 2001 land use survey does not have a separate category for both streets and alleys (they are calculated as part of the overall category's calculated as part of the overall category's calculation) a good comparison can be made among the two. Overall, Newark's commercial acreage has stayed consistent as a percentage of the entire City whereas the industrial, public/institutional, and parks and recreational land uses have all had notable increases. Other more significant comparisons between the two land use surveys are highlighted below.

- Over the last 40 years, the City of Newark has increased its size by 40 percent, a gain of 5,232 acres. The largest acreage increase occurred between 1970 and 1980, when 2,456 acres were annexed into the City.

- In 1962, 58.7 percent of the City was undeveloped. Today, after a 40 percent increase in mass, only 23.6 percent of the land is undeveloped.

C. Population Density

This section summarizes how the population density within the City of Newark has changed over the last 40 years. Population density is measured by the total number of persons divided by the total amount of acreage within the city. This is relevant to Newark, in order for the city to see how dispersed the population has become. The chart below compares how the persons per acre in Newark have changed since 1960.

- Since 1960, the City of Newark has gained 4,489 persons. In that same time period the City added 6,553 dwelling units and increased its size by 5,233 acres, yet decreased its persons per acre from 5.35 to 3.57.
- Comparing only the developed acres in 1960 and 2000, the persons per acre has dropped from approximately 10.4 in 1960 to approximately 4.65 in 2001.
- During the 1980's, Newark's population density increased from 3.77 to 3.82 persons per acre. The City also had a decade increase of 3,189 persons – its largest increase over the last 40 years. This may be due to the City only annexing 680 acres in that decade.

Table B.3

Newark Population Density 1960-2001			
Year	Persons Per Acre	Change	Percentage Change
1960	5.35		
1970	4.93	0.42	7.9%
1980	3.77	1.16	23.5%
1990	3.82	-0.05	-1.3%
2001	3.57	0.25	6.5%

***Natural Resources
Inventory/Mapping***

City of Newark, Licking County, Ohio

Newark, Ohio Natural Resources Inventory/Mapping

Prepared for
American Communities Partnership
1372 Grandview Avenue
Columbus, Ohio 43212
614-486-8400

Prepared by
Davey Resource Group
1500 North Mantua Street
Kent, Ohio 44240
800-445-8733

December, 2001



Table of Contents

Introduction.....	1
Land and Vegetation Cover	2
Urban Forest Resources	6
Watersheds and Surface Waters	8
Natural Pollution Discharge Elimination System (DPDES) Permits.....	8
Aquatic Features	9
Nonpoint Source Impacts to Water Quality	11
Floodplains	13
Riparian Corridors	15
Topography and Steep Slopes	20
Wetlands	23
Hydric Soils	26
Glacial Geology and Groundwater Resources.....	27
Rare, Threatened, and Endangered Species.....	30
Environmental Constrains to Development.....	32
Key Issues.....	34
Conclusion.....	37

Tables

1 Watercourse Use Designations and Attainment in the City of Newark, Licking County.....	10
2 Key Issues and Recommendations	35

Figure

1 Riparian Cross-section.....	15
-------------------------------	----

Maps

1	Digital Orthophoto Overview	3
2	Land Use.....	4
3	Land and Vegetation Cover.....	5
4	Watersheds and Surface Waters	12
5	Floodplains	14
6	Riparian Corridors.....	19
7	Topography	21
8	Steep Slopes	22
9	Wetlands and Hydric Soils	25
10	Glacial Geology.....	28
11	Groundwater Resources.....	29
12	Rare, Threatened, and Endangered Species	31
13	Environmental Constraints to Development	33

Introduction

This report presents a baseline of data and analysis regarding the City of Newark's existing environmental conditions. This document is intended to inform the planning process and serves as a resource of environmental planning data about the City. All available secondary source natural resource data were reviewed in order to identify important natural resources and environmental issues. Key issues are presented in a table which were drawn from the following sections:

- Vegetation and land cover
- Watersheds and surface waters
- Floodplains and riparian corridors
- Topography and steep slopes
- Wetlands and hydric soils
- Glacial geology and groundwater resources
- Rare, threatened, and endangered species
- Environmental constraints to development and environmentally sensitive lands



The City of Newark is located at the confluence of North Fork, South Fork, and mainstem of the Licking River.

Land and Vegetation Cover

Map 1 shows an overview of the City of Newark. Map 2 shows current land use. Only 23% of the City's parcels are vacant or still in agriculture.

Map 3 shows land cover data developed from satellite imagery. The data were classified into the general land cover categories of:

	<u>Percent of City</u>
• Canopy Cover	24%
• Wetlands	1%
• Row Crops	8%
• Grasses Vegetation	18%
• Low Density Residential	31%
• High Density Residential	6%
• Commercial/Industrial	10%
• Quarries	<1%



The remaining open spaces and farmland in the City of Newark are being developed such as this parcel where a Wal-Mart is being built.

Map 1

Map 2

Map 3

Urban Forest Resources

Trees and related urban forest resources are a critical component of Newark's ecological health, environmental quality, aesthetics, and livability. Newark has embarked on some ambitious community planning and visioning efforts, and the woodland resources within the City limits should be a major consideration of any future plans. Residents across the state and the nation are voicing their concern for the apparent and ongoing loss of trees and open space within their communities. Many people and businesses rate trees and parks high on the list of amenities they enjoyed most about the cities in which they live and work.

Community forest resources are not limited to the street trees and parks owned and controlled by the City of Newark. These resources are also found on private property and on institutional properties like schools and churches. The collective benefits Newark receives from its urban forest can only be derived from careful planning, protection, and management of these valuable resources on all properties.

Trees, their canopy cover, and associated plant and animal communities contribute many benefits and much value to Newark far in excess of the time and money invested in them for planting and maintenance. They help stabilize soil by controlling wind and water erosion, reducing noise levels, cleansing pollutants from the air, producing oxygen and absorbing carbon dioxide, providing wildlife habitat, and improving water quality by filtering soil and pollutants. Urban forests also provide significant economic benefits through increased real estate values, improved settings for business activities, and reduced energy costs for heating and cooling.



Protection of the urban forest is critical to preserving the character of historic districts.

The land use data shows that 3,044 acres (or 24%) of Newark is forested or has a canopy cover to some degree. The national average is 27% canopy cover in cities. The American Forestry Association, through research and numerous studies, has determined that a 60% canopy cover in low-density residential areas, a 40% canopy cover in high-density residential areas, a 25% canopy cover in mixed commercial-use areas, and 10% in highly urbanized, downtown areas is desirable to obtain the many benefits of urban forests.

Newark already has the program foundation for protecting, supporting, and expanding its urban forest. Newark has again qualified to receive the national distinction of being a Tree City, USA as recognized by the National Arbor Day Foundation. Consideration should be given to strengthening the existing tree ordinance, expanding the duties of the tree board, and allocating more funding to its community forestry program.



The aesthetic value of trees in urban settings is reflected in civic pride, a healthy community image, and economic vitality.

Watersheds and Surface Waters

The City of Newark is located within Licking River Watershed (Group 22, Ohio EPA). This watershed spans across approximately 790 square miles in south-central Ohio, draining portions of the six counties located within its boundaries. Licking River is part of the Muskingum River Hydrologic Group (USGS Cataloging Unit: 05040004), and in turn, the larger Ohio River Watershed.

Several waterways cross through the City of Newark before entering the Licking River at Newark's south border. These waterways can be grouped into subwatersheds: subunits of the Licking Watershed. Newark spans portions of 13 subwatersheds, as delineated by the Ohio Department of Natural Resources (Map 4). This division is particularly useful, for instance, if water quality issues were to be discovered in one of Newark's waterways. This map would allow an investigator to quickly narrow the focus for the pollutant's source.

National Pollution Discharge Elimination System (NPDES) Permits

National Pollution Discharge Elimination System (NPDES) permits are required for any discharge of pollutants into the waters of the United States. These permits limit the quantities of pollutants discharged in wastewater and require water quality monitoring and reporting to ensure the discharge does not lower water quality or impact people's health.

Five NPDES permits are currently issued in the City of Newark. These permits are of two types—industrial and public. Owens Corning Fiberglass, Tectum, Inc., and the BP Oil Company hold industrial permits in Newark. The City of Newark Wastewater Treatment Plant and Jardin Manor (through the Licking County Commissioner) both hold public permits to discharge. Municipal sources, also known as publicly owned treatment works (POTW's), directly discharge waste created from the processing of domestic wastewater and indirectly discharge industrial wastes to sewers.

Map 4 shows the locations of the NPDES permit outfalls. It should be noted that this map shows only those dischargers that have applied for, and received, a NPDES permit to discharge. An attached disk contains the NPDES permits obtained from Ohio EPA SWIMS database and the US EPA BASINS database.

Mapping dischargers in this method allows community leaders to view projects currently affecting a region and then take into consideration the possible cumulative effects when making planning decisions. Lasting solutions to water quality problems are best achieved by looking at all activities occurring in a watershed.

Aquatic Features

There is a strong linkage between water quality, water pollution, and watersheds. The Ohio Environmental Protection Agency (Ohio EPA) uses biological monitoring and biological indices to monitor water pollution (and pollutants), rank the quality of Ohio streams, and regulate various water and land use permit applications (requests to consume a natural resource).

All named streams that are shown on U.S. Geological Survey maps have been given aquatic life use designations by the Ohio EPA. These designations describe the physical, chemical, and biological quality that each drainage is capable of achieving. The highest use designation that most streams can be assigned is Exceptional Warmwater Habitat (EWH). These streams are relatively non-impacted and support excellent natural habitat. Warmwater Habitats (WWH) are considered “average” streams that are relatively non-impacted and maintain marginal natural habitat. A third category—Coldwater Habitats (CWH)—is extremely sensitive and rare for Ohio. These streams support coldwater organisms such as sculpins, redbreast dace, and trout that have adapted to these unusual and unique habitats. Because these habitats are so uncommon in the state, the biological criteria are not defined as well as are those for EWH and WWH. There are no known EWH or CWH habitats in the City of Newark.

The fact that a stream has been given a particular designation does not imply that it has been thoroughly sampled or investigated by the Ohio EPA. The Ohio EPA uses biological criteria primarily to monitor the effects of larger aquatic pollution sources such as industrial and wastewater treatment facilities that hold NPDES permits. Smaller streams that do not receive polluted effluent are often assigned an aquatic life use designation based on visual observations or quick surveys. In many situations these observations may underestimate the potential of a stream to attain a higher use designation (and stricter regulatory status). Smaller drainageways that are not named on USGS maps, or those that may not appear on maps, are often undesignated. Although these streams must still meet certain minimum standards, they may harbor unique organisms or habitat that would qualify them for greater protective status. Stream surveys would have to be conducted to determine their correct designation.

Stream segments within the City and the corresponding aquatic life use designations are shown in Table 1. Ohio EPA defines the following use designations:

Warmwater Habitats (WWH) are waters capable of supporting and maintaining a balanced, integrated, adaptive community of warmwater aquatic organisms having a species composition, diversity, and functional organization comparable to the 25th percentile for identified reference sites within each of Ohio's ecoregions.

Agricultural Water Supplies (AGR) are waters suitable for irrigation and livestock watering without treatment.

Industrial Water Supply (IND) are waters suitable for commercial and industrial uses, with or without treatment. Criteria for the support of IWS designation varies with each type of industry.

Primary Contact Recreation (PCR) are waters that, during the recreation season, are suitable for full-body contact recreation such as, but not limited to, swimming, canoeing, and scuba diving with minimal threat to public health as a result of water quality.

Public Water Supply (PWS) are waters that, with conventional treatment, will be suitable for human intake and meet federal regulations for drinking water. Criteria associated with this use apply within five hundred yards of surface water intakes.

Table 1. Watercourse Use Designations and Attainment in the City of Newark, Licking County, Ohio

Watercourse ¹	Aquatic Life Use Habitat Designation	Water Supply and Recreational Use Designations	Use Attainment
Licking River	WWH	AGR, IND, PCR	full attainment
North Fork Licking River ²	WWH	AGR, IND, PCR	75% full attainment ^{3,4}
Dry Creek (Run)	WWH	AGR, IND, PCR	full attainment
Log Pond Run	WWH	AGR, IND, PCR	n/a
Log Pond Run Diversion Channel	n/d	n/d	n/a
Trout Run	n/d	n/d	n/a
Cedar Run	WWH	n/d	n/a
South Fork Licking River	WWH	AGR, IND, PCR	90% full attainment ⁵
Raccoon Creek	WWH	AGR, IND, PCR	full attainment ³
Sharon Run	n/d	n/d	n/a
University Drainage Ditch	n/d	n/d	n/a
Unnamed Tributary #1	n/d	n/d	n/a
Mt. Calvary Run	n/d	n/d	n/a
Quarry Run	WWH	AGR, IND, PCR	n/a
Shawnee Run	WWH	AGR, IND, PCR	n/a
Noname Ditch	n/d	n/d	n/a

¹ Based on streams identified on FEMA Flood Insurance Maps (2000)

² At River Mile 3, it is also designated as PWS

³ Based on the 20% of waterway that was assessed

⁴ 25% partial attainment

⁵ 10% threatened

n/d - waterway is currently undesignated

n/a - waterway has not yet been assessed

Nonpoint Source Impacts to Water Quality

Over the past two decades, improvements in treating point sources of pollution, such as municipal and industrial wastes, have led to major improvements in water quality. However, increases in intensive land use (development, urbanization, agriculture, and deforestation) have occurred simultaneously. These activities create a different kind of pollution known as nonpoint source (NPS) pollution. Agricultural and lawn pesticides, eroded sediment from developing areas, increased impervious surfaces, and urban runoff are generally considered greater threats to water quality today than industrial and municipal waste.

Unlike point sources of pollution, NPS pollution is difficult to identify, manage, and quantify. There are no pipe or outflow sources to monitor, and it can be difficult to locate sources and the pathways these pollutants travel into downstream receiving waters. Because nonpoint source pollution can arise anywhere in a watershed, and is a direct result of land use activities and practices, there is a growing trend to address water quality issues from a watershed perspective. This approach treats streams and rivers as a part of a larger ecosystem. Water quality is reflective of the surrounding landscape and any efforts to preserve, protect, or improve the integrity of rivers, streams, and lakes should address the long-term management of watersheds.

Excessive nutrient loading into streams and surface waters is also a type of NPS pollution that can have detrimental effects to aquatic life. Nutrients are often carried into streams from agricultural and residential runoff as well as discharge from wastewater treatment plants. Nutrients increase algae growth and often result in lower oxygen concentrations in water. The effects of nutrient loading are often exacerbated when stream corridors are deforested and streams are exposed to direct sunlight.



This photograph shows a well developed wooded riparian zone on the right and no riparian vegetation on left. Note bank erosion where there is no riparian vegetation. Healthy vegetated riparian buffers are good filters for nonpoint source pollution.

MAP 4

Floodplains

Floodplains are the areas adjacent to rivers and streams that are subject to periodic or regular flooding. They are defined by designated recurrence intervals at which a storm of a given magnitude could occur. For example, the 100-year flood has a one in one hundred chance of occurring in any given year. Due to periodic scouring of the areas, floodplains are very unstable and potentially dangerous areas for human use; however, they form a unique ecological niche, and support biotic communities that are adapted for occasional inundation. Floodplain wetlands absorb large volumes of water during high flows, reducing local flooding, and delaying the release of water downstream.

Floodplains support a diverse assemblage of plant and animal life. In addition, they serve an important role in water quality protection, since streambank vegetation can filter pollutants from runoff before they enter a waterway. In some instances, the established riparian zone, or the land adjacent to the stream, extends beyond or does not have a mapped 100-year floodplain boundary.

According to the Federal Emergency Management Agency (FEMA) floodplain map (Map 5), approximately 1% of the City lies within the 100-year flood zone and 4% percent in the 500-year flood zone. The FEMA map is a modest representation of where flooding is likely to occur. Therefore, it is important to protect all lands adjacent to watercourses.

It is a preliminary recommendation that the City exclude all development from occurring in the floodplain areas. Because the floodplain provides significant protection to water quality and flood prevention, filling in the floodplain should be discouraged.



This floodplain is being used for recreation and contains open water areas.

Map 5

Riparian Corridors

Riparian corridors include streambanks and associated areas adjacent to a flowing waterway. When vegetated, riparian areas function as stream buffer zones. There are many benefits of streambank setbacks, including the protection from erosion. In addition, vegetative setbacks filter water pollutants (toxic chemicals, nutrients, and sediment) from runoff entering streams. They also function to prevent stream warming, and provide food, cover, and habitat structure for wildlife. The linear corridors provided by streambank setbacks enhance wildlife movement and migration for sensitive species. Protection of existing natural riparian corridors is critical to the long-term health of streams and downstream receiving waters and is also instrumental in adding aesthetic and economic well-being to the community.

Flooding, erosion, sedimentation of surface waters, increased stormwater runoff, loss of wetlands and riparian areas, increased pollution, and wildlife habitat losses are some of the problems could occur if riparian corridors are not protected. If a riparian area is developed to the water's edge, water quality degradation may be occurring at that site. However, if younger vegetative communities or wetlands line the banks, some level of protection is realized depending on the successional stage and disturbance level of the vegetation.

In addition to environmental importance, riparian corridors also possess significant economic value. Riparian corridors provide for recreational and health benefits, non-consumptive secondary benefits, cultural enhancement, increased property values, and an improved quality of life. In so contributing to human welfare, both directly and indirectly, riparian corridors represent part of the total economic value of natural resources.

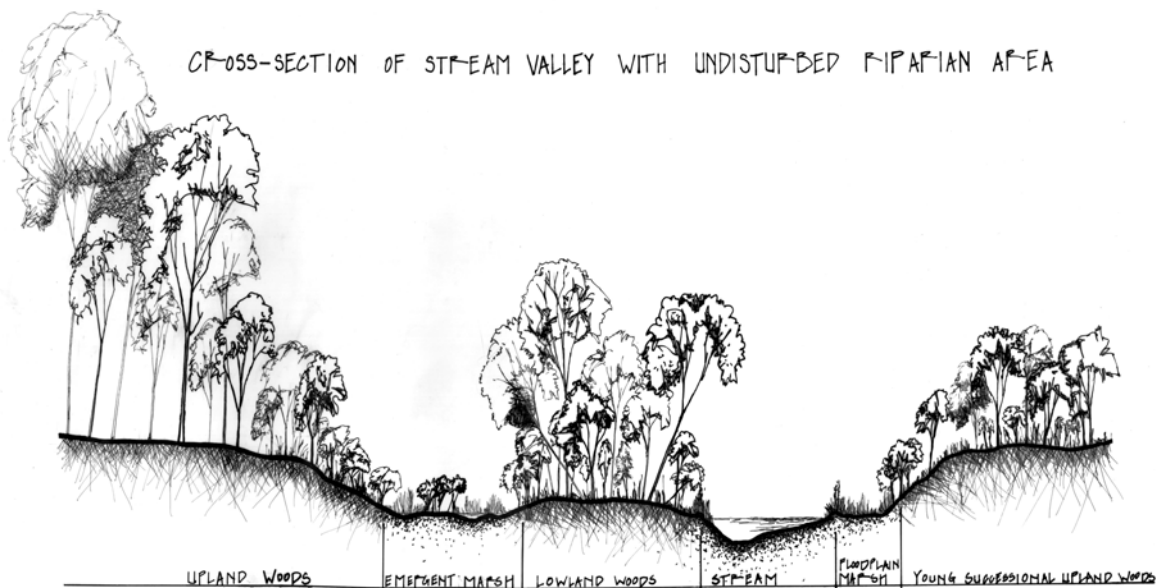


Figure 1: Riparian Cross-section



This section of the North Fork of the Licking River shows a wooded riparian zone.

This section of Raccoon Creek has a very narrow riparian zone surrounded by urban development.



This photograph shows a headwater stream being protected by a wooded riparian zone. The vegetated cover is also protecting the associated steep slopes.



Uses such as dry cleaners in riparian areas can create water quality problems.

Acquiring or protecting these valuable strips of green space along stream or river corridors with conservation easements is recommended. The Ohio Department of Natural Resources (ODNR) Division of Forestry recommends that a minimum buffer of 120 feet be established along streams and rivers to protect surface water quality and provide adequate habitat for wildlife. This standard should be integrated into zoning review provisions.

Map 6 depicts a 120-foot buffer of watercourses and floodplains as riparian corridors in Newark. This riparian area is approximately 2,824 acres or 23% percent of the City. Within this riparian area, only 31% is wooded. Less than 1% has wetlands. Very few natural riparian areas remain within the City. Small, isolated wooded areas remain along the North and South Forks of the Licking River. This riparian zone represents the extent of the riparian zone based on a 120-foot buffer and would probably be reduced and/or increased if the areas were field checked for existing land used and altered areas.

Existing development within floodplains and riparian zones should be managed to minimize impacts to these important natural resources. Mowing and removal of woody vegetation should be discouraged. Use of hazardous chemicals, such as herbicides, pesticides, and fertilizers, should be avoided. A riparian corridor of natural woody vegetation should be maintained wherever possible. Natural vegetation will quickly re-establish in these areas, and is more desirable than planting nursery stock.

It is a preliminary recommendation that Newark protect riparian corridors, limiting use of vegetative setbacks to passive recreation, nature trails, wildlife management, hunting, and fishing. In addition, the City should consider conservation development (open space subdivision design) to allow for the preservation of natural features by minimizing the impacts of development on riparian corridors, green space, scenic waterways, slopes, trees, and wildlife areas.

The goal of riparian corridor protection should be to protect existing wooded areas and to connect these areas through preservation to form a natural corridor. This would allow for wildlife movement as well as protect and improve water quality. It appears that the best opportunity for creating a nearly continuous wooded riparian corridor would be along the North Fork of the Licking River and the Licking River downstream from the junction of the North and South Forks. Although planting of native trees may be desirable in some areas, natural succession will quickly revegetate most disturbed areas within the riparian corridor. Minimal maintenance of these areas should be performed to encourage native vegetation and to remove non-native, invasive species.

MAP 6

Topography and Steep Slopes

Map 7 shows topography and Map 8 shows steep slopes. Because Newark is located within the Licking River Valley, there are very few steep slopes within the City. Only 9% of the City slopes from greater than 12%.

When development takes place on steep slopes, vegetative cover is greatly reduced. Loss of this vegetative cover on steep terrain significantly increases soil instability. When the soils on steep slopes become unstable, the potential for erosion increases. As a result, property damage is commonly associated with development on steep slopes. Soil erosion and instability further impact public health and safety in that they increase the potential for flooding. Erosion and flooding problems threaten public health and safety and are difficult and expensive to correct.

For these reasons, steep slopes along stream valleys should be maintained with a vegetative cover to prevent soil loss and siltation. Existing patterns of vegetation should be retained on all slopes over 12 percent to avoid erosion or slippage.



Mature forest on steep slopes greatly slows erosion, preventing erosion of the roadbed and costly repairs.

MAP 7

Map 8

Wetlands

Wetlands are defined as those areas that are inundated or saturated by surface or ground water at a frequency and duration to support a prevalence of vegetation typically adapted to life in saturated soil conditions. Wetlands are important for floodwater storage, filtration and purification of water, ground water recharge, wildlife use, recreation (hunting and fishing), and commercial use (fur and fish harvesting). Forty percent of endangered species and 60 percent of federally listed threatened species utilize wetlands at some point in their life cycle.

Because wetlands hold exceptional environmental value, Federal law regulates the discharge of dredged or fill material into waters of the United States, including wetlands. These regulations are found under Section 404 of the Clean Water Act. In Ohio, the U.S. Army Corps of Engineers is in charge of the wetlands regulatory program.



This open water area was probably created by sand and gravel mining. Although not a wetlands, open water areas are subject to the same federal regulations.

The Ohio Wetlands Inventory (OWI) is based on analysis of satellite data and existence of hydric soils. Many wetlands may not have been shown, and the accuracy of these maps is dependent on the quality of the resource materials used to create them. These maps should be used to show general locations and concentrations of wetlands, not to identify individual wetlands on specific properties.

Map 9 shows the OWI wetlands in Newark. The City's wetlands comprise about 173 acres, only 1% of the City. Lowland woods (40 acres) were classified as woods on hydric soils. Woods on hydric soils may or may not be jurisdictional wetlands. Marshes (7 acres) were determined by emergent vegetation in water less than three feet deep. Scrub/shrub wetlands (12 acres) were designated by emergent woody vegetation in water less than three feet. The OWI data also shows 114 acres of open water. Many of the hydric soils have been drained for agricultural use, and the areas are no longer wetlands.

The Ohio Wetlands Inventory is only an estimate of the actual wetlands that are present within the study area. Many of the woods on hydric soils that are classified as wetlands may have been drained by ditching and tiling and may no longer be wetlands. Many small, isolated wetlands may not be recorded on the Ohio Wetlands Inventory maps.

Current wetlands regulations do not require that buffer zones be maintained around preserved wetlands. It is a preliminary recommendation that Newark should enact legislation to establish a 50-foot wetlands setback of its remaining wetlands. An ordinance of this type would require an assessment and ranking of the remaining wetlands within the City. In addition, Newark should adopt a policy of no net loss of wetlands with mitigation required for destroyed wetlands. Wetlands regulations can be combined into one or more general conservation or sensitive lands zone districts. The purpose is to preserve and protect existing riparian areas and wetlands from degradation and environmental damage, to restore the quality of degraded and damaged wetlands, and to plan and control development around wetlands with acceptable levels of quality and ecological character.

Map 9

Hydric Soils

Hydric soils are formed over time under conditions of inundation and/or saturation. The soils will retain hydric characteristics even after draining; therefore, the areas of hydric soils are often more extensive than the associated wetlands. Drainage can be a result of land use, such as tiling and dredging of stream channels, or natural causes such as the natural downcutting of stream channels over long periods of time. Non-hydric soils often contain small wetlands and “inclusions” of associated hydric soils that are too small for mapping on the soil survey maps. A wetlands delineation is needed to identify these areas. Although small, these isolated wetlands often are important for wildlife habitat and perform many wetlands functions.

Five percent of the city has hydric soils and 56% has non-hydric soils with hydric inclusions (see Map 9). Relatively few hydric soils are shown, but large areas of non-hydric soils with hydric inclusions are mapped for Newark. These soils are non-hydric, but can have small hydric soils in depressions, along drainageways, and in other areas. Hydric soils and non-hydric soils with hydric inclusions are often not suitable for building because of stability concerns, frequent association with wetlands, permeability characteristics that preclude septic tank use, and other septic system problems. Hydric soils affect development by their poor drainage. These soils can be developed if proper drainage is provided. Ditching and tiling are usually necessary. Most of these soils will pond surface water, so proper grading is also important. Heavy clay soils tend to swell when wet and shrink during dry periods. This can result in cracks and settling in foundations and concrete roads and driveways.

It is a preliminary recommendation that Newark require specific soils information as part of the development review process.

Glacial Geology and Groundwater Resources

Understanding the surficial geology of an area provides a basis for understanding the groundwater resources, because groundwater flows through and is stored in surficial materials. This section reviews available geological mapping of surficial geology and groundwater resources in the City of Newark.

The area is mostly underlain by sedimentary rock deposited during the Paleozoic (approximately 300-400 million years ago) and subsequently uplifted, then carved by pre-glacial streams and rivers into deeply cut valleys. Glaciers that covered the landscape from 2,000,000 years ago until approximately 10,000 years ago modified the surface, scraping off the old soil, deepening bedrock valleys, and depositing till and outwash in the valleys, across flat land, and on topographic high points. Athens is near the southern limits of two glacial advances, the Illinoian and the most recent, Wisconsin. The two primary glacial deposits are:

- *Till*, a poorly sorted mix of clay, silt, sand, gravel, and boulders that is deposited directly by the ice and is often compacted by the weight of the ice. The poor sorting does not allow water to travel through or be stored easily, as pore spaces between larger particles are filled with smaller particles. Till is usually deposited as ground moraine, thin layers on flat or gently rolling topography, or end moraines, where stationary ice sheets deposited linear hummocky mounds at the ice margin.
- *Outwash* is a well-sorted mixture, usually of sand and gravel, but also of silt, deposited by streams leaving the glaciers and in glacial lakes. Outwash deposits may be nearly level or terraced. Often, outwash deposits follow pre-existing and post-glacial valleys, because glacial streams flowed in the same valleys that more ancient and more recent did. Some outwash deposits can be tens of feet thick. Sandy and gravelly outwash allows water to travel through the sediment easily and can store tremendous amounts of groundwater, especially in thick deposits. Glacial lake deposits are more silty and may not drain as well as glacial stream deposits.

Map 10 shows surficial geology in Athens, and Map 11 shows groundwater resources. A substantial portion of the city is underlain by outwash deposits, with substantial yields of groundwater (100-500 gallons per minute or more), enough for large community wells. The highest yield aquifer is in the center of the outwash deposit in the city. Along the margins of the city, till deposits and underlying sandstone have lower yields of groundwater, enough for individual household wells.

These outwash resources represent potentially significant sources of water, and their position in the well-sorted sand and gravel makes them susceptible to pollution. Currently, the water supply for the City of Newark is a surface water supply along the Licking River. Should the need arise in the future, the groundwater resources could be evaluated for potential use as a public or industrial water supply. Because the area is densely developed and relies on surface sources for its public water supply, there have not been any safeguards to protect the quality of the aquifer, and if it were used as a substantial source, it may require treatment.

Map 10

Map 11

Rare, Threatened, and Endangered Species

The Ohio Department of Natural Resources Division of Natural Areas and Preserves (DNAP) Natural Heritage Data Services was queried for any records of rare, threatened, or endangered species in the City of Newark. Additional information regarding any special natural areas located in the City was also requested.

The results from this query revealed one historical record of the Lake Chubsucker (*Erimyzon sucetta*), state threatened, within the City of Newark. The collection was made “below the confluence of North and South forks of the Licking River, Licking County”. Since it was not specified how far below the confluence the fish was taken, the location shown on Map 12 is an estimate. It should be noted that the databases from which this information was gathered are incomplete. The DNAP inventory program relies on information supplied by individuals and organizations; not all areas have been surveyed. It is possible that additional rare species are present in Newark, but have not yet been identified.

In addition to the species named above, three federally listed species are known to range over Licking County: the federally endangered Indiana bat (*Myotis sodalis*), the federally threatened Bald Eagle (*Haliaeetus leucocephalus*), and the federal candidate for listing Eastern massassauga (*Sistrurus catenatus catenatus*). There are no records of these species within the City of Newark. However, efforts should be made countywide to preserve any remaining habitat suitable for these species.



The Lake Chubsucker is one of Ohio’s rarer fish. As a species which requires clear waters, submersed aquatic vegetation, and clean substrates of sand, marl, or organic debris, many populations have been extirpated due to habitat destruction as a result of channelization, siltation, aquatic weed control, and pollution.

Map 12

Environmental Constraints to Development

Map 13 shows a composite of environmental constraints to development (wetlands, floodplains, hydric soils, and steep slopes). Thirty-four percent of the city is environmentally constrained. Of the remaining potential development areas, 53% are environmentally constrained.

In addition, there are environmentally sensitive areas (woodland resources, riparian corridors, and high groundwater resources) in the City. Fifty-five percent of the City is environmentally sensitive. Of the remaining potential development areas, 31% are environmentally sensitive.



Few remaining open spaces are without environmental constraints to development such as this farmland.

Map 13

Key Issues

Key issues are identified in Table 2. Protecting resources will help ensure the provision of public health and safety functions. In addition, these natural features improve the quality of life in the community and translate ultimately into economic viability.



Pressure to develop environmentally constrained steep slopes is a key issue.

Table 2: Key Issues and Recommendations

Key Issues	Recommendations	Rationale	Implementation
Protection of riparian corridors	Protect remaining vegetated riparian corridors Revegetate impacted riparian corridors	To protect steep slopes and critical habitat, improve water quality, and reduce flooding	Encourage stream bank tree planting and acquire riparian easements Secure funding to restore riparian corridors Consider riparian setbacks, conservation/ cluster zoning, especially along streams
Protection of steep slopes	Protect remaining vegetated slopes over 12 percent Revegetate steep slopes	To protect steep slopes and improve water quality	Consider making development on slopes greater than 12 percent a conditional use Encourage conservation/cluster development
Development compatible with natural resource protection	Require environmental site design review process Encourage open space developments Encourage green best management practices and other low impact development incentives	To avoid adverse impacts on remaining sensitive environments To maximize natural areas and benefits	Map and prioritize undeveloped lands based on ecological evaluation Formulate site design guidelines
Protection of greenways, parks and open space	Develop greenway linkages and open space plans that provide multi-use functions and enhance the sense of community and protect sensitive natural resources	To serve the community's active and passive recreational needs To protect habitat for flora, fauna, and water quality To reduce flooding	Map contiguous open spaces and other potential corridor linkages Develop a strategy for acquisitions or easements
Protection of remaining wetlands	Include verification of wetlands permits in the site design review process	To conserve remaining wetlands	Delineation of resources Ensure that the site design review addresses wetlands issues Consider wetlands setbacks
Protection of urban and community forests	Strengthen tree preservation ordinance Expand duties of tree board Allocate more funding to forestry program Educate the public Develop planting program for private and public properties	Canopy cover provides numerous public health and safety benefits	Require developers to prepare tree preservation plans Provide incentives for tree planting and development Conduct public educational seminars Give preference to open space developments

Table 2: Key Issues and Recommendations (Cont'd.)

Key Issues	Recommendations	Rationale	Implementation
Degradation of stream habitat	Restore stream systems Protect remaining stream systems	To improve surface water quality	Public education Assess storm drain system for potential enhancements Consider riparian setbacks, conservation/cluster zoning, especially along streams
Nonpoint source pollution	Educate the public Include verification of stormwater pollution prevention plans (SWP3) in the site design review process Maximize vegetative cover and pervious areas	To prevent sedimentation of surface waters To decrease amount of pollutants in runoff and slow the flow of the runoff	Ensure that the site design review includes a SWP3 to specify BMPs and structural controls to minimize erosion and transportation of sediment Public education of BMPs for the general public and village administration Educate and/or require residents to stop mowing and using chemicals within riparian corridor
Protection of groundwater supplies	Regulate land use within the high pollution potential water resources	To protect groundwater supplies	Create an environment sensitive overlay district
Protection of watershed	Participate in watershed management plan efforts	To protect from flooding	Public education of BMPs

Conclusion

As we develop the landscape, fewer natural areas are left to provide public health and safety functions, making those remaining areas with high ecological integrity more critical. Over time, as communities reach build-out, unconstrained lands that can easily accommodate development demand a premium relative to environmentally sensitive lands. As a result, developers are turning their attention more and more often to these sensitive sites.

The data collected in the secondary source review provides key issues that set the stage for environmental planning by using these analyses of natural resources to determine where development should be targeted and where preservation efforts should occur.

Environmental data is necessary to foster a grounded, solid understanding of the relationship between natural and human systems. A commitment to understanding ecosystems and our relationship to them will enable us to make more informed decisions about how to live sustainably in harmony with nature. How we use this data should reflect our connection to, and dependence on, the natural systems that surround us. Our decisions should commit us to the improvement of our stewardship of these systems.

INTRODUCTION

The City of Newark has been proactive in developing solutions for identified transportation problems within the City's. Numerous transportation studies, efforts, and projects have been completed or are in progress. This report is a synthesis of the collected information and provides a "snap shot" of the state of the City's transportation system. A solid understanding of existing conditions will assist in identifying future transportation problems and needs that should be addressed in this planning effort.

DATA

Information and data for this report has been gathered from the City Engineer's office, The Ohio Department of Transportation (ODOT), and the Licking County Area Transportation Study (LCATS).

LCATS is responsible for transportation planning for Licking County. LCATS planning efforts produce much information about Newark, which is the largest municipality in its planning area. LCATS 2025 Transportation Plan, published in July 2001, is an excellent source of information. Much statistical information on travel patterns is presented based on 1990 Census Data. It is possible that there have been significant shifts in travel behavior since the 1990 Census, but at this time, it is the most current data available. According to LCATS staff, "...the 2000 Census Transportation Planning Package will not be released until later this spring or this summer. The Decennial long form data will be available about the same time or shortly there after."

Existing conditions for this planning effort is based primarily on data and studies that were readily available to the planning team from previous studies and planning efforts. The following are the primary traffic data sources used for the preparation of this report.

Table 1 – Data Sources

Source	Data
Safety Study – Various Intersection (Newark, 1995)	Traffic count data / analysis
Thoroughfare Plan (Newark, 1971)	Existing Thoroughfare Plan
Downtown Area Traffic Study (LCATS, 1995)	Traffic count data / analysis
Cherry Valley Corridor Study (LCATS, 1996)	Traffic count data / analysis
30 th Street Corridor Study (LCATS, 1994)	Traffic count data / analysis
Downtown Traffic Signal Upgrade Project	Traffic count data / analysis
Downtown Traffic Study (City/Newark Alliance, 2002)	Traffic count data / analysis
Church Street at the State Route 16 Eastbound Ramps (Newark, 2001)	Traffic count data / analysis
West Main Street Traffic Study (Newark, 1999)	Traffic count data / analysis
Sharon Valley Road at King Road (Newark, 2001)	Traffic count data / analysis
Sharon Valley Road at Country Club Drive (Newark, 2001)	Traffic count data / analysis
ODOT District 5 Traffic Surveys (1988-2000)	Traffic count data for state routes
LCATS 1995 Traffic Model	Base traffic volumes for 1995
LCATS 2025 Traffic Model	Projected traffic volumes based on anticipate growth trends.
LCATS 2002-2005 Transportation Improvement Program	Project information
LCATS 2025 Transportation Plan (2001)	Census, project, and financial

	information.
Ohio Department of Public Safety	Citywide accident data 1998-2000

STREETS AND HIGHWAYS

Circulation and Access

Overall, traffic circulation within the City is relatively good. East-west movement of traffic is sufficient, while north-south movement is somewhat restricted by some congested locations on major roadways, which are discussed later in this report. State Route (SR) 16 provides a limited access facility that traverses the City east to west, portions of which currently carry 20,000 to 35,000 vehicles per day (vpd). West Main Street is a significant east-west arterial through the City, some sections of which currently carry 10,000 - 20,000 vpd.

There are no limited access facilities that traverse the City north and south. Major north-south corridors (along with maximum daily traffic volume on highest traveled sections) are SR 13 (10,000 - 19,000 vpd), 21st Street north of SR 16 (10,000 - 25,000 vpd), 30th Street south of SR 16 (10,000 - 17,000 vpd), SR 79 south of SR 16 (30,000 - 35,000 vpd).

Some concern has been expressed about circulation in the downtown area related to the system of one-way streets. This issue is currently under study. The study commissioned by the Newark Alliance is addressing pedestrian and vehicular safety, confusing street network, on-street parking, off-street parking utilization and safety, signage needs, truck traffic, economic vitality and residential livability. Concepts for three study areas were developed with detailed recommendations for each. The three study areas are: 1) Hudson Avenue and Mt. Vernon Road from Locust Street to St. Clair; 2) Church Street between Fourth and Second Streets; 3) Court House Square. A final draft version of the report is available from the Newark Alliance, Inc.

With a couple of possible exceptions, most developable sections of Newark have adequate transportation access. One possible exception is the Cherry Valley Road area, in which poor vehicle and truck access has made development difficult. Another area where adequate access is a concern is the residential area located east of the North Fork Licking River and north of Waterworks Road, along Horns Hill Road, where the only access to this area is provided by Waterworks Road.

Traffic Growth

State Routes

Data was available from ODOT for a comparison of current traffic count results with historical traffic counts. The following are examples of historic traffic volumes on state routes in the City:

Table 2 - Historical Traffic Count Volumes on State Routes

Location	1999	1996	1992	1988
SR 13 @ North Corp Limits	14462	15330	14570	11800
SR 13 @ Water Works Road	na	11390	8640	7600
SR 13 just south of Main Street	11217	na	10720	12440
SR 13 DA (Church Street)	na	11330	12670	12350
SR 13 DA (4 th Street)	na	7780	8440	9470
SR 13 DA @ Locust Street	18727	18730	13050	10720
SR 16 @ West Corp.	na	29930	24770	20980
SR 16 21 st Street	25016	22230	27680	22240
SR 16 @ SR 13	na	35220	25100	20070
SR 16 @ E. Corp.	na	17230	14650	14100
SR 79 South Corp.	na	36910	27770	13160

“DA” – Directional Alternate

“na” - Data not available.

Source: *ODOT District 5 Traffic Survey Reports*

The most significant recent growth has occurred on SR 13 @ Waterworks Road, SR 13 DA @ Locust Street, SR 16, and SR 79 at the south edge of the City.

LCATS Travel Demand Model

Existing roadways that are expected to experience significant traffic growth have been identified using LCATS regional traffic model. This model is based on land use and employment currently planned for the City and surrounding areas. The base model is 1995 and the future modeled year is 2025. The model’s output is in terms of Average Daily Traffic (ADT). The following table shows some of the highest growth roadways in the City with average growth rates and the typical number of lanes needed for capacity with the given 2025 traffic volumes.

Table 3 – LCATS 1995 and 2025 Travel Demand Model Estimates

	1995 ADT	2025 ADT	30 year % Growth	Annual % Growth	Typical # Lanes Needed*	Existing # Lanes
Horns Hill Rd north of Waterworks Road	4022	9215	129.1%	2.8%	2**	2
SR 13 north of Price Road	15380	20142	31.0%	0.9%	4/5	2
Price Road just west of King Road	2879	5072	76.2%	1.9%	2**	2
Goosepond Road just east of 21 st Street	4972	7997	60.8%	1.6%	2**	2
Waterworks Road between Hollander Road and Horns Hill Road	5072	10541	107.8%	2.5%	2**	2
21st Street just south of Goosepond Road	7565	11515	52.2%	1.4%	2/3	5
21st Street just north of Sharon Valley	21324	29146	36.7%	1.0%	4/5	5
21st Street between SR 16 and Sharon Valley Road	26108	35877	37.4%	1.1%	6	5
Main Street between 4th Street and 3rd Street	5304	7563	42.6%	1.2%	2**	2/3
National Drive (SR 13) south of Downtown	10596	14346	35.4%	1.0%	2/3	2/3
SR 16 Just East of Newark	26013	37645	44.7%	1.2%	4-lane Expressway	4-lane Expressway
SR 16 west of SR 13	44217	63459	43.5%	1.2%	4-lane Expressway	4-lane Expressway
SR 16 between SR 79 and 21st Street	25459	42558	67.2%	1.7%	4-lane Expressway	4-lane Expressway
SR 16 between Church Street and 21st Street	25040	47378	89.2%	2.1%	4-lane Expressway	4-lane Expressway
SR 16 east of Cherry Valley Road	26924	55492	106.1%	2.4%	4-lane Expressway	4-lane Expressway
SR 79 north of SR 16	9503	12764	34.3%	1.0%	2/3	2
Main Street just east of Cherry Valley Road	12068	20594	70.6%	1.8%	4/5	2/3
Cherry Valley between Reddington and Main Street	4599	8312	80.7%	2.0%	2**	2

Source: LCATS 1995 and 2025 Regional Travel Models

* Typical number of lanes required for capacity based on 2025 volumes. Actual number of lanes needed should be based on traffic engineering study of capacity.

** Turn lanes likely needed at intersections with major roadways.

Traffic Flow

Overall, heavy congestion does not appear to be a major concern within the City, though there are some areas that have been identified as congested or potentially congested, especially in the daily peak hours of travel. These areas were identified based on information provided from the City Engineer's office, LCATS, steering committee comments, and review of existing traffic studies and planning documents. Peak hour congestion is the primary concern.

Mt. Vernon Road (SR 13) / Deo Drive / Waterworks Road

As recent development has occurred in this area traffic pressure has increased. A 1995 Study prepared for the City indicated some deficiencies in geometry and capacity. Specifically, the intersection of SR 13 and Waterworks Road/Van Tassell Avenue was determined to be over capacity. Specific widening improvements were recommended for all intersections in the study area.

As indicated in Table 3, traffic volumes on Waterworks Road between SR 13 and Horns Hill are anticipated to increase significantly. This is primarily due to expected growth along Horns Hill Road. This growth will likely further degrade the operation of the intersection of SR 13 and Waterworks Road. One possible solution to this situation may be capacity improvements to SR 13 and Waterworks Road. Another possible solution, which is currently being explored by the City Engineer's office, is the addition of a connector roadway north of Waterworks Road that would provide an alternate access to Horns Hill Road from SR 13, which should reduce traffic volumes on Waterworks Road. It is likely that such an alternative would require much environmental and public coordination, especially if federal funds were involved. A thorough planning study should be performed to determine the best alternative.

Church Street/Country Club Drive interchange with SR 16

This interchange area has experienced recent development and currently experiences deficiencies in capacity. A Traffic Study was prepared for the City in July 2001 that recommended improvements in this area to accommodate existing and future traffic. These recommendations included the addition of a traffic signal and an eastbound left-turn lane at the SR 16 exit ramp. Recommendations related to a proposed fast food and hotel development 600 feet east of the SR 16 ramps were also included.

Price Road / King Road / Goosepond Road Area

This series of roadways are located in the vicinity of the Licking County Joint Vocational School. Based on existing and anticipated traffic volumes, major capacity improvements do not appear to be warranted. Possible improvements may be warranted on these narrow, rural roadways related to the geometry (width, curvature) and intersection improvements to improve traffic flow and safety. A traffic study should be performed to specifically identify the need for and the type of improvements to be implemented.

Cherry Valley Road from West Main Street to SR 16

Congested conditions exist on Cherry Valley Road, especially at the intersection with SR 16 (actually located outside of Newark corporation limits). There appears to be a relatively large number of trucks that use this roadway.

In 1996 a study was prepared for LCATS, which documented unacceptable operation of the intersection of SR 16 and Cherry Valley Road, and recommended improvements in this area. The short term recommended improvements were for the addition of turn lanes at the intersection.

Long-term improvements were for the construction of a SR 79 bypass, which would provide a link between SR 16 and SR 79 southwest of the City. The connector would include an interchange with SR 16 just east of Cherry Valley Road and would parallel Thornwood Drive to a signalized intersection with SR 79. These improvements would likely improve the operation of

SR 16 and provide better access to the western portion of the City, but may not improve operations along Cherry Valley Road for truck traffic. The City should review any such proposals to assure that its needs are address related to Cherry Valley Road. The connector is included in LCATS 2025 *Recommended Plan for Highway Projects*. Potential non-local (state and federal) funding has been identified for this project.

Reddington Road and Thornwood Drive are also anticipated to experience traffic growth. The impact of the proposed SR 79 bypass should be explored. Based on project volumes from LCATS only minor improvements to geometry and intersections will likely be warranted in the future.

South 30th Street

In 1994, a study was performed for LCATS that identified capacity deficiencies on South 30th Street. The report recommended short-term improvements of widening and intersection improvements. Long-term recommendations included the construction of a separate connector (similar to that proposed as part of the Cherry Valley Road Study discussed above). The study concluded that due to right-of-way restraints along South 30th Street, long-term traffic needs cannot be accommodated within the existing corridor, and the proposed SR 79 bypass will be required to handle expected traffic growth and truck traffic.

North 21st Street from SR 16 to SR 13

This corridor is heavily traveled with a proliferation of driveways to residential and commercial properties. Relatively high truck traffic volumes are also a concern. There is little control of access to the roadway, which creates a large number of vehicular conflict points. A study of the corridor was performed for the City. Traffic Signals along this corridor are coordinated, which provides for better traffic flow. Twenty-First Street is an example of a roadway with conflicting functions. The roadway acts as a north-south artery, but has been developed as a roadway, which provides unlimited driveway access. The correct balance between access and mobility was not met. Access Management, a comprehensive approach to minimizing these types of situations, is discussed in a later section of this report.

West Main Street in the Vicinity of SR 79

Traffic issues in this area are primarily related to intersection operation and safety, not lack of capacity. In 1999, a Traffic Study was prepared which explored improvements for this area. Recommendations for the area included the removal of traffic signals at Williams Street, Fulton Avenue, and Maholm Street; and the installation of signals at the both SR 79 Ramp intersections, Union Street, and 11th Street. The construction of a left turn lane at one of the ramp intersections was also recommended.

SR 13 through downtown Newark

There are numerous issues related to this section of SR 13. There is currently a study underway to explore alternatives for SR 13 through downtown, including its operation as a one-way pair using Hudson Avenue. This study is nearly complete and has identified capacity deficiencies. The City should continue to work closely with the Newark Alliance in the preparation and implementation of the recommendations of the study.

North Cedar Street (SR 79 North) from East Main Street to the north

Based on LCATS 2025 model, significant traffic growth is expected on this section of roadway. The intersections of North Cedar Street with East Main Street, and the SR 16 Ramps are the primary concern. A detailed traffic study of this area is needed to determine adequate traffic control and roadway design to accommodate future traffic growth.

Safety

Based on records from the Ohio Department of Public Safety, the following is a list of intersection with the highest number of reported accidents for the most recent three years for which data is available (1998-2000).

Table 4 – List of Highest Accident Intersections for the City of Newark (1998-2000)

Intersection	# Accidents	Property Damage Only	Injury	Fatal
Granville Street @ 21st Street	55	29	26	
Cedar Street/SR 79 @ Main Street	55	19	36	
Main Street @ 30th Street	42	24	18	
SR 16 @ Dayton Road	36	9	26	1
* 4th/Mt Vernon/SR 13 @ SR 16 (2 intersections)	69	32	37	
Church Street @ SR 13/4th Street	33	18	15	
Main Street @ 21st Street	32	16	16	
21st Street @ Pierson Drive	31	16	15	
* SR 16 @ 21st Street (2 intersections)	56	29	27	
4th/Mt Vernon/SR 13 @ Locust Street	27	9	18	
* SR 16 @ Hudson/3rd/SR 13 (2 intersections)	54	24	30	
Main Street @ 11th Street	26	12	14	
21st Street @ Deo/Goosepond Drive	26	12	14	
21st Street @ Moull Street	25	9	16	
Mount Vernon/SR 13 @ 21st Street	23	16	7	
4th/SR 13 @ Main Street	21	10	11	
Church Street @ 30th Street	20	11	9	
Granville Street @ 11th Street	19	12	7	
Main Street @ Union/12th Street	19	14	5	
21st Street @ Baker Boulevard	18	6	12	
* Cedar/ SR 79 @ SR 16 (2 intersections)	34	17	17	
Main Street @ 23rd Street	17	10	7	
21st Street @ Meadowbrook Drive	17	7	10	
Church Street @ 21st Street	17	8	9	
Church Street @ 11th Street	16	7	9	
Buena Vista Street @ Manning Street	16	9	7	
Main Street @ 31st Street	15	9	6	
Mt Vernon/SR 13 @ Van Tassell/Waterworks Road	14	7	7	
Main Street @ 1st Street	14	6	8	
Buena Vista Street @ Main Street	14	5	9	
Cherry Valley/Tamarack Road @ Main Street	13	9	4	
30th Street @ Moundview Avenue	13	8	5	
Mount Vernon/SR 13 @ Channel Street	13	6	7	
Main Street @ 33rd Street	13	3	11	
4th Street @ Harrison Street	12	7	5	
Cedar Street/SR 79 @ Everett Avenue	12	6	6	
21st Street @ Catolina Drive	12	4	8	
21st Street @ Shields Street	11	8	3	
Granville Road @ Country Club Drive	11	5	6	
21st Street @ Price Road	11	2	9	
Main Street @ 22nd Street	11	4	7	
30th Street @ Shide Avenue	11	2	9	
Main Street @ Williams Street	11	5	6	

Source: Ohio Department of Public Safety

* These locations represent more than one intersection. The detail of the available data made it impossible to further categorize the accidents. The order in the list is based on: (# of accidents) / (# of intersections).

The data available does not allow for identification of non-intersection accident locations, though some expected locations that may warrant detailed engineering study are: King Road, North 21st Street, and SR 13 north of SR 16.

THOROUGHFARE PLAN

Definition

The purpose of a Thoroughfare Plan is to create, in a logical way, a vision of the future roadway network in the City. Some of the factors considered include:

- Public input
- Connections to major traffic carriers (SR 16, SR 79, and SR 13)
- Available right-of-way
- Density of existing accesses
- Potential for the acquisition/preservation of additional right-of-way
- Estimates of the location and density of future land use
- State, county, and regional agencies' transportation plans
- Pedestrian, bicycle, and transit facility needs

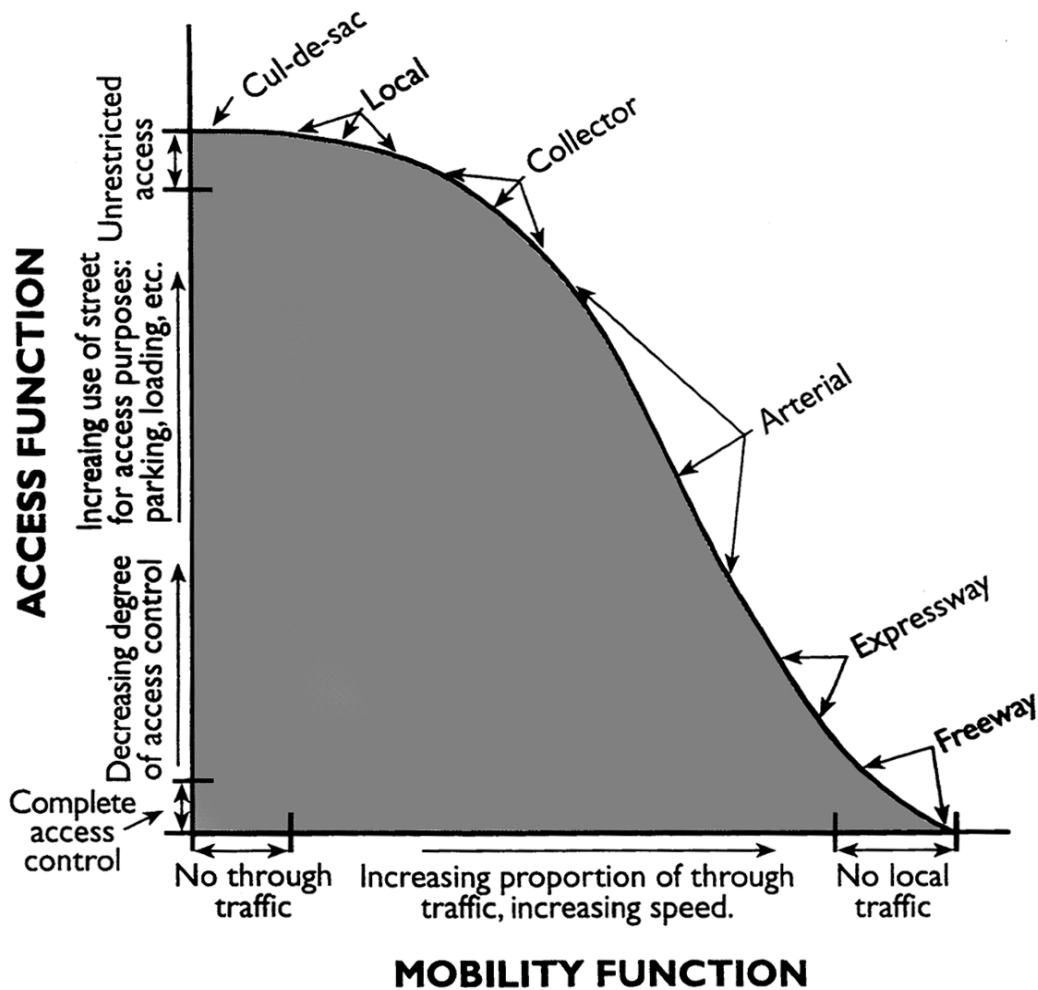
The Thoroughfare Plan classifies each roadway in the City based on its function (mobility vs. access). Some roadways will provide for through traffic, some will serve primarily for access to properties, and some will serve a combination of both. On modern Thoroughfare plans, roadways are generally classified as one of the following:

- Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local Road

The following diagram graphically illustrates the relationship among the various classifications.

Figure 1

SCHEMATIC RELATIONSHIP BETWEEN ACCESS AND MOVEMENT FUNCTIONS OF STREETS



Source: U.S. Department of Transportation Federal Highway Administration
publication #FHWA-IP-82-3, *Access Management for Streets and Highways*.

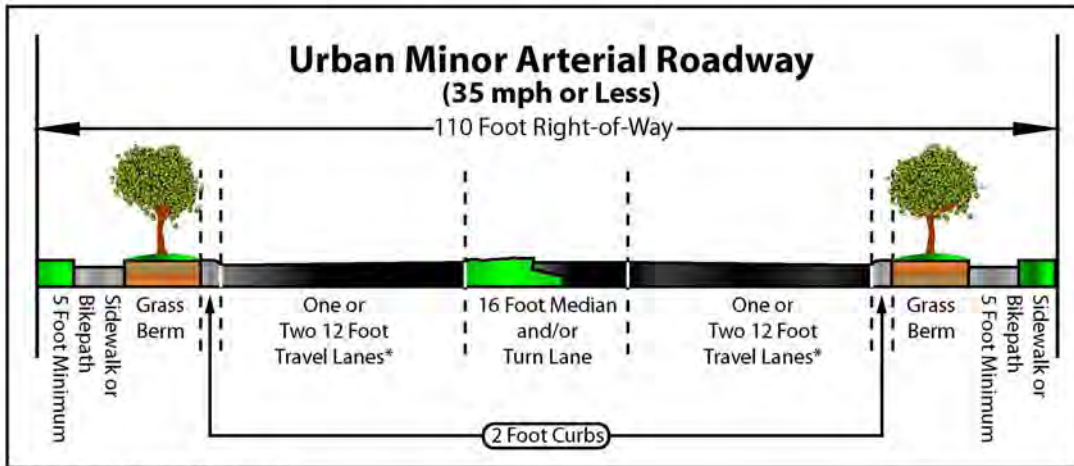
As shown in the diagram, at the highest level are **arterials**. They include those classes of highways emphasizing a high level of mobility for the through movement of traffic. Land access is subordinate to this primary function. Generally, travel speeds and distances are greater on these facilities compared to the other classes. The highest classes of arterials, interstates and freeways, are limited access to allow the free flow of traffic.

At the lowest level are **local streets and roads**. Their primary function is to provide land access. Travel speeds, distances, and volumes are generally low, and through traffic is usually discouraged.

Between these extremes are the **collectors** whose name describes their function. They collect traffic from the lower facilities and distribute it to the higher. Collectors provide both mobility and land access. Generally, trip lengths, speeds, and volumes are moderate.

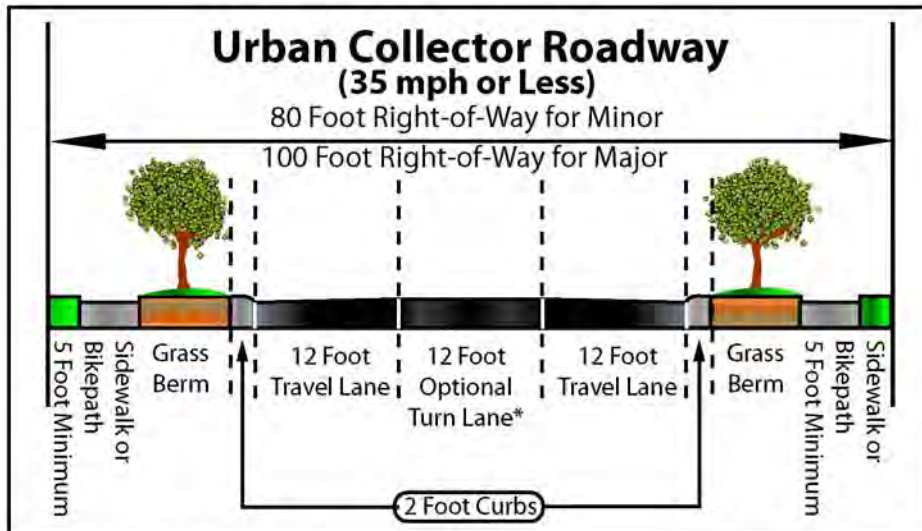
Typical cross sections for the City of Newark will be developed as part of the final plan. The following are examples of possible typical cross sections for these classifications:

Figure 2 – Example of a Typical Cross Section for an Urban Arterial



* Governed by capacity needs

Figure 3 – Example of a Typical Cross Section for a Collector



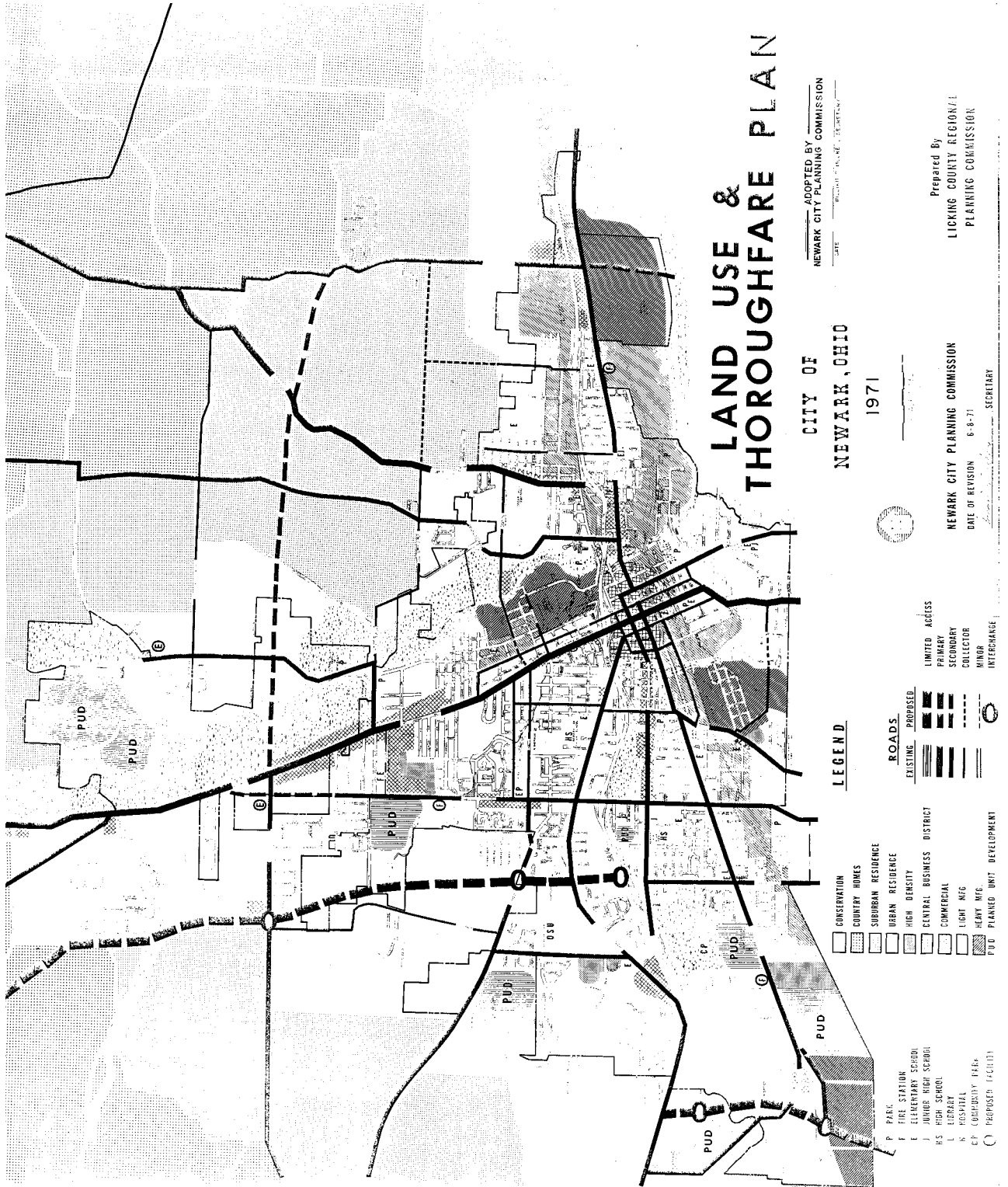
* Governed by capacity needs

1971 City of Newark Thoroughfare Plan

On the following page is the existing City of Newark Thoroughfare Plan, last updated in 1971. There have not been any major changes to the existing roadway system since the last update. Overall, roadway classifications appear to match relatively well with existing conditions, though some minor adjustments may be warranted based on current and projected traffic volumes. Except for an extension of 21st Street to SR 13, none of the proposed additional roadways were constructed that are identified on the 1971 plan.

Interestingly, the need for a limited access north-south arterial was identified and shown as roughly parallel to and west of SR 13 with an interchange at SR 16 between 21st Street and Country Club Drive. Also, the need for a limited access roadway similar to the roadway proposed by LCATS along the western edge of the City with an interchange just east of Cherry Valley Road was also identified. Additional roadways were proposed in the eastern part of the City and beyond including an extension of Price Road to the east across the North Fork Licking River to beyond the Newark Corporation Limits. These roadways were likely proposed to open up access to this area for development and possible annexation.

Figure 4 – 1971 Newark Thoroughfare Plan



PLANNED AND ONGOING PROJECTS

LCATS

LCATS maintains a Transportation Improvement Program list of proposed projects for Licking County. Newark's Mayor, Transit Operations Coordinator, and City Engineer, represent the City of Newark as members of LCATS Policy Committee. The current list is for years 2002-2005. LCATS also prepares and publishes a list of long range proposed projects as part of its 2025 Transportation Plan. These lists are utilized for the allocation of federal and state funding for projects within LCATS planning area, and are based on projected available funding. Many of these projects address some of the issues discussed in Section 3.3 of this report. The following tables show those project lists.

Table 5 - LCATS 2002-2005 Transportation Improvement Program

Project Description	Estimated Cost	Funding	Year
Bikeway Connection – Construct 2000 feet of 10-foot bikeway with bridge over Raccoon Creek, tunnel under Cherry Valley Road and under Redding Road.	\$ 759,000	QMAQ LOCAL	2003
North 21 st Street – Resurface North 21st Street from SR 16 to Mt. Vernon Road. Remove and replace with modified asphalt surface (for high traffic volumes), striping and repairing curbs and ramps as needed.	\$ 580,000	LOCAL M-STP	2006
Bike Trail Extension – 10 foot wide bike trail from Canal Street to Ohio Street	\$ 183,000	S-TE LOCAL	2004
Transportation Enhancement Project – Newark riverfront bike trail lighting.	\$ 238,000	M-TE LOCAL	2004
South 30 th Street Improvement – Widen existing street to three lanes from West main Street to Harris Avenue, Curb cutter and storm sewer improvements.	\$ 1,240,000	M-STP LOCAL	2003
West main Street Bridge – Replace bridge over Raccoon Creek. No additional lanes.	\$ 1,580,000	LOCAL M-STP	2004
New Traffic Signal - Cherry Valley Road at Reddington Road	\$ 185,000	LOCAL M-CMAQ	2004
Replace Orchard Street Bridge over South Fork River – Replace existing steel bridge with galvanized steel bridge of same dimensions.	\$ 571,000	LOCAL M-STP	2002
West Main Street Reconstruction from 34 th Street to Cherry Valley Road. Removal of asphalt pavement, repair utility trenches, replace asphalt, curbs and ramp as needed.	\$ 1,000,000	LOCAL M-STP	2005

Table 6 – LCATS Long Range Planned Projects

Recommended Plan – Highway Projects				
Project Description	Policy Committee Ranking	Estimated Cost	Monies Available	Fiscal Assumptions
			\$28,440,020	
SR161 Major Widening to Limited Access	1	\$176,000,000	\$28,440,020	\$176,000,000 from TRAC
SR16 & Cherry Valley Intersection Upgrade to Interchange	2	\$12,000,000	\$16,440,020	
Thornwood Dr. Upgrade from Main St to SR79	3	\$8,112,000	\$8,328,020	
New Horns Hill Connector	4	\$4,500,000	\$3,828,020	
IR70 & SR310 Interchange Upgrade	5	\$4,000,000	-\$171,980	
IR70 Widening to 6 Lanes	8	\$26,800,000	-\$171,980	\$26,800,000 from TRAC
The remaining \$171,980 to be provided locally or with innovative financing. Project 8 – does not affect local funding				
Recommended Transit Projects				
Transit Projects	Capital	Operating	Project Total	Grand Total
Newark/Heath Taxi Token Program	\$1,055,000	\$23,405,000	\$24,405,000	\$24,460,000
Licking County Transit Board	\$2,500,000	\$4,450,000	\$6,950,000	\$31,410,000
These figures are based on current FTA Section – 5307 capital and operating projections as outlined in the FY 2002 – 2005 TIP, but do not include any projects in the Licking County Transit Feasibility Study (LCTB TDP.)				
Projects with No Identified Funding (Shown for prioritization information only)				
Project Description	Policy Committee Ranking	Estimated Cost	Moneys Available	
River Rd Realignment at SR 16	6	\$600,000	-\$771,980	
US40 & SR310 Intersection Upgrade	7	\$500,000	-\$1,271,980	
Airport/central Parkway extension to Thornwood	9	\$2,214,300	-\$3,486,280	
US62 & Duncan Plains Intersection Upgrade	10	\$500,000	-\$3,486,280	
IR70 & SR158 Interchange Upgrade	11	\$4,000,000	-\$7,986,280	
SR310 Widen to 5 lanes from IR70 to US40	12	\$3,500,000	-\$11,486,280	
US62 Upgrade from SR161 to Johnstown	(Tie) 13	\$10,695,000	-\$22,181,280	
Pedestrian Crossings of SR79 & 30th St.	(Tie) 13	\$1,000,000	-\$23,181,280	
SR13 – SR16 Connector	(Tie) 15	\$11,764,500	-\$34,945,780	
Park and Ride Lots	(Tie) 15	\$0	-\$34,945,780	
IR70 & Mink/Tollgate Rd Interchange	17	\$17,200,000	-\$52,145,780	
Bike and Pedestrian Trails	18	\$0	-\$52,145,780	
Commuter Rail Newark to Columbus	19	\$0	-\$52,145,780	
These projects with no identified funding are those which community leaders recommended for inclusion in this plan. These projects will be considered in future TIPs.				

City of Newark

In addition to those projects that are listed in LCATS Transportation Plans, the following list was obtained from the City Engineer's office and represents projects that are on-going, under construction, or planned.

On-going Projects:

- East Main Street Bridge Rehabilitation
- Downtown Signal Upgrade - 22 intersections
- South 30th Street Widening Project
- Deo Drive Extension - North 21st Street to Goosepond Rd
- Riverfront Bikeway
- Annual Street Maintenance - paving, crack sealing, etc.
- Annual Concrete Maintenance - sidewalk repair at intersections, curb ramps

Planned, but not Funded Projects:

- West Main Street, Union Street, North 11th Street Signal Installation
- West Church Street @ Country Club Drive Signal Installation
- Dayton Road, north of SR16, Turn Lane Construction
- Sherwood Drive East Walk Bridge Replacement
- Hudson Ave.-Mount Vernon Road Traffic Pattern Change
- National Drive, South 6th Street, Calburn Street Signal Upgrade
- Remainder of Downtown Traffic Signals - 4 intersections

BICYCLE AND PEDESTRIAN FACILITIES

The following summary of Newark's existing bicycle facilities as taken from LCATS' 2025 *Transportation Plan*:

"The City of Newark has constructed and maintains bike/hike paths within its corporate limits. Almost a mile of asphalt path has been constructed in two sections: one section just south of East Main Street, completed in 1991 and one section from Everett Park almost to Manning Street on the east side of the North Fork of the Licking River, completed in 1992. Besides these asphalt trails dedicated to non-motorized bicycling, walking, running or jogging and the like, the City of Newark also has a marked bike route extending north-south through its central section. This route utilizes existing streets.

In addition to these public contributions, the TJ Evans Foundation, a private organization, has financed the development of many miles of bike/hike paths in the county. The longest of these, the completely paved TJ Evans Bikeway, extends 14.2 miles between the City of Newark and the Village of Johnstown traversing through the Village of Granville and near the Village of Alexandria. Parking is available at both ends and at various locations along the way. The bikeway, completed in three segments between the years of 1980 and 1985, follows an abandoned railroad right-of-way along Raccoon Creek as it passes through forest and pastoral farmland. The terrain is basically flat and is handicapped accessible. Bikers of all ages and experience levels as

well as walkers, runners, and roller skaters enjoy the path. Cross-country skiers can take advantage of this path in the winter. The Licking County Park District is responsible for maintenance of this trail.

Utilizing State Enhancement funding, the TJ Evans Foundation completed a 1.6-mile trail along Ohio State Route 16. The trail ends at the Cherry Valley Lodge, on the east side of Cherry Valley Road. LCATS is currently working with the TJ Evans Foundation to connect this trail with the 14 mile Johnstown to Newark Trail. Connection of these two trails provides a trail connection from the western edge of the county to the eastern edge of the county.

The T.J. Evans foundation has also developed about 1.6 miles of asphalt trail (Log Pond Run Bike Trail) along with Log Pond diversion ditch. The end points of this trail are Sharon Valley Road, Goosepond Road and Baker Road, all in the City of Newark. The Baker Road end of the trail stops near a major shopping district on North 21st Street. A shorter section of asphalt trail extends between Granville Street and an access road off of Sharon Valley Road that leads to the Ohio State University-Newark branch campus and Central Ohio Technical College. The City of Newark is responsible for maintenance of the Log Pond Run Bike Trail.

The City of Newark has plans to connect and expand its two trail sections in the near eastern part of the City using Transportation Enhancement Funding. Phase One of this plan calls for the completion of a ten foot wide asphalt trail along the east bank of the North Fork of the Licking River, beginning at the East Main Street Bridge and proceeding northward to the existing trail that begins at Everett Avenue. Another segment of the same trail will be constructed from the northern end of the existing City trail, which currently ends near Cemetery Run. This segment will cross Cemetery Run and continue along the east bank of the Licking River until the trail intersects with Manning Street.

The Ohio Department of Transportation will be replacing the East Main Street Bridge (Bid Opening in June 2001) over the Licking River. The replacement bridge is being designed to provide a connection between Phase One of the Riverfront Bikeway Trail and the existing asphalt pathway that traverses Riverfront Park that is located between the Licking Court Justice Center and the Licking River. Additionally, the City of Newark will be constructing a short extension of Riverfront Park asphalt pathway so as to connect it to the western end of East Canal Street that ends on the south side of the Licking County Justice Center. The Riverfront Bike Trail Lighting Project is scheduled to be sold (contractor selected) in FY 2004. The project utilizes LCATS Transportation Enhancement Funds.

When Phase one of the Riverfront Bikeway and the East Main Street Replacement Bridge projects are completed, trail users will be able to access the trail at Manning Street, travel southward along the Licking River passing Everett Park, travel under the East Main Street Bridge, and connect to East Canal Street. From this point, trail users will be within two blocks of the point at which the Panhandle Bike Trail currently intersects with South Morris Street. Off-street parking will be available for users of both trails at the East Main Street basketball courts, located on the southwestern corner of East Main Street and South Buena Vista Street, and at the parking area adjacent to the Panhandle Trail on South Morris Street.

This connection will be especially significant in that it will provide access for the residents of South and East Newark to the only City-owned swimming pool that is located at the northern end of this trail. The City has also planned for Phase II that will extend this trail across the river and

then along the west bank through a mostly undeveloped, wooded floodplain to Cedar Run Road. The City owned Horns Hill Park is located at the end of this proposed northern extension.

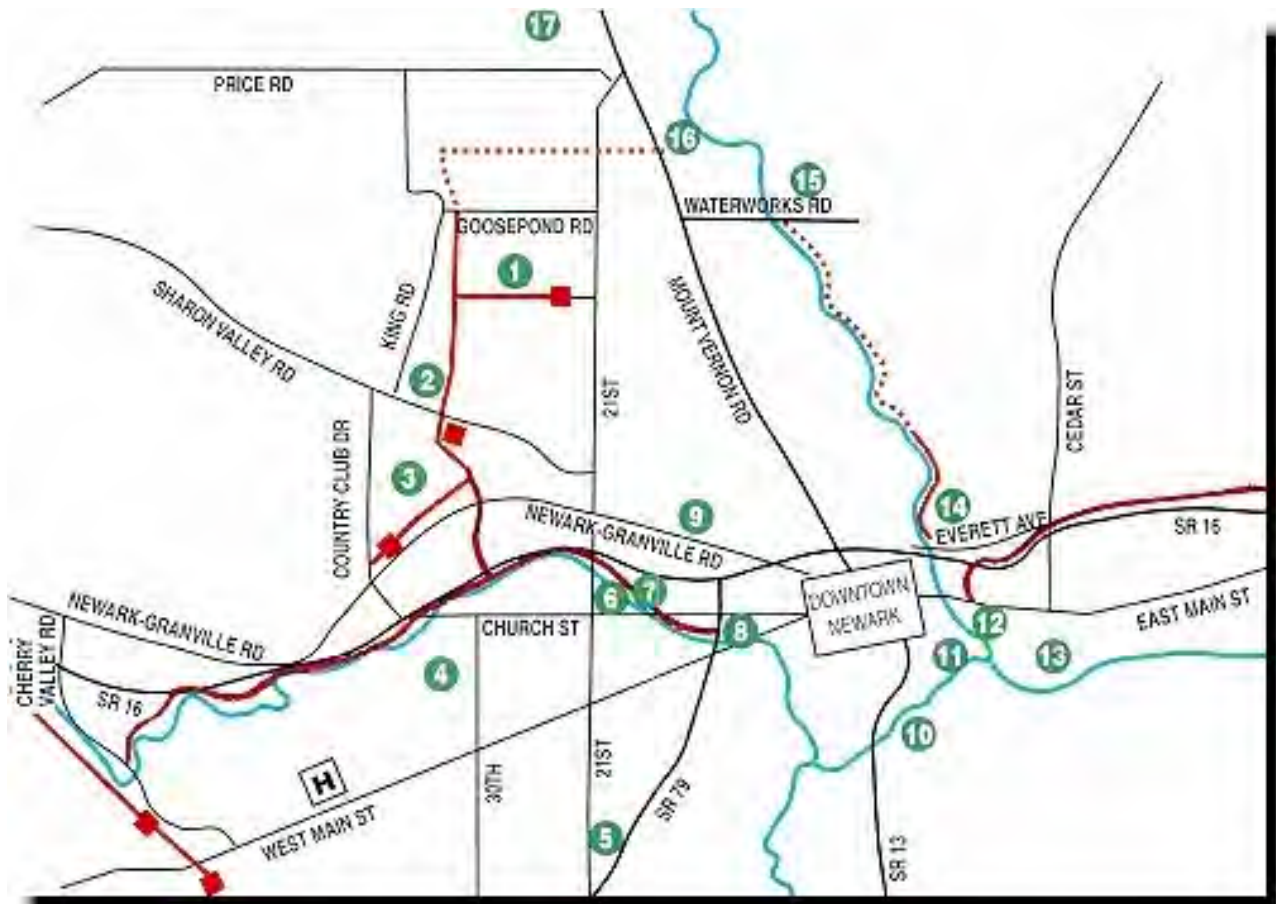
The TJ Evans Foundation plans to connect the trail by OSU/COTC with the existing Log Pond Run Bike Trail and then continue this trail north and then west to and around T.J. Evans Family Park on State Route 13 (Mt. Vernon Road). The Evans Foundation also has plans to add to the proposed statewide Ohio to Erie trail by constructing a 5-mile section of what will be called the Newark-Licking Panhandle Bike Path. This proposed section would run between the city of Newark and the Village of Hanover, adjacent to the C&OR (Columbus and Ohio River) railroad. Future plans would extend this to the Village of Pataskala. The City of Newark and the T.J. Evans Foundation are sponsoring a project for FY 2003 that would construct a bridge over Raccoon Creek, with tunnels under Cherry Valley Road and Reddington Road.”

Newark has a good base of bicycle and pedestrian facilities. The City should carefully review all proposed transportation projects and developments for bicycle/pedestrian linkages to the existing system and for opportunities to add new facilities. The City does not currently have a comprehensive bicycle and pedestrian plan and map. A study should be undertaken to develop such a plan and map.

The following Figure shows existing and proposed bicycle and pedestrian facilities within the City:

Figure 5

Newark Bicycle & Pedestrian Transportation Corridor



- | | |
|---|--|
| 1. Baseball / Softball / Soccer Complex | 9. Newark High School |
| 2. Evans Athletic Complex (Including Newark Ice Rink) | 10. Proposed Youth Recreation Center |
| 3. The Newark Campus - Ohio State University at Newark - Central Ohio Technical College | 11. Mound City Little League |
| 4. Octagon State Park | 12. East Main Street Basketball Courts |
| 5. Moundbuilders State Park | 13. Edward's Field / Babe Ruth Park |
| 6. Flory Park | 14. Everett Park |
| 7. YMCA / Athletic Fields | 15. Horns Hill Park |
| 8. White's Athletic Field | 16. T.J. Evans Family Park |
| | 17. Weathervane Playhouse |

Source: City of Newark Website

PUBLIC TRANSPORTATION

The following discussion of Public Transportation was taken from LCATS' 2025 Transportation Plan. The City should work closely with the Licking County Transit Board to: pursue additional services as identified in the three completed studies that are discussed below; and initiate additional studies as deemed appropriate.

Services provided by the Licking County Transit Board:

Commuter Bus

Since September 1991, commuter bus service from Licking County to Columbus has been made available to Licking County residents. The Licking County Transit Board provides this service. The Commuter Bus was established as a two-year demonstration project through the use of CMAQ (Congestion Mitigation/Air Quality) funds. It is now funded through grants received from the Federal Transit Administration and Ohio Department of Transportation. Passengers pay \$3 for a one-way ride, while special fares of \$1.50 are available for those who are elderly (65+), disabled or those possessing a Medicare Card. Monthly passes are available for \$102 (\$51.50 for those passengers eligible for special fares). The Licking County Transit Board contracts with Laidlaw Transit Services, Inc. to provide the service. Federal and State Funds are received from the City of Newark's allocation through a cooperative agreement, while the Licking County Commissioners provide the required local funds.

The commuter bus service is available Monday through Friday. There is no weekend or major holiday service. Two morning and evening buses are available to and from downtown Columbus. As shown in Exhibit B, there are three stops in Licking County. These are: Newark South Second Street Parking Garage, located at the corner of Second Street and Scheidler Street in downtown Newark; Park & Ride, located at State Route 16 and Granville Road; and Pataskala Park & Ride, located at State Route 310 and the railroad tracks. There are three stops in downtown Columbus (Rich Street & High, Third & Gay Streets and Wall Street & Spring Streets). Ridership on the Commuter Service averages approximately 1500 trips per month.

Wednesday Bus Service from Johnstown, Alexandria and Granville to Health and Newark

The Licking County Transit Board contracts with Laidlaw Transit Services, Inc. to provide once-a-week bus service to the communities described above. Fares are \$1.50 for the general public and 75 cents for the elderly (65+), disabled, or holders of a Medicare Card. Federal and State Funds are received from the City of Newark's allocation through a cooperative agreement while the Licking County Commissioners and each Village provide the required local funds.

Countyride (Coordination of Social Service Transportation)

Several Licking County social service agencies worked together over the years to formulate a program that could coordinate the many transportation services provided by those agencies. The Licking County Transit Board established a subcommittee comprised of those social service agencies. This subcommittee (Countyride) works with the Countryride Manager to coordinate transportation services for those agencies that do not have the resources to transport some or all of their clients. Countyride hired a full-time driver to meet the transportation needs of member agency clients. The Countyride Manager documents all trips provided by this driver and other member agencies and those that cannot be provided due to lack of transportation resources. This information illustrates the need for expanded public transportation services throughout Licking County.

Possible Future Services

The Licking County Transit Board uses three studies to determine what public transportation services may be needed. The studies are:

- 1. United Way of Licking County 1997 Needs Assessment** – ranks the need for low cost public transportation as sixth in the top 10 needs of Licking County.
- 2. Licking County Ohio Works First Transportation Plan** – outlines the need for public transportation services and a possible scenario for those services.
- 3. Licking County Transit Feasibility Study** – builds on the other two studies, and gives further details on what public transportation services are needed in the Licking County area.

The Licking County Transit Board plans to expand public transportation services to other areas of the County once funding sources are identified.

City of Newark – Taxi-Token Program (MAP 5.5)

The Newark/Heath Taxi Token Program services a portion of the Newark/Heath urbanized area. The Ohio Department of Transportation and the Federal Transit Administration fund this cooperative program between the Cities of Newark and Heath. Currently, three private providers, Yellow Cab Company of Newark, Inc., Gray Top Limo Inc., and Williams Transportation Services, all have contracts to provide services. LCATS will be working with the City of Newark Transit Operations Coordinator regarding the Taxi Token Program.

Coordination/Cars for Career Committee

In addition to providing technical assistance to the Licking County Transit Board's Countywide coordination efforts, LCATS continues to provide technical assistance to the Cars for Career Committee, in the form of meeting attendance, coordination with entities involved and supplying data from LCATS Travel Demand Model. This committee works with the Ohio Works first college and joint vocational school students who are in need of a car to locate and retain a job. Students who meet program requirements may submit an application for a loan to purchase a vehicle. If approved by the review committee, applicants receive a loan at a local bank that must be repaid over time. Funds repaid are used to keep the program going by assisting other students.

Commuter Rail

LCATS participates in MORPC's continued planning of a light rail system throughout Central Ohio. Discussion continues about the concept of linking downtown Newark with the planned eastern Columbus corridor through Reynoldsburg and westward to the proposed Columbus Multi-Modal Convention Center Terminal. The system would utilize existing railroad right of way.

Ridesharing

Both LCATS and the Licking County Transit Board participate in the Ride Solutions (1-888-742-RIDE) Program as administered by the Mid Ohio Regional Planning Commission (MORPC). Carpooling, Vanpooling and a Guaranteed Ride Home Program make up this program. Participation involves linking interested parties with MORPC.

ACCESS MANAGEMENT

According to the City Engineer's office, there are currently no Access Management Regulations in effect in the City of Newark. There are numerous locations within the City where poor access management. Some obvious locations are North 21st Street, South 30th Street, and SR 13 north of downtown. The real problem with poor access management on important arterial streets is that it limits ability to move traffic efficiently and safely on those streets

Comprehensive access management is an approach to addressing traffic congestion, accidents, and loss of street capacity. Access management programs address the location and design of public street and driveway connections to the roadway, as well as subdivision and site design practices. Because it involves both land use and transportation, access management also requires cooperation within and across government agencies responsible for transportation and land development decisions.

Access management does more than preserve the safety and efficiency of travel. Well-designed access systems can help preserve community character, advance economic development goals, and protect the substantial public investment in roads and highways. As state and local governments strive to cope with traffic problems, limited rights-of-way, rising construction costs, and revenue shortfalls, more and more agencies are recognizing the benefits of access management.

Access controls and subdivision regulations that are generally addressed in an Access Management policy are listed below.

- Driveway spacing
- Driveway geometry
- Traffic signal spacing
- Turn lanes
- Acceleration/deceleration lanes
- Right-in-/right-out-only driveways
- Access roads
- Median openings
- Joint and cross access
- Corner clearance
- Building setback distances
- Lot dimensions.

In addition to these controls, guidelines for the requirement and review of Traffic Impact Studies can be addressed in an Access Management policy. These controls apply primarily to arterials and collectors. Expressways and interstate highways generally have total access control and are governed by much more stringent standards. Corridor-specific access management plans are often also necessary to address particular issues related to a roadway.

A successful access management policy requires coordination between transportation and land-use planning. Land development policies should be addressed to minimize commercial strip development and promote mixed land use.

Tools that can be used to enforce an access management program are:

- Building permits
- Driveway permits
- Subdivision regulations
- Site plan approval
- Zoning
- Corridor overlay zones
- Lot split regulations.

To effectively implement an access management policy, a city must have a defined hierarchical ranking or classification system of roadways to which specific levels of access management can be applied (i.e., major arterial, major collector, local road, etc.). This ranking system can be in the form of a city thoroughfare plan, functional classification map, or a similar well-documented system. Goals of an access management plan are to maintain the highest level of congestion management on corridors that are expected to move the largest volumes of through traffic and to require less restrictive measures on streets that are intended to provide local access to the arterial street system.

Before access management regulations can be effectively implemented, the community officials must have a clear understanding of the overall operation of their community's roadway network, what function each of the streets provides, and how future growth may likely affect the use of the system. Each roadway will be assigned an access category to identify the degree of access that will be allowed between that roadway and the land that abuts it.

Access management is most effective if applied to newly developing areas. Retrofitting access management is difficult due to complications with existing building setbacks, right-of-way widths, curb cuts, and/or driveway locations. Opportunities to retrofit may exist when new driveway permits are sought, an increase in land use intensity occurs, substantial improvements or enlargements occur, and as changes in roadway design allow. Regulations should be developed that set criteria for when a property will be required to be brought up to code (for example, when the land use changes or when significant additional traffic will be generated by the property).

“Although many local governments recognize the need to manage access to major thoroughfares, few have adequately integrated access management into their planning and regulatory program. Instead, the tendency is to address site-specific impacts on a case-by-case basis through individual negotiation, traffic impact studies, or driveway permitting. Local regulation may include standards for driveway location and design, while failing to address access in relation to zoning and subdivision of land” (Williams and Forester, 1996).

Benefits Of Access Management

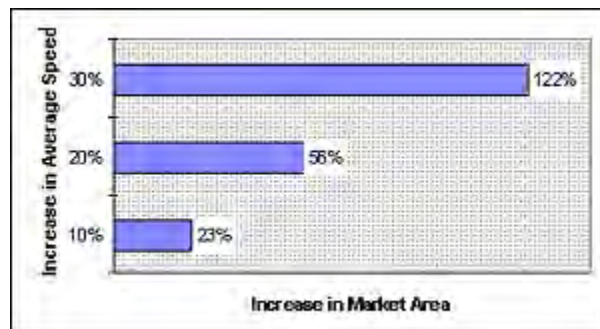
An effective access management policy can minimize congestion, improve safety, and decrease travel times on the roadway system. The goal of any such policy is to protect the function, capacity, and safety of the public roadway system. An access management policy can provide a city with the tools to enforce, in an equitable and consistent manner, standards that will serve to maintain safe and efficient movement of people and goods on its roadway system. An additional

benefit of preserving the capacity is minimizing the need to widen an existing roadway so those scarce construction funds can be saved or used for other needs.

The benefits of access management are well documented through worldwide research. Motorists experience fewer accidents, less congestion, and improved travel time on roads with good access controls. Studies over several decades have shown that access management can reduce accidents as much as 50 percent while safely increasing travel speeds by as much as 40 percent. Studies have also shown that access management improves pedestrian safety by reducing the number of driveways that cross sidewalks and bike/pedestrian paths that are adjacent to roadways.

Fewer delays and accidents cut transportation costs for businesses, and business locations remain more accessible and attractive to customers when there is less congestion. Access management can even help expand the market area of a business. For example, if the average speed on an area's highways is 21 mph, a business is within a 20-minute drive for customers living in a seven-mile radius. However, if Access Management improves the average speed on the highway system to 30 mph, the same 20-minute drive puts the business within reach of customers living in a ten-mile radius, an area fully twice as large.

Figure 6 – Increase in Market Area



Taxpayers also benefit. Access managed highways are more efficient. Roadway capacity, the volume of traffic a road can carry, can be safely improved by 25 percent to 35 percent. This means almost 10,000 more cars per day on a four-lane road with good access controls than on a four-lane road with poor controls. Getting more out of the roads we have, means fewer tax dollars spent trying to keep up with traffic demands.

Efficient roadways are essential to the City’s economic and social well-being. An effective access management program is critical to protecting those highways and ensuring they continue to meet the City's transportation needs.

Authority

“The authority to adopt and enforce an Access Management Ordinance is an example of the broad range of authority granted by the state to local units of government to regulate the design and construction of streets within their jurisdiction.... In Ohio, this authority is granted to the boards of county commissioners and legislative bodies of villages and cities (Ohio Revised Code 711.05 and 711.09)” (Ohio-Kentucky-Indiana Regional Council of Governments, 1998).

Access Controls

Different levels of access control should be implemented based on the current and planned use of a particular roadway. The controls should be most stringent for roadways that are expected to carry a significant amount of through traffic (i.e., arterials) and less stringent for those roadways whose primary purpose is to provide access to private property (i.e., collectors and local streets). These controls must be implemented when new accesses from the public roadway are requested. The following are some important types of access controls for which standards should be developed.

Driveway Spacing – Driveway spacing is defined as the distance between adjacent driveways on the same side of a public street. Driveway spacing standards are implemented to reduce the number of conflict points for traffic. Allowing a large number of closely spaced driveways along a section of roadway, particularly in commercial business areas, results in increased accidents and reduced speeds.

Driveway Design – The proper design of driveways is important to ensure ease of ingress and egress. Important standards for driveway designs relate to width, length, grade, curb locations, sight distance, and median locations. Improper design of driveways results in increased accidents and greater delay to the through traffic due to turning maneuvers being more difficult.

Turn Lanes – Turn lanes provide a safe location for vehicles to decelerate and rest while waiting to turn from or onto the public street. Left turn lanes generally are more critical than right turn lanes in terms of safety and operation of an intersection since left-turning vehicles must wait for longer periods and are likely to stop more than right-turning vehicles. Right turn lanes can improve the operation of an intersection and provide a location for turning vehicles to decelerate on an intersection approach.

Traffic Signal Spacing – The spacing of signalized intersections is important mostly from a traffic flow standpoint. Proper spacing allows traffic engineers to coordinate adjacent signals to decrease travel times along a roadway. Improperly spaced signals can result in poor traffic operation and decreased safety.

Acceleration Lanes – Acceleration lanes are primarily used on high-speed facilities (i.e., expressways and arterials with speed limits over 40 miles per hour) to allow vehicles to increase their speed before entering the traffic stream.

Right In-/Right-Out-Only Driveways – This type of driveway involves prohibiting left turns to and from a particular driveway. Left turns represent the greatest potential for vehicle conflicts at an intersection or driveway. Right-in-/right-out-only driveways are ideal when another access to the property exists that allows left turn movements to and from the property and when the property is a business that attracts a lot of pass-by trips. Examples of pass-by trips are stopping to pick up a gallon of milk or to fill up the gas tank on the way home from work. Medians are often installed to prohibit left turns along arterials.

Corner Clearance – Corner clearance is the distance between the location of public street intersection and adjacent driveways. A poorly located driveway can interfere with the operation of the adjacent intersection and can result in a dangerous situation for vehicles turning left from the driveway.

Joint and Cross Access – Requiring joint and cross access is an effective way to minimize the number of and ensure proper spacing of driveways. Joint and cross access consists of providing a common access point to the public roadway for several properties. Often an access drive is necessary to provide circulation of traffic between sites. It is important that joint access plans be prepared and reviewed during the approval process for the proposed development.

Subdivision Regulations and Zoning

Although there are many access controls that can be implemented to maximize the safety and efficiency of an existing roadway, land-use policies have the greatest impact on the adequacy of existing roadways and the future needs of the transportation system. Much effort is required in subdivision and site plan reviews and the preparation of zoning policies to address transportation issues. The concepts of access management should be integrated into the subdivision regulation and zoning requirements of a county. Access management can work in conjunction with and can be enhanced by development patterns that promote clustering of developments and development mixed land-use.

Requirements such as minimum lot size, minimum frontage, and minimum setback are directly related to access management. Inadequacies in these requirements can preclude the possibility of obtaining appropriate driveway spacing and throat lengths. Also, allowable development density is a critical, but often overlooked, land-use policy that can have a tremendous impact on the future operation of a roadway. The concept is simple, if the allowable density of developments in an area will generate more traffic than the local roadway system can handle, then all of the access management techniques in the world will not solve the problem. Existing facilities will have to be improved to accommodate the additional traffic.

State of Practice

Many agencies have considered access management in their policies. Treatment of access management issues varies widely from agency to agency. The following is a brief description of the status of access management policies for several agencies in the U.S.

Licking County

Licking County has prepared an access management plan entitled *Benefits of Access Management and Congestion Prevention Regulations in Licking County*. This document thoroughly explains the benefits of access management. Two Articles are presented for adoption into Licking County's subdivision regulations. The first Article includes revisions to the Procedures for Minor Land Division and Subdivision Approval that include provisions for a Congestion Prevention Review based on the second Article presented. The second Article describes in detail the congestion prevention (access management) policies for Licking County including classifications, access controls, site plan review procedures, and variance standards.

The City could pursue the assistance of Licking County in preparing Access Management policies. From LCATS 2025 Transportation Plan:

LCATS and LCPC's (Licking County Planning Commission's) goal is to assist the local entities with the incorporation of the Access Management techniques into their various zoning regulation, subdivision regulations, ordinances and plans.

Federal

Federal Highway Administration (FHWA) is working on an Access Management Manual, which is likely to address primarily design issues. In 1996 the Transportation Research Board, National Research Council published *Land Development Regulations that Promote Access Management*. The report is a "Synthesis of Highway Practice" in the area of access management, which addresses issues such as land division, access controls, administrative concerns, legal considerations, and the comprehensive plan. FHWA's web site also has links to useful documents on access management.

The Ohio-Kentucky-Indiana Regional Council of Governments prepared another referenced document entitled *Access Management: A Policy for Local Communities*. This document provides a Model Access Management Ordinance that can be used as a guide for local communities in preparing their own ordinances. The document also gives a thorough explanation of access management and of what the Ohio courts have ruled on the issue.

Ohio

ODOT has fully developed the *State Highway Access Management Manual*. First, the manual addresses how ODOT will administer its policies regarding permit application, reviews, and approvals. The manual then defines five access categories, which are based on existing and planned use of the facility. Finally, the manual gives specific design standards for each category of access with regards to granting access, interchange spacing, intersection spacing, driveway spacing, driveway design, turn lane design, and auxiliary lane design.

Other States

Other states with access management programs are Florida, Colorado, New Jersey, Idaho, Iowa, Michigan, Pennsylvania, Oregon, Washington, Wisconsin, Nebraska, and Minnesota. The Florida Department of Transportation and the Center for Urban Transportation Research have prepared a report entitled *Model Land Development and Subdivision Regulations that Support Access Management for Florida Cities and Counties*. The purpose of the report is to provide model ordinance language for incorporation into the local land development code of Florida communities.

TRUCK TRAFFIC

Roadways that have been identified as to carrying significant truck traffic:

- Cherry Valley Road
- North 21st Street
- State Routes

Granville is currently pursuing alternatives to relieve its own truck traffic problem. Newark could potentially be impacted and should keep apprised of the status of Granville's efforts.

MAINTENANCE

As in most City's of Newark's age, there are many transportation facilities that are in need of annual and major maintenance. Pavement, drainage structures, bridges, traffic control devices, and sidewalks are just some items that have to be repaired and upgraded continuously. Available funding and staff are often not adequate to meet the maintenance needs of a City. These needs should be properly planned for, based on the importance the City places on maintenance.

CITY OF NEWARK EXISTING ECONOMIC TRENDS AND CONDITIONS REPORT

Prepared For
The City of Newark Comprehensive Plan Project
Newark, Ohio

February 8, 2002

Prepared By
Donald T. Iannone & Associates
Economic Development Strategy Consultants
Mayfield Village, Ohio

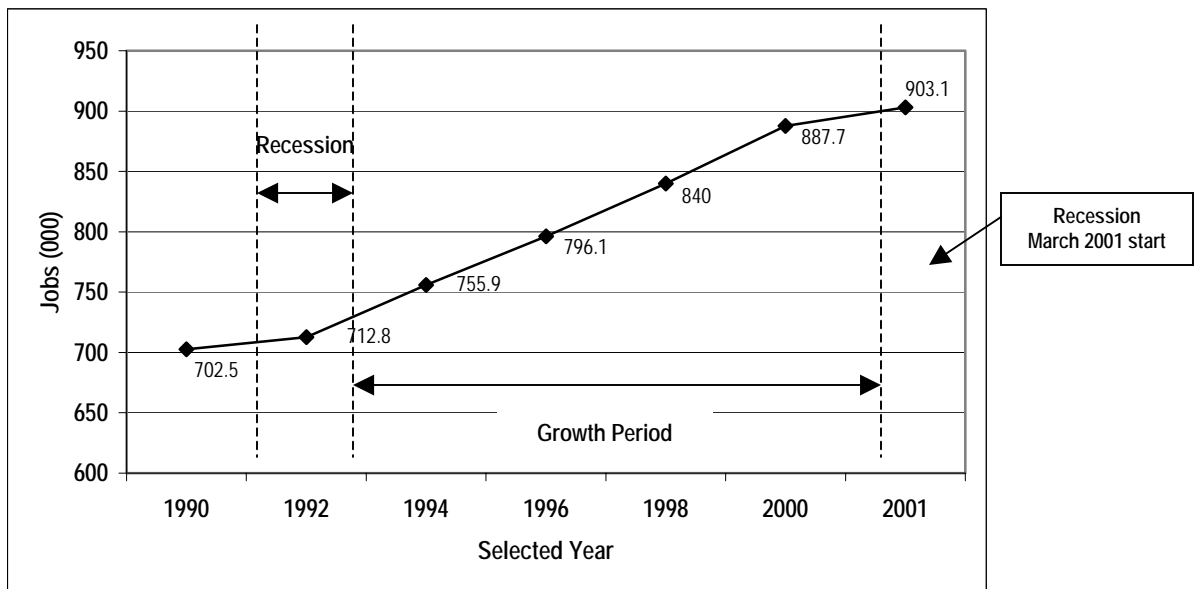
PURPOSE

This report describes current and expected future economic and business trends and conditions in the City of Newark, Licking County, and the Columbus Metropolitan Area. This analysis is a component of the overall Existing Conditions Report being prepared for the City's new Comprehensive Plan. The information presented in this report will become a part of the Economic Development Element of the Comprehensive Plan. Because of the limited data availability to analyze economic and business trends and conditions in the City of Newark, the analysis relies heavily upon county and regional data. The county and regional perspectives are valuable and appropriate because the City of Newark functions within a regional economic context that has a major impact on Newark's ability to compete for businesses, jobs, and other economic opportunities.

COLUMBUS AREA ECONOMIC GROWTH

Licking County is one of six counties comprising the Columbus metro area. The other five counties include: Franklin, Madison, Delaware, Pickaway, and Fairfield. The Columbus metro area had 903,100 total nonagricultural jobs in 2001. Total metro non-farm employment increased by 200,000 jobs during the 1990-2001 period, representing a total growth of 28.5 percent over the 11-year period, or a 2.37 percent average annual growth rate. See Chart 1 below. About 47 percent (94,000) of these new jobs were added between 1990 and 1996, and the remaining 53 percent (106,000) were created between 1996 and 2001.

Chart 1: Columbus Metro Area Total Nonagricultural Employment Growth, 1990-2001



Source: Ohio Department of Jobs and Family Services data, DTIA analysis.

The Columbus metro area edged out the Cincinnati metro area to become Ohio's second largest job market in 2001. For some time, the Columbus area has been Ohio's fastest growing large metropolitan area. By comparison, the Cincinnati area created 141,000 new jobs during the 1990-2001 period, which was 59,000 jobs less than the Columbus area. The Cleveland metro area added only 119,000 new jobs during the period, which was 81,000 new jobs less than what the Columbus region created.

The growth of the Columbus metropolitan area has helped to spur business investment and economic growth in Licking County and the Newark area as a growing number of existing businesses in the area and new businesses locating in the region have selected facility locations in outlying areas in the region.

Table 1 below presents a forecast of major industry employment trends in the Columbus metro area, based upon the Ohio Department of Jobs and Family Services' most recent statewide and metro area forecast released in late 2001. The Columbus area is expected to increase its total job base by 147,700 during the 1998-2008-period. This means the region will add on average 14,770 new jobs each year through 2008, which is somewhat below the 18,180 new jobs per year created by the region created during the 1990-2001 period. We have prepared estimates of 2008 industry employment for Licking County's major industries using Licking County's employment by major industry shares for 1998. These are found in Table 1.

Table 1: Columbus Area Economic Growth Forecast and Estimated Licking County Growth Share, 1998-2008

Industry Title	Columbus MSA 1998 Employment	Licking Co. 1998 Employment	Licking Co % Col MSA Employment	Col MSA 2008 Forecasted Employment	Licking County 2008 Estimated Employment
Total Employment	887,000	50,722	0.057	1,034,700	59,168
Agriculture, Forestry and Fishing	11,120	1,009	0.091	11,820	1,073
Mining	640	128	0.200	630	126
Construction	34,740	2,587	0.074	39,420	2,936
Manufacturing	93,800	9,948	0.106	93,020	9,865
Transportation, Communications & Utilities	38,620	2,339	0.061	47,750	2,892
Trade (Wholesale and Retail)	214,850	13,675	0.064	246,280	15,675
Finance, Insurance & Real Estate	72,080	3,221	0.045	80,930	3,616
Services	227,800	11,447	0.050	304,570	15,305
Government, Total	126,860	6,368	0.050	135,820	6,818

Source: Ohio Department of Jobs and Family Services' Industry Employment Forecast, 2001, DTIA analysis and estimates.

In 1998, Licking County had a 5.7 percent share (50,722 of 887,000) of the Columbus metro area's total jobs. Licking County's 9,948 manufacturing jobs represented a 10.6 percent share of the metro area's manufacturing base. Meanwhile, 6.4 percent of the metro area's wholesale and retail trade jobs were located in Licking County. The county's shares of other major metro industries are described in Table 1.

If Licking County maintains its 1998 shares of metro area industry employment, then its total employment base will grow from 50,722 to 59,168 by the year 2008. This 8,446-job gain would represent a 16.7 percent growth across the period and a 1.67 percent average annual growth rate between 1998 and 2008. Because Licking County is a component county in the Columbus metropolitan economy, the “share estimation technique” is appropriate for use in this analysis. Later in this report, we present this forecast, as well as two others, that are worthy of Newark officials’ consideration as part of their comprehensive planning process.

While economic forecasts are not necessarily destiny, they provide valuable insights into how the economy might develop in the future. It is important for Newark officials to view these forecasts as best estimates in light of current knowledge. A willingness by local officials to update these forecasts on a regular basis is essential to providing a solid economic foundation for the City’s comprehensive plan.

LICKING COUNTY ECONOMIC GROWTH

Since 1984, total employment in the county has grown from 36,190 to 53,505. Total employment increased by 17,315, representing nearly a 48 percent growth over the period. Licking County has added 12,746 new jobs since 1990. These trends are described in Chart 2 below.

Chart 2: Licking County Total Employment Growth, 1984-2001

Source: DTIA analysis based upon ODJFS Labor Market Information data.

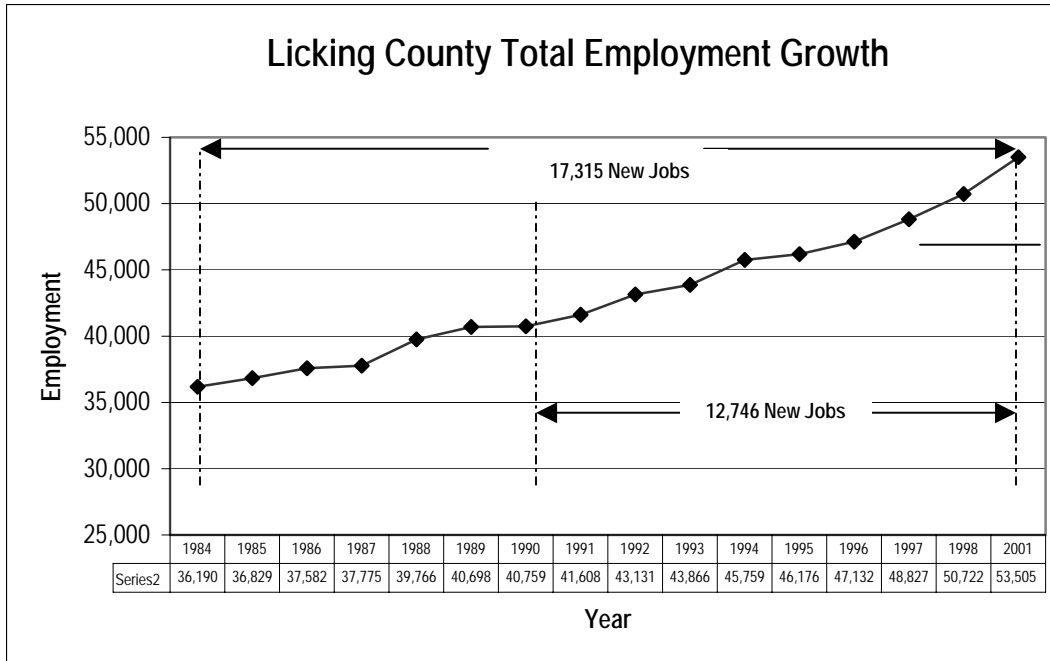


Table 2 below provides a more in-depth analysis of annual county employment growth trends over the 1984-2001 time period. Employment increased steadily between 1984 and 2000, and then it declined by 1,349 jobs in 2001, reflecting the impact of the current national economic recession, which has caused significant employment reductions across Ohio and the nation. 2001 was the only year during the time period when the county saw an employment decline. Licking County experienced its largest employment increase in 2000 when 2,779 new jobs were added. This increase is significantly higher than employment gains experienced in any of the other years included in this analysis. Employment growth in the county was above 5 percent per year in 1988 and 2000. On average, the county increased total jobs at the rate of 2.34 percent annually during the 1984-2001 period. Between 1992 and 2001, total employment grew at a 2.41 percent average annual rate. *This 1992-2001 average annual growth has been used in formulating one of the three forecasts for Licking County.*

Table 2: Analysis of Annual Changes in Licking County Total Employment Growth

Source: DTIA analysis based upon ODJFS Labor Market Information data.

Licking County Economic Growth Analysis: Historical Trend Analysis, 1985-2001			
Year/Period	Total Employment	Annual % Change	Actual Change
1984	36190	NA	NA
1985	36829	0.0177	639
1986	37582	0.0204	753
1987	37775	0.0051	193
1988	39766	0.0527	1991
1989	40698	0.0234	932
1990	40759	0.0015	61
1991	41608	0.0208	849
1992	43131	0.0366	1523

1993	43866	0.0170	735
1994	45759	0.0432	1893
1995	46176	0.0091	417
1996	47132	0.0207	956
1997	48827	0.0360	1695
1998	50722	0.0388	1895
1999	52075	0.0267	1353
2000	54854	0.0534	2779
2001	53505	-0.0246	-1349
Averages	44293	0.0234	1019

Table 3 below provides major industry trend data. Agriculture and related industry employment averaged 841 jobs per year during the period. These industries reached their growth peak in the years 1999, 2000, and 2001. Mining is a relatively small industry in the county, averaging only 210 jobs per year. Construction employment has experienced steady growth across the period, reaching its peak in 2000 with 3,470 jobs. This construction employment growth is an indicator of increased industrial, commercial, and residential building activity in the county. Manufacturing jobs have fluctuated across the period, reaching their low point in 1991 and their peak in 1984. Manufacturing rallied during the 1994-1997 period due to heightened demand nationally and internationally for manufactured products. Employment in the Transportation and Utility sector has fluctuated, but has remained above the 2,000-job level since 1998, despite electric de-regulation and other industry restructuring pressures. The Trade sector, comprised of wholesale and retail trade, is the county's largest employment source. The Trade sector grew steadily through 2000 before seeing a decline in 2001. Again, the economic recession is the likely cause of the slight drop off in 2001. The FIRE sector, or Finance, Real Estate, and Insurance, has seen fairly consistent growth over the period. FIRE peaked in 2001 with 3,435 local jobs. Services, like the wholesale and retail trade sectors, have grown steadily. In 2001, 13,237 service jobs existed in the county. Most of the county's service jobs appear to be services to support the local population base. The Government sector is a significant employer in Licking County with 6,784 local jobs in 2001.

Table 3: Major Industry Employment Growth Trends in Licking County, 1984-2001

Source: DTIA analysis based upon ODJFS Labor Market Information data.

Year	Total	Ag & Rel. Inds	Mining	Construction	Manufacturing	Trans/Utilities	Trade	FIRE	Services	Government
1984	36190	677	503	1061	10718	1628	8539	2046	6143	4875
1985	36829	686	388	1199	10566	1526	8956	2124	6437	4947
1986	37582	631	268	1330	10372	1530	9142	2250	6973	5086
1987	37775	662	261	1320	9339	1528	9731	2347	7319	5268
1988	39766	684	270	1454	9641	1586	10383	2512	7907	5329
1989	40698	700	253	1415	9769	1588	10777	2304	8426	5457
1990	40759	761	232	1393	9482	1513	10767	2414	8613	5584
1991	41608	694	214	1309	9278	1468	11080	2434	9477	5654
1992	43131	656	175	1524	9906	1381	11375	2562	9754	5798
1993	43866	704	159	1680	9996	1395	11482	2800	9801	5849
1994	45759	711	153	1950	10482	1478	12112	2875	9990	6008

1995	46176	756	186	2074	10217	1527	12146	2869	10237	6164
1996	47132	872	145	2212	10062	1613	12423	2903	10671	6231
1997	48827	932	143	2477	10139	1738	13078	3056	10937	6327
1998	50722	1009	128	2587	9948	2339	13675	3221	11447	6368
1999	52075	1260	104	3188	9721	2415	13586	3309	11944	6548
2000	54854	1406	94	3470	10002	2169	14216	3254	13532	6711
2001	53505	1328	109	3144	9377	2220	13871	3435	13237	6784
Averages	44293	841	210	1933	9945	1702	11519	2706	9603	5833

From an economic base analysis perspective, Licking County industries tend to break out into “*locally-oriented industries*” and “*external market-oriented industries*.” We define the local market as anything within Licking County. *Those industries and businesses serving a market outside of Newark and Licking County tend to have the greatest impact on local economic growth because they bring new income and economic resources into Newark and Licking County that would not otherwise exist locally.* Both are important to Newark and Licking County. Newark’s future economic development efforts should focus on an appropriate mix of both local market and export-base industry development opportunities.

An economic measure called the “*location quotient*” (LQ) can be used to help define whether an area’s industries are primarily oriented to local or external (non-local) markets. A location quotient (LQ) measures how concentrated an industry is in a geographic area. The more concentrated it is, or the higher the LQ value, the tendency is greater that it is an “*export-base*” industry that primarily sells its products to external markets and brings new income to the area as result of these transactions. An LQ value of 1.00 or greater is considered to be export-base industry, and therefore one that plays a significant role in generating economic growth in Licking County. Higher LQ values indicate a high level of local industry concentration relative to the same industry’s national concentration. The analysis in Table 4 below presents the results of our location quotient analysis. The formula used for these calculations is described in Table 4 below.

Location Quotient Formula:

$LQ_i = (e_i/e)/(E_i/E)$: where e_i is Licking County employment in industry i , e is total employment in the Licking County, E_i is national employment in industry i , and E is total national employment.

Table 4: Location Quotient Analysis of Licking County’s Major Industries in 2000

Source: DTIA analysis based upon ODJFS and US Bureau of Labor data.

Major Industry	Licking County Industry Employ.	Licking County Total Employ.	United States Industry Employ.	United States Total Employ.	Licking County Location Quotient	Export-Base Industry
Agric. & Related	1,406	54,854	1,911,603	129,925,813	1.7421	Yes
Mining	94	54,854	543,000	129,925,813	0.4100	No
Construction	3,470	54,854	6,698,000	129,925,813	1.2271	Yes
Manufacturing	10,002	54,854	18,469,000	129,925,813	1.2827	Yes
Trans/Utilities	2,169	54,854	7,019,000	129,925,813	0.7319	No
Trade	14,216	54,854	30,331,000	129,925,813	1.1101	Yes
FIRE	3,254	54,854	7,560,000	129,925,813	1.0195	Yes
Services	13,532	54,854	40,460,000	129,925,813	0.7922	No

Government	6,711	54,854	20,681,000	129,925,813	0.7686	No
------------	-------	--------	------------	-------------	--------	----

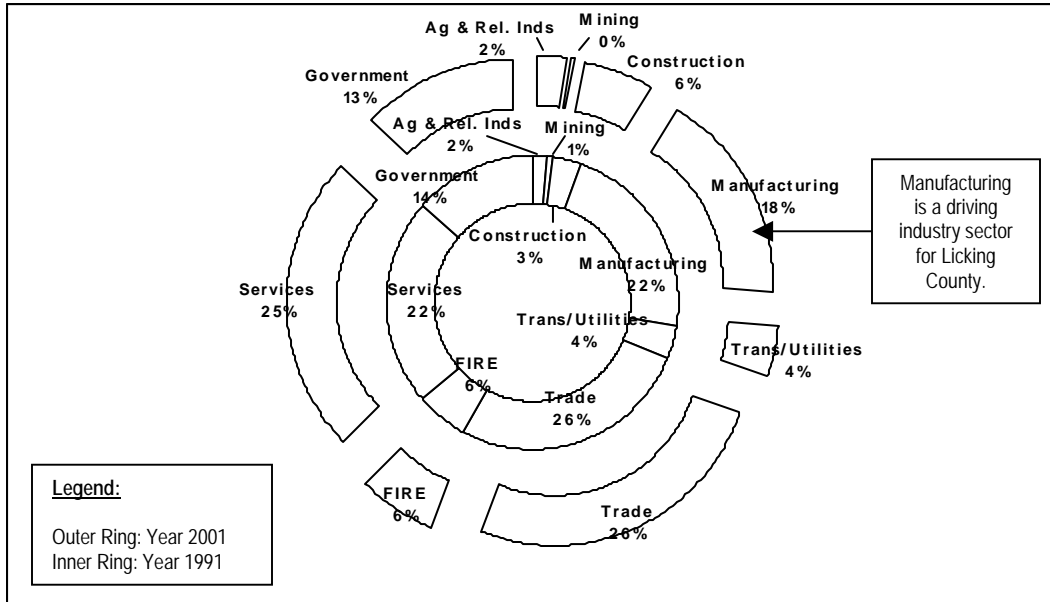
The location quotient analysis indicates that:

1. Agriculture and related industries has the highest LQ value at 1.7421, which means that farms and agricultural related businesses in the county sell to outside markets and bring income into the local economy. Agricultural activities are however a small source of direct employment for the county.
2. Manufacturing has an LQ value of 1.2271, which makes it an export-base industry. Manufacturing is a large source of direct employment for the county. Because of the known employment and income multiplier effects of manufacturing, we believe that manufacturing gives the greatest boost to countywide economic development.
3. Likewise, Construction, Trade (Wholesale and Retail Trade), and FIRE (Finance, Insurance, Real Estate) are export-base industries for the county. The Trade sector is a major source of direct employment for the county. We suspect that upon closer analysis we might find that wholesale trade gives a bigger boost to the county's economic growth than retail trade. Moreover, we suspect that the FIRE sector is an important contributor to local economic growth.
4. Services, Government, Transportation & Utilities, and Mining have LQ values below 1.00 and therefore are not export-base industries. Services are a major direct employment source for the county. These sectors are primarily local market-oriented from what this analysis reveals.

Chart 3 below identifies the percentage share of these major industries of total Licking County employment in 1991 compared to 2001. It is important to know whether the shares of key industries, such as manufacturing, agricultural activities, and finance, insurance, and real estate (FIRE), are increasing or decreasing. In this regard, the only strategic industry to lose shares was manufacturing, which is discussed in more depth below.

Chart 3: Licking County Major Industry Employment Share Comparisons for 1991 and 2001

Source: DTIA analysis based upon ODJFS Labor Market Information data.



No dramatic changes in the employment shares of the county's major industries occurred between 1991 and 2001. The biggest change occurred in manufacturing, whose share of total employment dropped by 4 percent, despite a greater number of manufacturing jobs in the county in 2001 than 1991. The explanation for this share decline is found in the more rapid growth of other industry sectors in Licking County and the slower growth of manufacturing employment. While it lost local share, manufacturing actually performed better in Licking County than the Columbus region or the State of Ohio.

Services increased its share of total jobs by 3 percent, which reflects the rapid growth of services in the Columbus region and nationally. Construction also upped its share of total jobs by 3 percent, which reflects the increase in business and residential building activities in Licking County in the past decade.

LICKING COUNTY OVERALL ECONOMIC GROWTH FORECAST

Three alternative overall employment growth forecasts have been prepared for Licking County for the 2002-2011 period. The lack of data and the small size of the City of Newark's economic base prevent us from preparing an economic growth forecast for the City itself. A forecast for only total employment in Licking County was prepared because of time and budget constraints. Two forecast intervals are included: 2006 and 2011. The three forecasts are based upon reasonable assumptions and they build upon available historical and forecast data used in this economic base analysis. These forecasts are presented in Table 5.

Each forecast uses different assumptions about the county's total employment annual growth rate. **Alternative 1** uses a 2.41 percent annual growth rate, which is the average annual growth the county experienced during the last decade (1992-2001). The county experienced very healthy growth during this period, which in light of the current national economic downturn is too optimistic to assume for the next

decade. **Alternative 2** uses a 1.67 percent annual growth rate, which is extrapolated from the most recent industry employment forecast series prepared by the Ohio Department of Jobs and Family Services for the state and its sub-regions. (See Table 1 above for details.) This is the low-growth forecast. *We believe that the low-growth forecast is most probable based upon our current understanding.* Finally, **Alternative 3** is an average of the annual growth rates for Alternatives 1 and 2. This provides a mid-range growth scenario, which appears somewhat high to be realistic. All three forecasts used ODJFS employment data.

Table 5: Alternative Licking County Overall Economic Growth Forecasts, 2002-2011

Source: DTIA analysis based upon Ohio Department of Jobs and Family Services data and forecast series

Licking County Economic Growth Forecast Alternatives, 2002-2011		
Three Growth Forecast Alternatives	Year 2006	Year 2011
2001 Licking County Total Employment: 53,505		
Alternative 1: 2.41% Average Annual Growth (High Growth Scenario) (Based upon Licking County's 1992-2001 Avg. Yr. % Growth)	59,952	66,400
Alternative 2: 1.67% Average Annual Growth (Low Growth Scenario/Most Probable) (Based upon ODJFS 1998-2008 Columbus metro projections)	57,973	62,440
Alternative 3: 2.04% Average Annual Growth (Mid-Range Growth Scenario) (Based upon the average of Alternatives 1 & 2)	58,963	64,420

The low-growth scenario suggests that total employment will grow at an average annual rate of 1.67 percent. This rate would result in fairly significant local business growth over the next decade. It assumes that Licking County remains an attractive location over the next decade for the growth of existing employers and the attraction of new companies to the county. It also assumes a slowing of growth in the county.

FUTURE ECONOMIC GROWTH FACTORS

The following six factors are most likely to influence business and economic growth outcomes in Licking County during the next decade:

1. National economic growth trends affecting major regional and local industries.
2. Regional growth trends and patterns in Central Ohio and the Columbus metro area.
3. Business/industry restructuring by existing large employers in the county and surrounding region.
4. Changes in the county's business climate, development resources, and costs-of-doing business.
5. Changes in the competitive strength of surrounding counties and communities.
6. State and local development policy changes to either slow or speed up growth in the county.

The **national economy** officially entered a recession in March 2001. Most economic indicators suggest that the economy is showing fairly strong signs of pulling out of the recession. The economy is expected to grow slowly during 2002. For example, Economy.com, a leading national economic research company, is forecasting Gross Domestic Product (GDP) growth in the 0.5 to 0.7 percent range for 2002 and GDP growth in the 2.3 to 2.5 percent range in 2003. These growth rates are much lower than the 4.0 to 4.5 percent

growth that the national economy experienced during the 1993-2000 period. We are assuming that at least one moderate national economic recession will occur during the 2002-2011 period, which is a reasonable assumption, given our experiences in the 1980s and 1990s.

Business spending levels, especially in manufacturing, have been off since mid-2000. Last year was a disastrous year for business investment as most industries—especially manufacturing—worked to reduce inventories and production capacity. Non-residential (business and institutional) investment, which grew at a 9.9 percent rate in 2000, is forecasted to perform at a -5.3 percent rate in 2002 and 3.2 to 3.7 percent rate in 2003. *Licking County's higher dependence on manufacturing is likely to slow its overall growth in the next decade as manufacturing is expected to grow slowly.*

Regional growth is expected to remain fairly strong in the Columbus region during the next decade according to the most recent ODJFS projections. See Table 1 above. Also, Economy.com is forecasting that the region will grow at a 1.5 percent annual rate during the 2000-2005 time period.

Business and industry restructuring is an ongoing issue for most areas. Usually it is a bigger threat during economic downturns when businesses are forced to consolidate and close operations. The auto, steel, and industrial machinery and equipment industries have been under great pressure to restructure in light of growing foreign competition. In the service sector, finance and insurance companies have experienced major restructuring pressures as the financial service sector responds to new cost and competitive pressures. Mergers and acquisitions (M&A) are common to most industries—both growing and declining industries. Slow-growth and declining industries, like steel production, are particularly sensitive to M&A activities. Given the role of the auto, finance, and insurance industries in the Columbus region, current and future restructuring efforts could have an important effect on regional economic growth.

Licking County appears to have a favorable overall **business and economic climate** at the present time. The City of Newark is exploring ways to strengthen its future climate for business and economic growth through its new Comprehensive Plan. The Economic Development Element of the plan will provide recommendations to the City in this regard. Future land use, zoning, and infrastructure policy decisions will have a major impact on the City's ability to develop high quality growth opportunities in the future.

Central Ohio counties and communities are relatively aggressive about encouraging and assisting economic growth. **Competitive rivalry** among these locations is significant. While the City of Columbus and Franklin County remain the largest economic centers of the region, growth in the surrounding counties has been very significant. If current growth trends and policies continue into the future, it is likely that an even greater share of future growth will occur in Licking, Delaware, Union, Pickaway, and Madison counties. Western Licking County has felt this outbound growth pressure. Those regional locations with direct interstate access have experienced the greatest outward growth pressure. The eastward path of business and economic growth has followed I-270 and I-70, which have steered new business growth in Licking County.

State and local development policies have generally encouraged accommodated market-based growth in the Columbus metro area and the Central Ohio region. The Columbus Area Chamber of Commerce is the flagship regional economic development organization. The Chamber is active in promoting economic development in Licking County and Newark. The Columbus Chamber works closely on new business recruitment activities with the Newark/Licking County Chamber of Commerce, the City of Newark, and the Licking County Planning Commission. The Ohio Department of Development (ODOD) is also a major player in promoting economic development in both Newark and Licking County. ODOD has many development incentives that are used often to assist existing and new companies. While there is some attention given to growth management and smart growth by regional communities, current development policies in general favor growth without much control or guidance. An increasing number of Central Ohio counties and communities have expressed a desire to be more “selective” about future growth opportunities they wish to develop. This is consistent with the national trend toward encouraging higher quality growth.

These factors will be explored further in the Policies and Strategies part of the Economic Development Element.

NEWARK-LICKING COUNTY ECONOMIC LINKAGES

The economic bases of the City of Newark and Licking County are linked closely by the key industries they share in common and by the development resource base that supports growth and development. Newark plays four important economic roles in Licking County that give shape to the City's economic base:

1. It is the county seat and therefore the center of governmental activity for Licking County. This administrative function is a magnet for developing various types of retail and service types of businesses.
2. It is the largest population center in the county and therefore is a major source of consumer market demand for housing, retail shopping amenities, recreational and entertainment services, health and medical, educational, and other population-based services in the county.
3. It is the largest business center in the county, and therefore it is the hub for existing industries in a variety of manufacturing, service, retail, wholesale, and other industries.
4. It is a center for recreation, entertainment, and tourism in the county, and therefore provides these services to City and County residents and non-residents visiting the area.

The size of the City of Newark's economic base is measured at the postal zip code level in Table 6 below. The data presented came from the iMarketplace® database, which is based upon Dun and Bradstreet

commercial data.¹ The data provides only a one-point in time picture of industries and businesses. They are useful in characterizing trends at a smaller geographic level (city, zip code. etc.) and they can present data on detailed industries (4,6, and 8-digit SIC levels).

Table 6: Zip Code Level Analysis of Newark and Licking County's Economic Base, January 2002

Source: iMarketplace Commercial Database, January-March 2002 Version, DTIA Analysis

ZIP Code	Community	No. Businesses	% County Businesses	No. Employees	% County Employees
43055	Newark	2487	37.0	23883	39.5
43056	Newark	842	12.5	9408	15.6
43058	Newark	289	4.3	4878	8.1
43001	Alexandria	136	2.0	383	0.6
43721	Brownsville	18	0.3	165	0.2
43008	Buckeye Lake	102	1.5	738	1.2
43013	Croton	74	1.1	563	0.9
43018	Etna	45	0.7	237	0.3
43023	Granville	577	8.6	4691	7.8
43740	Gratiot	21	0.3	64	0.1
43025	Hebron	338	5.0	5686	9.4
43027	Homer	13	0.2	94	0.1
43030	Jacksontown	18	0.3	373	0.6
43031	Johnstown	522	7.8	3044	5.0
43033	Kirkersville	32	0.5	135	0.2
43062	Pataskala	822	12.2	4277	7.1
43071	Saint Louisville	120	1.8	332	0.5
43073	Summit Station	27	0.4	393	0.6
43080	Utica	245	3.6	1126	1.9
City of Newark	Totals (3 Zips)	3618	53.8	38169	63.2
Licking County	Totals	6728	100.0	60470	100.0

The iMarketplace data is very comprehensive by including data for all establishment and non-establishment employment. For this reason, Licking County's total employment is estimated at 60,470, which is higher than the 53,505 figure for establishment-based employment reported by the Ohio Department of Jobs and Family Services.

The zip code level analysis in Table 6 indicates that:

1. Newark accounts for nearly 54 percent (3,618) of Licking County's 6,728 total business establishments in all industries. Many of these are smaller businesses.
2. Newark accounts for over 63 percent (38,169) of the 60,470 total jobs in all industries. This suggests that Newark remains the major employment hub for the county.

¹ DTIA subscribes to this database, which is updated on a quarterly basis. The data presented in this report is for the January-March 2002 time period.

3. Of the 3 zip codes associated with Newark, zip code 43055 in Newark has the greatest concentration of both business establishments and employment in the City. Over 37 percent of the county's business establishments and nearly 40 percent of its jobs are located in this one zip code.
4. Hebron, Granville, Pataskala, and Johnstown have significant employment concentrations within the county. None of these communities currently has over 6,000 jobs. These communities are growing however.
5. Each of the twelve other zip codes listed for the county in Table 6 have business establishments and employment located in them. We suspect that many of the businesses located in these areas are small in employment size.

LICKING COUNTY'S LARGEST EMPLOYERS

The largest employers in Licking County are:

- | | |
|--------------------------------------|-------|
| 1. Owens-Corning | 2,200 |
| 2. Licking Memorial Health System | 980 |
| 3. Newark City Schools | 909 |
| 4. Meritor Automotive | 907 |
| 5. Licking County | 900 |
| 6. Longaberger Company | 788 |
| 7. Buckeye Egg Farm | n/a |
| 8. Anomatic Corp | n/a |
| 9. Boeing Co | n/a |
| 10. State Farm Mutual Auto Insurance | n/a |
| 11. Holoplane Corp | n/a |

NEWARK AND LICKING COUNTY INDUSTRY ANALYSIS

Table 7 below provides an analysis of industries located in the City of Newark and Licking County. This includes an analysis of Newark's industry shares. It identifies 11 industries with 1,000 or more jobs in the City of Newark. Beyond the Construction industry, all of these are service and retail industries. These 11 industries are highlighted in Table 7 below. The information in this table provides insights into which industries are most concentrated in the City, and which are the largest in employment size.

Table 7: Newark's Share of Licking County Industries, January 2002

2-Digit	Industry	County	County	Newark	Newark	Newark % of	Newark % of
SIC Code	Description	Businesses	Employees	Businesses	Employees	County Business	County Employees
1	Agricultural Production – Crops	270	582	65	145	0.241	0.249

2	Agricultural Production - Livestock and Animal Specialties	134	295	43	90	0.321	0.305
7	Agricultural Services	173	604	69	214	0.399	0.354
8	Forestry	9	26	3	6	0.333	0.231
9	Fishing, Hunting, and Trapping	1	3	1	3	1.000	1.000
13	Oil and Gas Extraction	35	559	21	528	0.600	0.945
14	Mining and Quarrying of Nonmetallic Minerals, Except Fuels	2	4	1	N/A	0.500	NA
15	Building Cnstrctn - General Contractors & Operative Builders	267	1,072	117	462	0.438	0.431
16	Heavy Cnstrctn, Except Building Construction – Contractors	31	217	11	138	0.355	0.636
17	Construction - Special Trade Contractors	562	2,909	277	1,266	0.493	0.435
20	Food and Kindred Products	12	757	6	182	0.500	0.240
22	Textile Mill Products	4	13	2	11	0.500	0.846
23	Apparel, Finished Prdcts from Fabrics & Similar Materials	14	47	9	39	0.643	0.830
24	Lumber and Wood Products, Except Furniture	39	708	16	557	0.410	0.787
25	Furniture and Fixtures	7	13	3	7	0.429	0.538
26	Paper and Allied Products	5	233	3	181	0.600	0.777
27	Printing, Publishing and Allied Industries	58	744	28	401	0.483	0.539
28	Chemicals and Allied Products	17	591	7	187	0.412	0.316
29	Petroleum Refining and Related Industries	2	45	1	41	0.500	0.911
30	Rubber and Miscellaneous Plastic Products	16	1,038	3	116	0.188	0.112
31	Leather and Leather Products	2	3	1	1	0.500	0.333
32	Stone, Clay, Glass, and Concrete Products	25	355	15	133	0.600	0.375
33	Primary Metal Industries	8	545	4	289	0.500	0.530
34	Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	23	1,357	10	649	0.435	0.478
35	Industrial and Commercial Machinery and Computer Equipment	51	296	25	141	0.490	0.476
36	Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	9	788	5	517	0.556	0.656
37	Transportation Equipment	14	855	8	642	0.571	0.751
38	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watchs/Clocks	8	756	5	740	0.625	0.979
39	Miscellaneous Manufacturing Industries	33	109	13	65	0.394	0.596
40	Railroad Transportation	2	29	1	29	0.500	1.000
41	Local, Suburban Transit & Interurbn Hgwy Passenger Transport	21	232	12	164	0.571	0.707
42	Motor Freight Transportation	148	903	75	447	0.507	0.495
43	United States Postal Service	17	242	2	129	0.118	0.533
44	Water Transportation	1	3	0	0	0.000	0.000
45	Transportation by Air	5	11	2	6	0.400	0.545
47	Transportation Services	24	89	12	47	0.500	0.528
48	Communications	32	238	23	215	0.719	0.903
49	Electric, Gas and Sanitary Services	33	867	18	522	0.545	0.602
50	Wholesale Trade - Durable Goods	177	1,211	95	586	0.537	0.484
51	Wholesale Trade - Nondurable Goods	93	742	39	448	0.419	0.604
52	Building Matrials, Hrdwr, Garden Supply & Mobile Home Deals	69	402	39	264	0.565	0.657
53	General Merchandise Stores	33	1,358	24	1,300	0.727	0.957
54	Food Stores	116	1,332	64	809	0.552	0.607
55	Automotive Dealers and Gasoline Service Stations	177	1,733	104	1,060	0.588	0.612
56	Apparel and Accessory Stores	54	240	43	203	0.796	0.846
57	Home Furniture, Furnishings and Equipment Stores	91	502	53	184	0.582	0.367
58	Eating and Drinking Places	282	3,399	179	2,292	0.635	0.674

59	Miscellaneous Retail	405	2,106	266	1,611	0.657	0.765
60	Depository Institutions	52	738	31	599	0.596	0.812
61	Nondepository Credit Institutions	28	91	21	81	0.750	0.890
62	Security & Commodity Brokers, Dealers, Exchanges & Services	27	193	15	61	0.556	0.316
63	Insurance Carriers	12	382	11	380	0.917	0.995
64	Insurance Agents, Brokers and Service	113	1,580	67	1,414	0.593	0.895
65	Real Estate	329	1,287	168	819	0.511	0.636
67	Holding and Other Investment Offices	28	122	13	77	0.464	0.631
70	Hotels, Rooming Houses, Camps, and Other Lodging Places	42	426	24	352	0.571	0.826
72	Personal Services	274	815	170	573	0.620	0.703
73	Business Services	368	2,079	189	854	0.514	0.411
75	Automotive Repair, Services and Parking	238	833	139	501	0.584	0.601
76	Miscellaneous Repair Services	131	295	69	163	0.527	0.553
78	Motion Pictures	23	112	15	72	0.652	0.643
79	Amusement and Recreation Services	132	784	67	363	0.508	0.463
80	Health Services	253	4,419	194	3,897	0.767	0.882
81	Legal Services	81	605	53	289	0.654	0.478
82	Educational Services	134	4,303	57	2,365	0.425	0.550
83	Social Services	123	1,705	89	1,504	0.724	0.882
84	Museums, Art Galleries and Botanical and Zoological Gardens	12	123	8	111	0.667	0.902
86	Membership Organizations	391	2,320	214	1,355	0.547	0.584
87	Engineering, Accounting, Research, Management & Related Svcs	193	2,830	101	1,895	0.523	0.670
89	Services, Not Elsewhere Classified	8	39	1	1	0.125	0.026
91	Executive, Legislative & General Government, Except Finance	42	868	21	556	0.500	0.641
92	Justice, Public Order, and Safety	37	823	20	495	0.541	0.601
93	Public Finance, Taxation and Monetary Policy	3	24	3	24	1.000	1.000
94	Administration of Human Resource Programs	11	426	10	425	0.909	0.998
95	Administration of Environmental Quality and Housing Programs	12	101	10	95	0.833	0.941
96	Administration of Economic Programs	15	329	10	126	0.667	0.383
97	National Security and International Affairs	5	655	5	655	1.000	1.000
	Totals	6,728	60,470	3,618	38,169	0.538	0.631

Of the 76 individual industries listed in Table 7, Newark has at least a 50 percent employment share in 56 of these industries. In many industries, the City's share is 75 percent and above. These numbers speak to the current economic importance of the City as a strategic location for Licking County's many manufacturing and service industries. This underscores the importance of a strong Economic Development Element to the City's Comprehensive Plan.

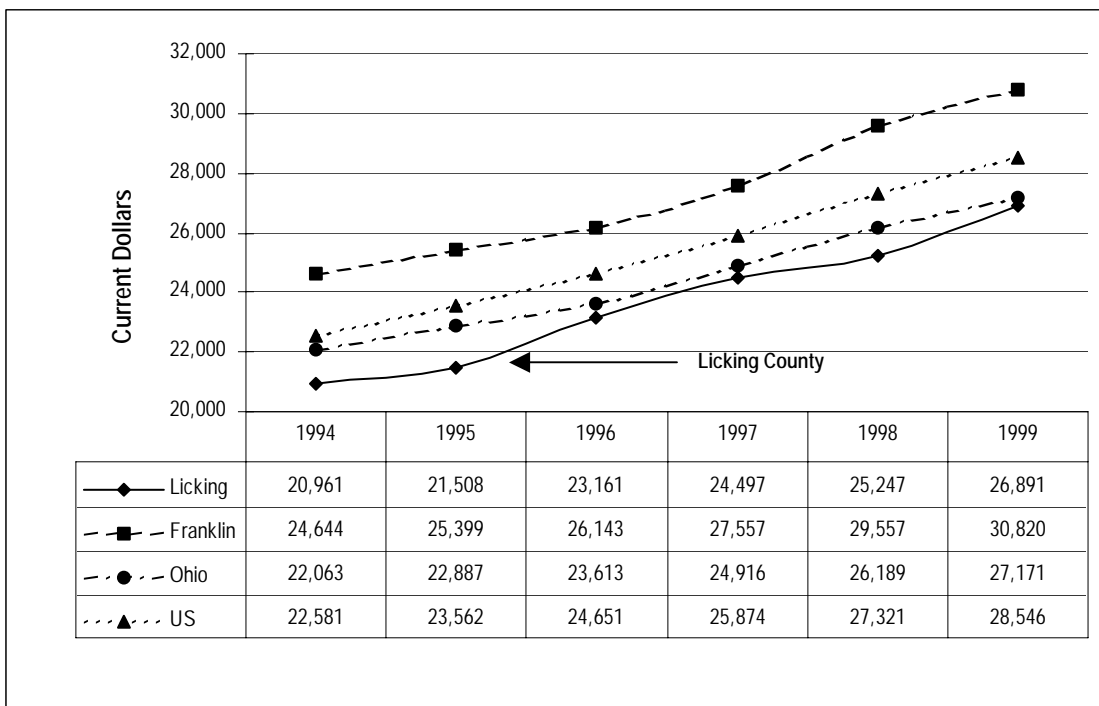
The first priority should be given to helping existing employers in the City maintain and increase competitiveness for future growth. Local manufacturers in particular will be very sensitive to any increased local costs of doing business, especially with respect to labor, real estate, infrastructure and public service, and tax costs. A possible reason why manufacturing has grown favorably in Newark and Licking County in the past has been the favorable cost position these locations have offered in comparison to Franklin County and other community locations east of Columbus. Recruitment of new industry will also be important in light of the age of many of the production and distribution facilities located in the City.

PERSONAL INCOME TRENDS

Per capita personal income (PCPI) is an important measure of whether the local economic development process is doing an adequate job of raising the prosperity level of residents and workers. Chart 4 presents an assessment of PCPI trends in Licking County with comparisons to Franklin County, Ohio, and the nation. Unfortunately, these figures are not published for the City of Newark.

Chart 4: Per Capita Personal Income Trends, 1994-1999

Source: US Bureau of Economic Analysis, Local Area Personal Income Series, 2001 Report.

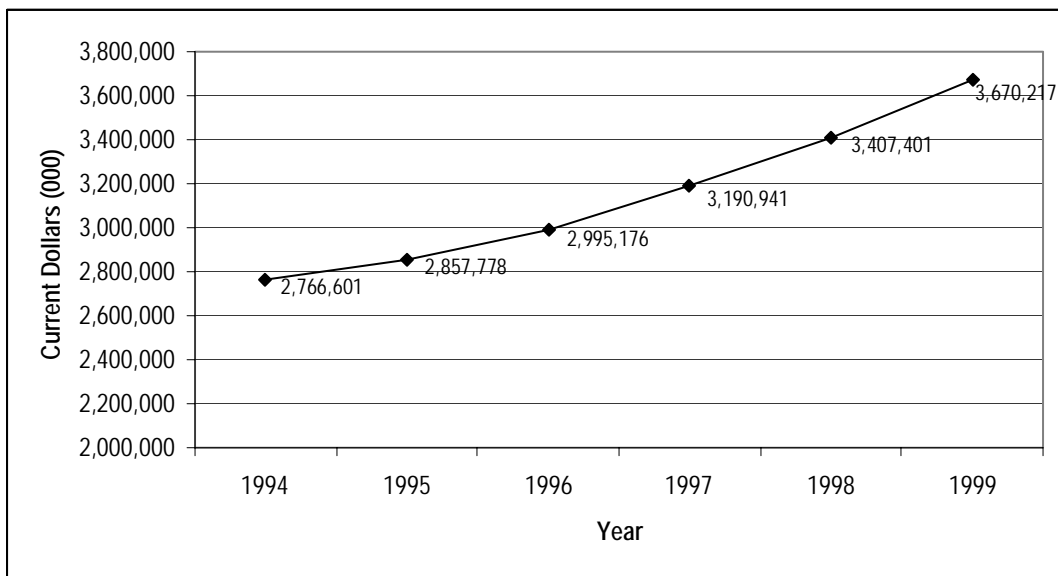


The data in Chart 4 indicates that while Licking County's PCPI has grown 28.3 percent during the 1994-1999 period, it has consistently lagged Franklin County, Ohio, and the nation. The county's PCPI performance is most similar to Ohio and most dissimilar to Franklin County. Breakout data for the City of Newark is not available and household income data from the 2000 Census will not be available until much later in 2002. These figures indicate that future economic development efforts in Newark and Licking County should give greater attention to developing higher quality jobs paying larger wages and salaries. Chart 5 below presents a picture of total personal income growth in Licking County during the 1994-1999 period.

These trends indicate total personal income (TPI) from all industry sources, rose from \$2.766 billion in 1994 to \$3.670 billion in 1999. This \$904 million increase represented growth of 32.6 percent over the period, which is somewhat higher than the 28.3 percent increase in per capita personal income (PCPI) growth over the same period.

Chart 5: Licking County Total Personal Income Growth Trends, 1994-1999

Source: DTIA analysis based upon US BEA Local Area Personal Income Data Series, 2001.



LABOR MARKET TRENDS

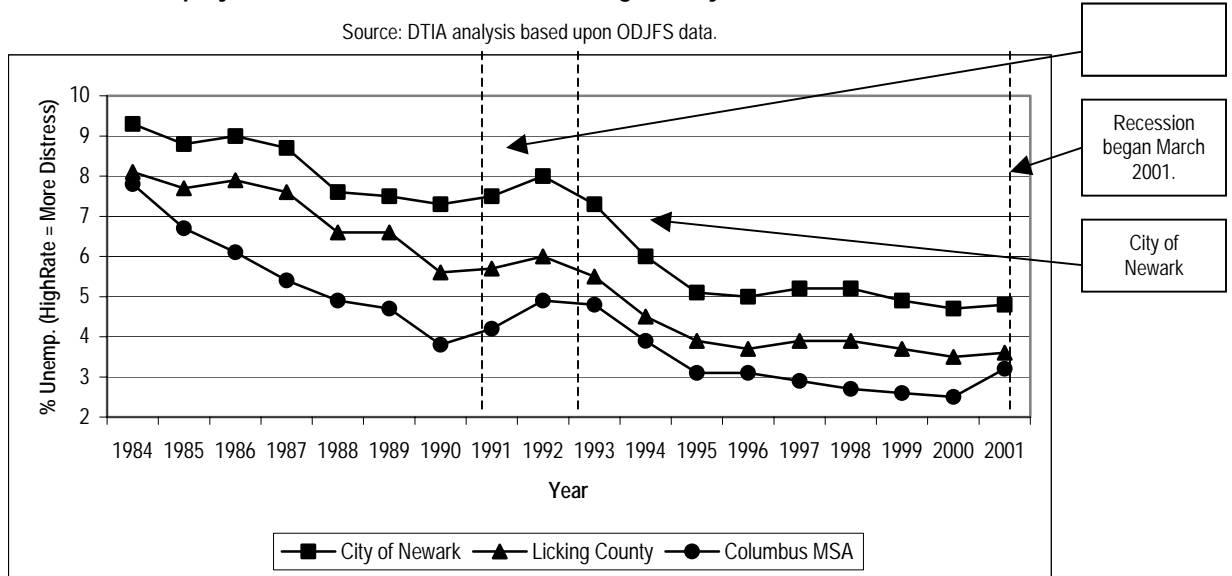
Newark exists within a dynamic and large regional labor market that includes the Licking County, the Columbus metro area, and selected other Central Ohio counties with sizeable employment concentrations. This section discusses relevant labor market trends that could impact the future economic competitiveness of Newark as a business location.

Workforce commuting data from the 2000 Census has not been released yet. Obviously, this data will provide important insights into inter-county worker commuting patterns involving Licking County's and the City of Newark's residential and work locations.

Interviews with local and regional economic development officials indicate that both large and small employers alike have experienced difficulty in finding an adequate supply of "skilled" workers. This problem appears to have persisted even during the current recession, which has freed up some labor resources due to lay-offs and permanent job reductions.

A key labor market factor influencing personal income generation in Newark and Licking County is the unemployment rate, which is a monthly and annual measure of the percent of the workforce that is not employed. While far from a perfect measure of economic distress in an area, the unemployment rate remains a standard indicator in most economic studies of this type. Chart 6 below provides a long-term view of the unemployment rate in Newark, Licking County, and the Columbus metropolitan area.

Chart 6: Unemployment Rate Trends: Newark, Licking County, Columbus Area, 1984-2001



Newark and Licking County have experienced higher unemployment rates than the more economically diverse and service sector-dependent Columbus metro area. This performance is accounted for in our judgment by the greater role of manufacturing in Newark's and Licking County's economic bases. The data in Table 7 above indicates that because of a higher concentration of manufacturing in the City of Newark, this high unemployment problem may remain a future issue for the City, as compared to some of the newer development areas emerging within the county. Newark's unemployment rate has dropped consistently since its 8 percent level during 1992, but it remains significantly above the rate for both Licking County and the Columbus area.

Table 8 below provides additional insights into how the City of Newark's economic base has weathered change during the 1984-2001 period. *(It should be noted that the data used in Table 8 is based upon "place of residence" and not "location of employment." The Table 8 data describes how many Newark residents were either employed or unemployed. The data does not reflect where these residents worked.)*

Table 8: City of Newark Labor Market Analysis (Place of Residence Data)

Source: DTIA analysis of ODJFS Labor Market Information data.

City of Newark Labor Market Analysis, 1984-2001						
Year	Civilian Workforce	Workforce Growth %	Residents Employed	Residents Emp. Gwth. %	Residents Unemployed	Unemployment Rate
1984	20,700	NA	18,800	NA	1,900	9.3
1985	19,900	-3.86	18,200	-3.19	1,800	8.8
1986	20,800	4.52	19,000	4.40	1,900	9.0
1987	21,200	1.92	19,300	1.58	1,800	8.7
1988	21,300	0.47	19,700	2.07	1,600	7.6
1989	22,000	3.29	20,400	3.55	1,700	7.5
1990	21,500	-2.27	19,900	-2.45	1,600	7.3
1991	21,600	0.47	20,000	0.50	1,600	7.5
1992	21,900	1.39	20,200	1.00	1,700	8.0
1993	22,000	0.46	20,400	0.99	1,600	7.3
1994	22,300	1.36	20,900	2.45	1,300	6.0
1995	22,700	1.79	21,500	2.87	1,200	5.1
1996	22,900	0.88	21,800	1.40	1,100	5.0
1997	23,000	0.44	21,800	0.00	1,200	5.2
1998	22,900	-0.43	21,700	-0.46	1,200	5.2
1999	23,400	2.18	22,300	2.76	1,200	4.9
2000	23,800	1.71	22,700	1.79	1,100	4.7
2001	24,500	2.94	23,300	2.64	1,200	4.8
Averages	22,133	1.01	20,661	1.29	1,483	6.8

The analysis in Table 8 indicates that the size of Newark's residential workforce has fluctuated over time, reaching its high point in 2001 at 24,500 people and its low point in 1985 when it fell below 20,000. The City workforce increased in size by only 3,800 people. Over the 1984-2001 period, the City's workforce has grown at an average annual rate of 1.01 percent. By comparison, the City's population base grew 5,079 people between 1980 and 2000. These numbers point to the fact that Newark's population and residential workforce have grown slowly over the past 20 years or so. The City residential workforce (23,800) was 50.6 percent of its population size in 2000 (46,279) and it was 48.4 percent of the City's population (44,389) in 1990. *As we look to the future, it is unlikely that the size of Newark's residential workforce will increase appreciably because of its expected slow population growth rate.* (See ACP's December 4, 2001 Demographics Report for population forecast details.)

Newark's unemployment rate has declined steadily since the end of the 1992 recession, but it has remained above the rate for Licking County and the Columbus region. We believe that the gangbuster growth economy during the 1993-2000 period is the primary explanation for this unemployment rate decline. The

demand for workers this period was very intense across the country. The local and national labor markets have experienced slackened demand for workers since late 2000 and early 2001.

LICKING COUNTY STRATEGIC BUSINESS TRENDS

This section presents a series of insights into business trends in Licking County, as compared to other Columbus area and Central Ohio counties.

Table 9: Licking County Business Trends

Source: DTIA analysis of Ohio site selection data, US BEA data, various Federal procurement sources.

Business Site Selection Activity				
County	1998	1999	2000	Total
Licking	9	12	6	27
Franklin	134	131	169	434
Delaware	19	12	17	48
Pickaway	0	2	4	6
Madison	1	3	2	6
Fairfield	5	0	4	9
Union	8	7	2	17
7-County Totals	176	167	204	547
Ohio Total	1049	1075	1090	3214
7-County % Share	16.78	15.53	18.72	17.02
Exporting Manufacturers, 2000				
County	2000			
Licking	53			
Franklin	324			
Delaware	40			
Pickaway	11			
Madison	13			
Fairfield	38			
Union	14			
7-County Totals	493			
Ohio Total	6553			
7-County % Share	7.52			
Defense Contract Dollars (\$000)				
County	1994	1996	1998	2000

Licking	6,962	35,796	105,594	124,634
Franklin	234,068	229,405	197,392	217,195
Ohio	2,946,411	2,735,950	2,596,718	3,070,386
Licking % Ohio	0.0024	0.0130	0.0410	0.0410
Net New Business Formations				
County	1994	1996	1998	2000
Licking	27.7	34	3.5	-4.5
Franklin	37.9	37.9	5.4	11.9
Ohio Total	19.9	24.4	4.8	3.6

During the 1998-2000 period, Licking was the location for a total of 27 existing business expansions or new business locations, according to records maintained by the Ohio Department of Development. As the largest county in the region, Franklin County had the most business location and investment projects. Delaware County was the only smaller Central Ohio counties listed in Table 9 above that had more of these projects than Licking County. No breakout of this data for Newark was available. This data provides some insights into how well Licking County communities are competing for new investment by existing and new companies.

Licking County had 53 manufacturing companies in 2000 that exported their products to international markets. This number is about an 11 percent share of the 7-county region's total exporting manufacturers. The largest share—nearly 66 percent—was located in Franklin County. This data provides some insight into the strength of Licking County companies in accessing and penetrating foreign markets.

Interestingly, Licking County dramatically increased its Defense contract dollars received in 1998 and 2000. In 1994, Licking County received only 0.2 percent of Ohio's Defense contract dollar awards. Licking County's share grew to 1.3 percent in 1996, and 4.1 percent in both 1998 and 2000. This data helps to understand whether local companies are effective in competing for government contract market opportunities.

Finally, Licking County's performance in providing a home to successful new business startups is reflected in the net business formation data in Table 9. Net business formation is defined as total business starts minus new business failures. The data indicates that across the 1994-2000 period, the county's performance has varied. It was most successful in 1994 with 27.2 new business formation and least successful in 2000 when new business formation was a negative value—(-4.5)—because the county saw the death of more startups than those that survived.

RETAIL MARKET TRENDS

Retail trade is a major component of the Licking County and the Columbus metro area marketplaces. Between 1990 and 1999, total retail sales in constant 1999 dollars grew from \$1.006 billion to \$1.308 billion in Licking County and from \$14.023 billion to \$19.719 billion in the Columbus metro area. Licking County's

share of the total metro area's retail sales actually declined from 7.2 percent to 6.6 percent between 1990 and 1999. Retail sales growth grew the most in Delaware County, which increased its share of the metro area's retail sales from 2.5 percent in 1990 to 6.0 percent in 1999. Little change in county shares occurred from the 1990s decade.

The Columbus area retail market grew 40.6 percent during the 1990-1999 period, averaging 4.06 percent growth annually during the decade. By comparison, Licking County's retail market grew by 30 percent over the period, or by 3 percent per year. Table 10 below provides market data for Licking County and other Columbus metro area counties.

Table 10: Retail Sales Trends, Licking County and Other Area Counties, 1990-1999

Source: DTIA analysis, Columbus Area Chamber of Commerce data.

Market	1990 Sales	1990 Share %	1993 Sales	1993 Share %	1996 Sales	1996 Share %	1999 Sales	1999 Share %
Licking	1006.3	0.072	1081.2	0.071	1129.2	0.066	1308.0	0.066
Delaware	355.5	0.025	478.4	0.031	743.1	0.044	1181.1	0.060
Franklin	11479.8	0.819	12308.4	0.810	13668.3	0.804	15602.0	0.791
Fairfield	698.5	0.050	774.1	0.051	864.9	0.051	1048.7	0.053
Madison	215.0	0.015	243.4	0.016	268.5	0.016	324.7	0.016
Pickaway	268.7	0.019	310.3	0.020	321.0	0.019	254.7	0.013
Columbus metro area	14023.8	1.000	15195.8	1.000	16995.0	1.000	19719.2	1.000
Data in constant 1999 dollars.								
Source: DTIA analysis, Greater Columbus Area Chamber of Commerce								

The Columbus area retail market experienced considerable growth during the 1990s. Licking County is seen as a "border market area" to the Columbus retail market, and is usually not tracked as consistently as retail activities in Franklin County. This growth has slowed in the 2000-2002 period due to slower economic growth nationally and in the Columbus area. Currently, the recession has depressed demand for retail service considerably, according to recent reports by the Columbus Chamber, CB-Richard Ellis Real Estate, and the CoStar Group. The short-term outlook is expected to be slow until the economy re-gains momentum and excess retail capacity has been removed from the market. Retail vacancy rates for the region have grown from 8.7 percent in 2000 to 9.8 percent in 2001 and a 10-2 percent rate is forecast for 2002. The Easton, Polaris, Dublin, New Albany, and Northern Arc areas have seen the greatest growth over the past three years. The economy is likely to slow retail growth in the short-term even in these "hot" market areas. The downtown Columbus retail market has been struggling and conditions are believed to have worsened during this recessionary period. These trends suggest that retail development in Licking County may be difficult in the short-term.

The Newark and Licking County retail markets do not appear to be tracked on a regular basis by the major real estate or economic development organizations serving the area. ACP's Existing Conditions Report dated December 4, 2001 indicates that 359 acres, or 2.8 percent, of the City's current land use is used for commercial development, which would include retail activities. Separately, Newark 's Central Business District (CBD) occupies 156 acres of land, representing 1.2 percent of the City's total land use. Retail activities comprise a portion of the CBD area.

The following shopping centers and areas are located in the City of Newark:

1. Downtown Newark
2. Colonial Shopping Center
3. Dugway Shopping Center
4. Eastland Shopping Center
5. Indian Valley Plaza
6. Newark Market Place
7. Newark Plaza

The future growth of the retail market in Licking County and Newark will depend in large part on three strategic factors:

1. City and county population growth rates. Neither is expected to see dramatic growth in the future, according to the projections developed for this plan.
2. Disposable income growth, which has been lower in Licking County historically. To achieve a significant rise in income, both Newark and Licking County will need to increase their share of higher paying jobs in the future.
3. Attractive and conveniently located shopping facilities that provide a balanced mix of retail goods and services to the local population and visitors to the city and county. Other retail areas within the Greater Columbus market are currently better positioned to capture larger shares of the regional retail market. Market retention will be important for Newark and Licking County in the future.

The results of this analysis suggest that the City of Newark officials should explore the desirability and feasibility of developing the following retail development opportunities in the future:

1. Diversify the mix of retail stores in the City's major shopping areas.
2. Expand the mix and variety of products and services in existing retail stores.

-
3. Develop specialized/niche shopping in downtown Newark appealing to residents and visitors.
 4. Expand the use of e-commerce marketing by existing retailers to expand their markets.
 5. Attract a high quality restaurant in downtown Newark.

OFFICE MARKET ANALYSIS

The Columbus area office sector saw very robust market growth during the 1990s. Since 2000, this market has sagged in both downtown and suburban areas. Vacancy rates in the Columbus downtown market have risen steadily from a 7.0 percent rate in 1995 to nearly 17 percent in 2001. While not quite as high, vacancy rates for the suburban office market have grown significantly from 6.5 percent to 15-16 percent in 2001. These rates pose a threat to proposed new office development in the region, including Licking County, during the short-term. The Columbus area's historical strength as an advanced business services center for finance, legal, insurance, regional sales, and a full-range of corporate office activities is likely to decline some in the short-term, but this strength is likely to return once the economy fully recovers.

The downtown Columbus market has just over 21 million square feet of space, for a 36 percent share of the total Columbus area. The suburban market has 38.8 million square feet of space for a 64 percent market share. Currently, an estimated 450,000 square feet of new office space is under construction in downtown Columbus and another 711,000 square feet are being built in the suburban market. Net absorption of downtown office space totaled only 51,000 square feet in 2001 and 1.47 million square feet in the suburban market.

The City of Newark and Licking County's office real estate market are not tracked with any regularity by the major real estate and economic development organizations serving these areas. We do know however that the McMillian Business Center in Newark has 840,000 SF and is rated as one of the largest office parks in the Columbus area. Newark has 215 acres of land in office use, which is 1.7 percent of the City's total land use. A significant portion of the City's 156-acre CBD area is used for office purposes.

The results of this analysis indicate that increasing the presence of high-quality office employers in Newark will depend most upon:

1. Identifying the right opportunities for local office development (medical services, smaller professional service firms, niche service firms serving the higher education market, information processing businesses/call centers.)
2. Increasing the local availability of labor force skills required by office employers. These include: customer service, information and data processing, clerical, and various administrative skills.

3. Providing the essential amenities (restaurants and other supporting services) to support office activities and the people who work there.
4. Increasing real estate developers' interest in creating affordable lease space that is within easy access to major highway transportation routes providing access to Columbus and other regional business centers.

INDUSTRIAL MARKET ANALYSIS

The Columbus area industrial real estate market is comprised of 2,440 buildings that occupy 202 million square feet of space. About 4 percent of this space is "flex" space created for diverse market users. The current vacancy rate for industrial space is between 9.5 and 10.0 percent.

About 1 million square feet of new industrial space is under construction at this time. Most of this space is being built in suburban industrial and business parks.

The Columbus area is one of the leading industrial distribution centers nationally. These activities account for a larger share of the area's industrial space than manufacturing activities. Manufacturing represents only about 10.5 percent of total current employment in the region, which is dwarfed by the region's much larger role as an office and service center.

Most of the area's industrial space is located in the CBD area (39.4 million SF), the West Market (33.7 million SF), the Southeast Market (30 million SF), and the Outlying Area (43 million SF). The latter area includes a small portion of western Licking County. Vacancy rates are the highest in the older Southeast area (24.2 percent) and the lowest in the newer Outlying area (5.6 percent). The Newark Industrial Park has over 5 million SF of space, making it the second largest industrial park in the Columbus area.

Because of the importance of the industrial sector to both the Newark and Licking County economic bases, we have given it more attention in this market analysis. Table 11 below provides a detailed account of manufacturing business activity in both Licking County and Newark.

Table 11: Industrial Activity in Newark and Licking County, January 2002

Source: DTIA analysis of iMarketplace data, 2002.

2-Digit SIC Code	Industry Description	County	County	Newark	Newark	Newark % of County	Newark % of County
		Businesses	Employees	Businesses	Employees	Businesses	Employees
20	Food and Kindred Products	12	757	6	182	0.500	0.240
22	Textile Mill Products	4	13	2	11	0.500	0.846
23	Apparel, Finished Prdcts from Fabrics & Similar Materials	14	47	9	39	0.643	0.830
24	Lumber and Wood Products, Except Furniture	39	708	16	557	0.410	0.787
25	Furniture and Fixtures	7	13	3	7	0.429	0.538
26	Paper and Allied Products	5	233	3	181	0.600	0.777
27	Printing, Publishing and Allied Industries	58	744	28	401	0.483	0.539

28	Chemicals and Allied Products	17	591	7	187	0.412	0.316
29	Petroleum Refining and Related Industries	2	45	1	41	0.500	0.911
30	Rubber and Miscellaneous Plastic Products	16	1038	3	116	0.188	0.112
31	Leather and Leather Products	2	3	1	1	0.500	0.333
32	Stone, Clay, Glass, and Concrete Products	25	355	15	133	0.600	0.375
33	Primary Metal Industries	8	545	4	289	0.500	0.530
34	Fabricated Metal Prdcts, Except Machinery & Transport Eqpmnt	23	1357	10	649	0.435	0.478
35	Industrial and Commercial Machinery and Computer Equipment	51	296	25	141	0.490	0.476
36	Electronic, Elctrcl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	9	788	5	517	0.556	0.656
37	Transportation Equipment	14	855	8	642	0.571	0.751
38	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	8	756	5	740	0.625	0.979
39	Miscellaneous Manufacturing Industries	33	109	13	65	0.394	0.596
	Averages Across All Industries					0.491	0.583

The data in Table 11 indicates Newark has a 49 percent share of all manufacturing businesses in the county and a 58.3 percent share of all county manufacturing jobs. The following manufacturing industries are the largest in Newark: lumber and wood products; fabricated metals; electronic and electrical equipment; transportation equipment; measuring and controlling instruments; printing and publishing; and chemicals and allied products. Currently these seven industries appear to be the largest users of industrial space in the City.

Licking County has its largest industrial concentrations in: food and kindred products; lumber and wood products; printing and publishing; rubber and plastics products; fabricated metals; electronic and electrical equipment; transportation equipment; and measuring and controlling instruments.

While manufacturing activities are expected to grow slowly in the Columbus area, Ohio and nationally, we believe that several good future manufacturing growth opportunities exist for Newark and Licking County. These are identified below.

Newark's current land use includes 1,073 acres in industrial use, which is 8.4 percent of the City's total land use. The Newark Industrial Park occupies 600 of these acres. There are 35 companies that employ about 4,000 people located in the park. Southgate Corporation, the developer of the park, has developed several buildings in the park that are within the 20,000 to 90,000 SF range. An attractive mix of companies have been attracted to the park, including Dow, GE, Diebold, Bayer, R.R. Donnelly, THK (Jaguar), AFGD, Bear Creek Operations, Allied Tube & Conduit, and Ecolab. Tax abatement is available to companies locating in the park.

Key industrial development opportunities for the future include:

1. More aggressive marketing of the Newark Industrial Park to high quality users that include: expanding regional companies; and new industrial recruits examining site location options in Central Ohio.

-
2. Appropriate warehousing, distribution, and logistics operations that are looking to capitalize on the Columbus area's strategic advantages as a first-class industrial and consumer distribution center.
 3. Increase marketing communications with smaller, privately owned manufacturers in a wide variety of industries.
 4. Develop "flex" industrial and office space for small and medium-sized industrial users in Newark, Licking County, and surrounding area.
 5. Create a strategy to capture new technology business startups in the Columbus area once they are on their feet and ready for growth.
 6. Create a special website with online information resources on how local manufacturers can gain a competitive edge in the future through real estate, workforce, technology, transportation, and other improvements.
 7. Undertake targeted business retention and expansion outreach efforts to primary manufacturers in Newark. Provide strategic assistance to enhance their local competitiveness.
 8. Explore options to create a local high-quality job development fund that provides customized training funds to manufacturers and distribution companies.
 9. Strengthen regional economic development network ties with Licking County, Greater Columbus, Central Ohio, and State of Ohio economic development organizations.
 10. Develop a computerized site location and business-marketing database that meets the national data standards set by the International Economic Development Council (www.iedconline.org) and the Development Alliance (www.developmentalliance.com).

STRATEGIC ISSUES AND PRIORITIES

This analysis points to the following issues that should be considered as possible priorities for the Economic Development Element:

1. Help existing manufacturers and distribution companies to increase competitiveness and grow their businesses in Newark.
2. Diversify the City's economic base to include a greater number of technology-based and technology-using businesses and industries.

-
3. Help City Government to maintain competitive costs of doing business for manufacturing, distribution, and office sector employers.
 4. Strengthen the marketing of industrial, office, and retail sites and buildings in the City for future use. Work to locate high quality employers to occupy this space.
 5. Expand efforts to equip community residents with the education and training to compete for higher quality jobs in Newark, Licking County, and the Greater Columbus area.
 6. Augment downtown development efforts currently underway to strengthen the area's future role as a center for administrative office, entertainment and tourism, and shopping activities.
 7. Strengthen the quality of information and data provided to companies and their consultants during the site location process. Devise new information products and make them deliverable via the Internet and other methods.
 8. Create a Citywide Development Marketing Team that more aggressively promotes the City as a center of business, industry, and commerce.
 9. Create an electronic marketing database of major industrial, office, and retail properties for development.
 10. Increase awareness of business investment opportunities in the City by conducting familiarization tours for regional realtors, developers, regional and state economic developers, utility service managers, and banking officials. (This could gain additional exposure for Newark with the business prospects these individuals work with.)
 11. Explore options for fast-tracking development permits and approvals for qualified businesses expanding in the City.
 12. Strengthen ties with regional organizations working to strengthen the distribution and logistics and manufacturing sectors in the region. Identify how more Newark companies could benefit by the information and services they have available.

NEXT STEPS

This report provides much of the foundation for the Economic Development Element of the Comprehensive Plan. The following steps are proposed for consideration:

-
1. Distribute this report to the Steering Committee and gain City officials' written and verbal feedback and comments on the report. (February)
 2. Present the major results of the analysis to City officials and engage them in a discussion about the implications of the results for the City's Comprehensive Plan. (March)
 3. Make revisions and additions to the report in light of major comments and questions. (March Visit)
 4. Conduct a focus group with City, local and regional economic development officials, and other stakeholders to identify the major economic development priorities that should be addressed within the Comprehensive Plan. Focus group participants would read this report prior to the meeting. (April Visit)
 5. Draft goals and objectives that respond to priorities identified in #5 above. Distribute to City officials and other stakeholders and gain their feedback. Revise goals and objectives as needed. (April)
 6. Identify and draft economic development policies and strategies for the Economic Development Element. (April).
 7. Incorporate goals, objectives, and strategies into the Economic Development Element. (April)
 8. Prepare final Economic Development Element. Submit the major final work product to the City. (May)

Fiscal Conditions

1. Overview

This report provides a summary of Newark's baseline fiscal analysis and existing conditions. Ten years of Newark budgets were analyzed in terms of operating revenues and expenditure trends, fiscal incentive programs, capital budgeting process, and capital funding sources. Interviews were conducted with representatives of City departments, the Mayor, the Newark School District, and Licking County Auditor to provide further input to this analysis. The report provides key findings on the current fiscal situation as an input to the planning and visioning process and to help guide fiscal planning.

The following topics are included in this report after a summary of key findings:

- Operating Budget
 - Revenues
 - Expenditures
- Fiscal Incentives
 - CRA Tax Abatements
 - Enterprise Zone
 - Ohio EPA Program
 - Tax Increment Financing (TIF)
- Capital Improvements & Infrastructure
 - Capital Project Programming
 - Capital Funding Sources
- Communication

2. Key Findings

Key findings from the baseline fiscal analysis are:

- **Income Tax Revenues.** City revenues increased by 47% or \$10 million dollars between 1991 and 2000, after adjusting for inflation. However, income tax revenue growth is slowing and has declined in real dollars since 1999. The City is very dependent on income tax revenues, which account for 40% of the total revenue stream. An increasing out-flow of Newark residents to jobs in Columbus may be impacting on the City's income tax base.
- **Competition with County.** The City accounts for a declining share of the County's total property assessment base. Assessed values increased at a higher pace in the County than in the City for all land uses except agriculture. The City's total industrial property value is declining.

- **Slowing Expenditure Growth.** Municipal expenditures increased by 63% between 1991 and 2000, after adjusting for inflation. However, expenditure growth is slowing to reflect stagnating revenues. Public safety accounts for the largest share of municipal expenditures at 42%, but the fastest growth rates are in departments now providing code enforcement for more jurisdictions, administration of new health grants, and increased programs in sanitation and parks & recreation.
- **Need for Measuring Return on Investment.** The City offers several tax abatement and other fiscal incentives to attract private investment and job creation. Unfortunately, none of these programs is sufficiently designed to secure and track a public return on investment (ROI) that satisfies explicit City objectives. Tax abatements for residential or storage uses do not encourage job growth, and their real impacts on housing and other reinvestment are not tracked. Most industrial and retail abatements have gone to warehouses or fast food chains respectively that do not generate substantial numbers of high-paying jobs. Tax increment financing is a powerful tool, but has been used to finance improvements that concentrate risk on individual property uses. There are opportunities for the City to create more targeted investment incentives and to ensure that they generate a measurable ROI.
- **Ad Hoc Capital Programming.** The City utilizes a relatively ad hoc “crisis-driven” approach to capital project programming that relies heavily on draw-down of the City’s annual “unappropriated balance.” There are opportunities to introduce long-term life cycle planning and replacement scheduling that would help reduce ongoing competition among City departments for meeting short-term capital needs.
- **Debt Capacity.** The City has limited existing long-term debt and underutilized capacity for bonding improvements. This is healthy in that the City has manageable debt risk. At the same time, the low level of current debt may ignore long-term infrastructure needs and financing issues that will only become apparent in an emergency.

3. Operating Budget

The City of Newark operates through a General Fund, 20 Special Revenue Funds, and two Enterprise Funds. The General Fund accounts for those unrestricted revenues available for general administration and core services. Special Revenue Funds are used to account for proceeds generated by specific sources that are restricted in their use. Enterprise Funds generally account for self-sustaining activities (water and sewer) that recover their costs primarily through user charges.

The City’s Auditor produces an annual report that summarizes budget functions. Recently, the City has begun producing a “popular” budget available for the general public. As an input to the community planning process, the City’s operating revenue and expenditure trends are summarized here. The annual

operating budget provides a context for prioritizing the delivery of Newark's City services as they relate to the community's goals and objectives.

A. Revenues

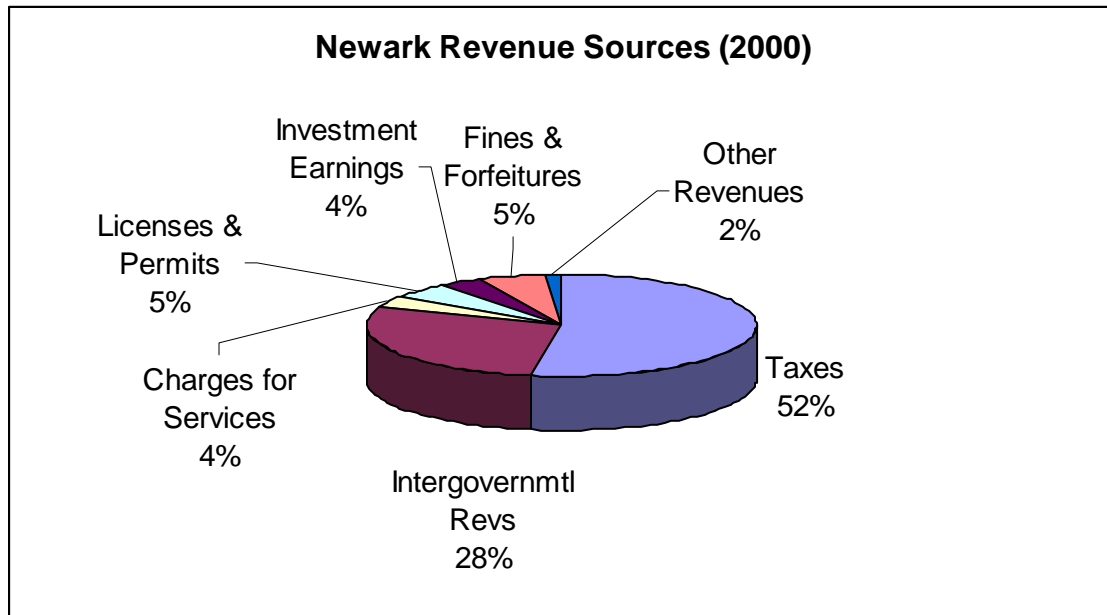
For the purposes of this report, revenues supporting Newark's General Fund and various Revenue Funds are combined in order to better understand the overall sources of Newark's operating income. The 2000 budget is used as a baseline in this analysis since 2000 is the most recent year for which actual (versus estimated) data is available.

Newark derives the largest share of its revenues from local taxes, which accounted for 52% of the City's operating revenue stream (excluding Enterprise Funds) in 2000. The 1 and ¼% income tax constitute the primary source of tax revenues, generating \$12 million out of the City's total 2000 local tax revenues of \$15.9 million. Since only 8% of local property tax revenues are allocated to the City (with the remaining portion targeted to schools), the City government only generates a small portion of its funding from property taxes.

This tax revenue does not include tax income re-distributed from State sources, such as inheritance, beer & liquor, and cigarette taxes. These taxes are included among Intergovernmental Revenues, accounting for 28% of the City's total operating revenues. The largest single source of inter-governmental revenues comes to the City in the form of Community Development Block Grants (CDBG) and other federal grants targeted for community development. In 2000, the Community Development Fund received intergovernmental revenues totaling \$1.3 million.

Newark's other revenue sources primarily include Licenses & Fees (5%), Fines & Forfeitures (5%), Charges for Services (4%, not including water & sewer), and Investment Earnings (4%). Operating revenues are summarized in Chart 1, below.

Chart 1



Sources: City of Newark and Randall Gross / Development Economics.

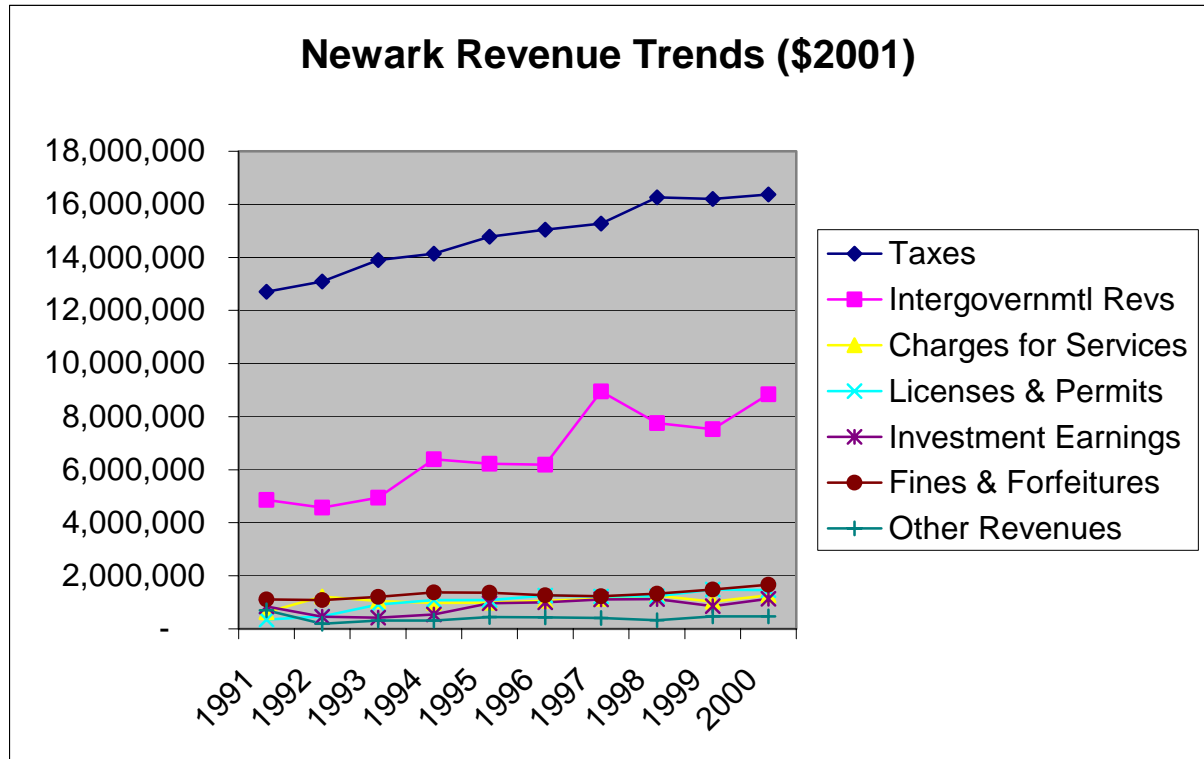
Total actual revenues to the City of Newark were \$16.3 million in 1991, increasing to \$30.4 million by 2000. This represents an increase of more than \$14 million, or 86%, over the ten-year period.

After accounting for inflation during this period, Newark's revenues increased by about \$10 million (47%) in constant dollars. This translates into an annual increase of 4.7% in constant dollar terms.

Revenues did not increase at the same rate among all revenue sources. The fastest growth was among licenses, permits and fee revenues, which increased by 32.3% per year in real dollars. Revenues generated through charges for services also increased rapidly, at 10.2% per year. Tax revenues increased less dramatically, with most of the growth coming from income tax revenues (3.5% annually). Property tax revenues only increased by 2.4% per year, suggesting sluggish real estate investment growth. Still, taxes continue to generate the largest share of revenues overall. In general, the City has had relatively consistent growth among all revenue sources over the ten-year period.

Combined revenue trends for Newark's General Fund and Special Revenue Funds are illustrated in Chart 2. The City re-classified several revenue sources during the period, with gas tax revenues moved from "taxes" to "intergovernmental revenues" for example. For the purposes of clarity and consistency, these funds have been retained in their original 1991 categories in the trends analysis.

Chart 2



Sources: City of Newark and Randall Gross / Development Economics.

1. Income Tax

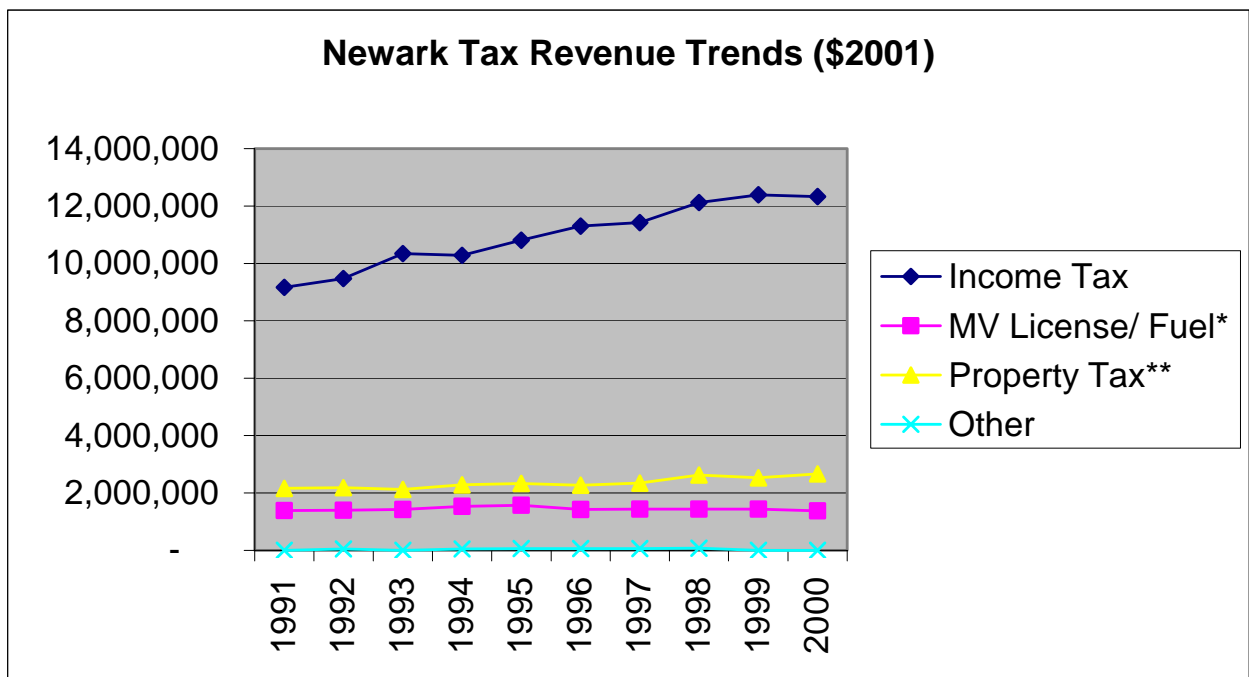
Newark is highly dependent on revenues generated through income taxes, which constituted 40% of the City's combined revenues in 2000. Income tax revenues increased by 3.5% per year on average during the 10-year period, but actually stagnated in real terms during the last three years. Between 1998 and 2000, income tax revenues increased by just 0.9% per year in constant dollars. Preliminary 2001 collections of \$12.1 million suggest income tax revenues have *declined* at 1.1% per year in constant dollars for the past two years. This has occurred at a time that nationally, consumer prices were increasing at the rate of 2.9% per year. This suggests that local incomes were not keeping up with the national rate of price inflation. Stagnant income tax revenues can result from any combination of slow at-place employment growth in the city, stagnating wages, increasing delinquency, or increasing out-commutation. Despite the 2001 passage of a new 0.5% income tax dedicated for public safety, revenues are not likely to meet projections on which Police and Fire departments based their operational and capital planning.

In fact, commutation is having a larger impact on Newark's tax revenues. Income taxes accrue to the jurisdiction where the income is generated. Newark residents working in other communities therefore receive credit for income taxes paid in these communities, except where the other community has a lower income tax rate than Newark.

In 2001, 8,563 Newark residents received credit for commuting to work in other taxing jurisdictions. The number of out-commuters has been increasing in recent years, from 7,674 in 1999 and 8,343 in 2000. This represents an increase of 5.8% per year. Wages for these workers averaged \$23,100 in 1999 and \$21,700 in 2000, high compared to average Newark wages. These numbers do not account for Newark residents commuting to work in jurisdictions that do not collect income taxes.

Unfortunately, Newark currently has no way of tracking the impact of employment, wage, and commutation patterns on its income tax revenue stream. In many Ohio jurisdictions, W2 wage and employment information is entered into databases so that such vital trends can be better tracked and used to help forecast municipal tax revenues. New software is available that allows employers to enter information that is easily transferred on disk into municipal computer databases.

Chart 3



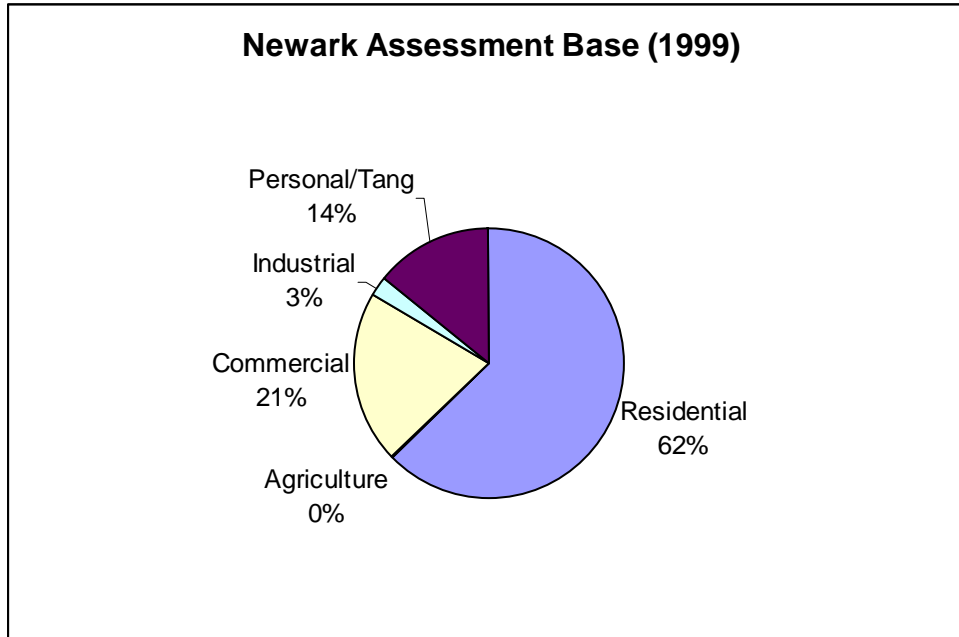
Sources: City of Newark and Randall Gross / Development Economics.

2. Property Tax

Newark's property tax revenues increased at the sluggish pace of 2.4% per year in real dollars during the 1991-2000 period. Tax revenues are a function of several factors, including real property assessments, personal property assessments, tax rate structure, and application of exemptions or abatements.

The City's assessment base is heavily weighted towards residential uses, which accounted for 62% of total assessments in 1999, year of the most recent revaluation. Commercial assessments accounted for 21%, followed by personal & tangible property at 14%. Industrial real property accounted for only 3% of the City's assessment base. Agricultural uses accounted for 0.1%.

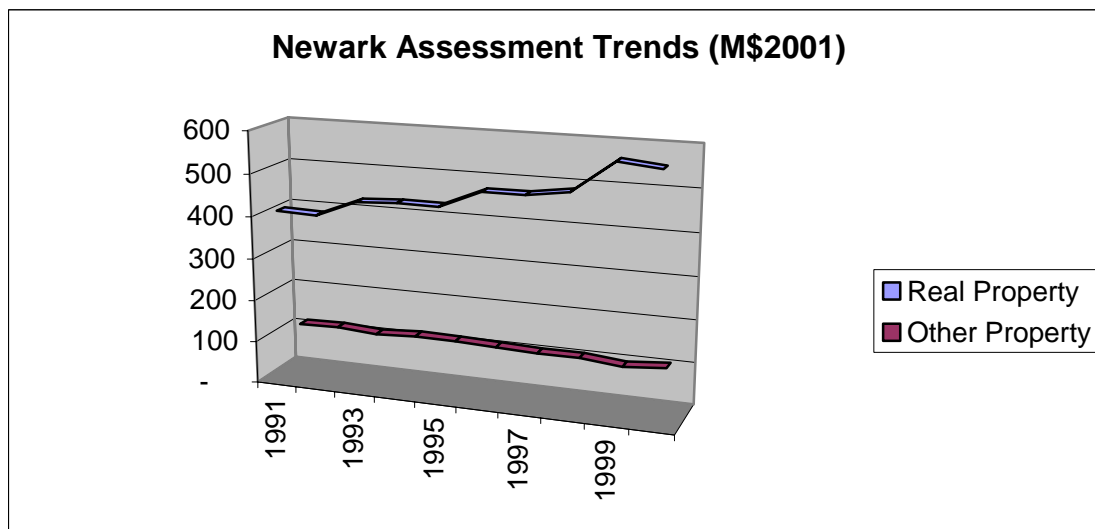
Chart 4



Sources: Licking County Auditor and Randall Gross / Development Economics.

The overall assessment base increased from \$402 million to \$655 million during the period between 1991 and 2000, or an increase of 6.4% after adjusting for inflation. Thus, the base increased by just 0.6% per year in real dollar terms.

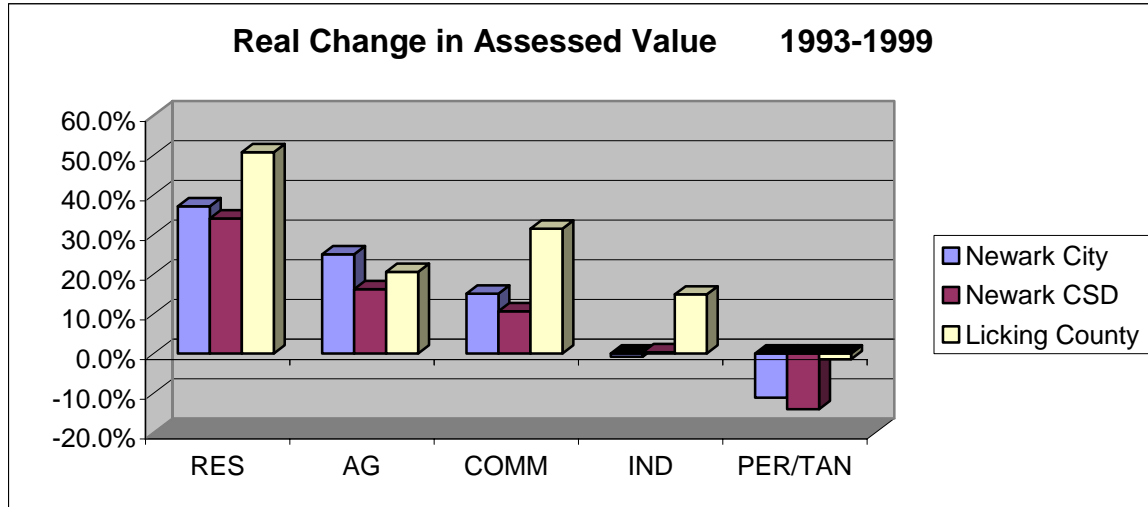
Chart 5



Sources: City of Newark and Randall Gross / Development Economics.

However, real property value increased by 38.4% (3.8% per year, averaged over re-valuations) while personal & tangible property values actually declined by 6.4% (0.6% per year). Thus, the value of land and buildings increased at a much faster rate than that of machinery and equipment (which account for 14% of total value). This suggests the impact of closing or aging manufacturing plants on Schools and City budgets.

Chart 6



Sources: City of Newark and Randall Gross / Development Economics.

Further analysis of assessment trends shows that residential property assessments have increased fastest, at least between the revaluation years of 1993 and 1999. Newark's residential value increased by 37.1% in constant dollars between the two revaluations. Agricultural values increased by 25%, although agriculture accounts for a minute portion of total assessed value in the city. Commercial property value increased by 15.1%.

Newark's total industrial property value decreased by 0.8% during this period. This, coupled with the 11.2% decrease in personal and tangible property again suggests that declining industrial uses are having an impact on the City's & School's tax base. Together, the 1993-1999 decrease represents a loss of \$3.5 million in taxable industrial base.

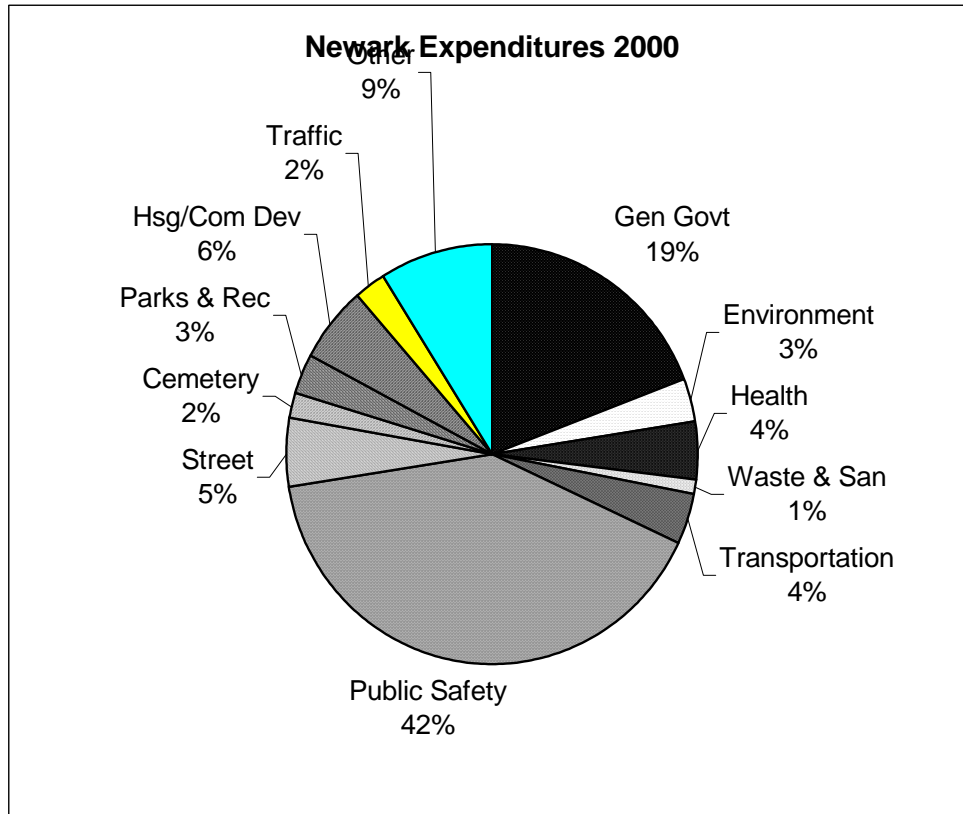
It is also important to note the relative decline in the City's tax base as a share of Licking County. While Newark's residential property assessment base increased by 37.1% during the period, the County as a whole saw an increase of 50.7% in real dollars. More strikingly, the County's commercial base increased by 31.4%, while the City's grew at just one-half that pace. This differential no doubt results from the expansion of retail uses in neighboring communities like Heath. More importantly, industrial value actually increased by 14.9% in the County, whereas Newark's declined. Personal and tangible property value is stagnant in the

County as a whole, but Newark's base is declining precipitously. Only in the value of agricultural property did Newark outpace the County, since such land is scarce within the City limits. Overall, Newark's 1999 property tax base accounted for 25.1% of Licking County's, down from 27.7% in 1993.

B. Expenditures

Newark expenditures totaled \$28.9 million in 2000. This includes \$21 million for General Fund expenditures and \$7.9 million in Special Fund expenditures. General Fund departments include "general government" administrative functions such as council, mayor, courts, services, engineer, information systems, auditor, custodial, and economic development. The General Fund also includes police, fire, health, sanitation/waste, codes, and transportation. Special Funds include streets, traffic, cemetery, parks & recreation, community development, and other activities.

Chart 7



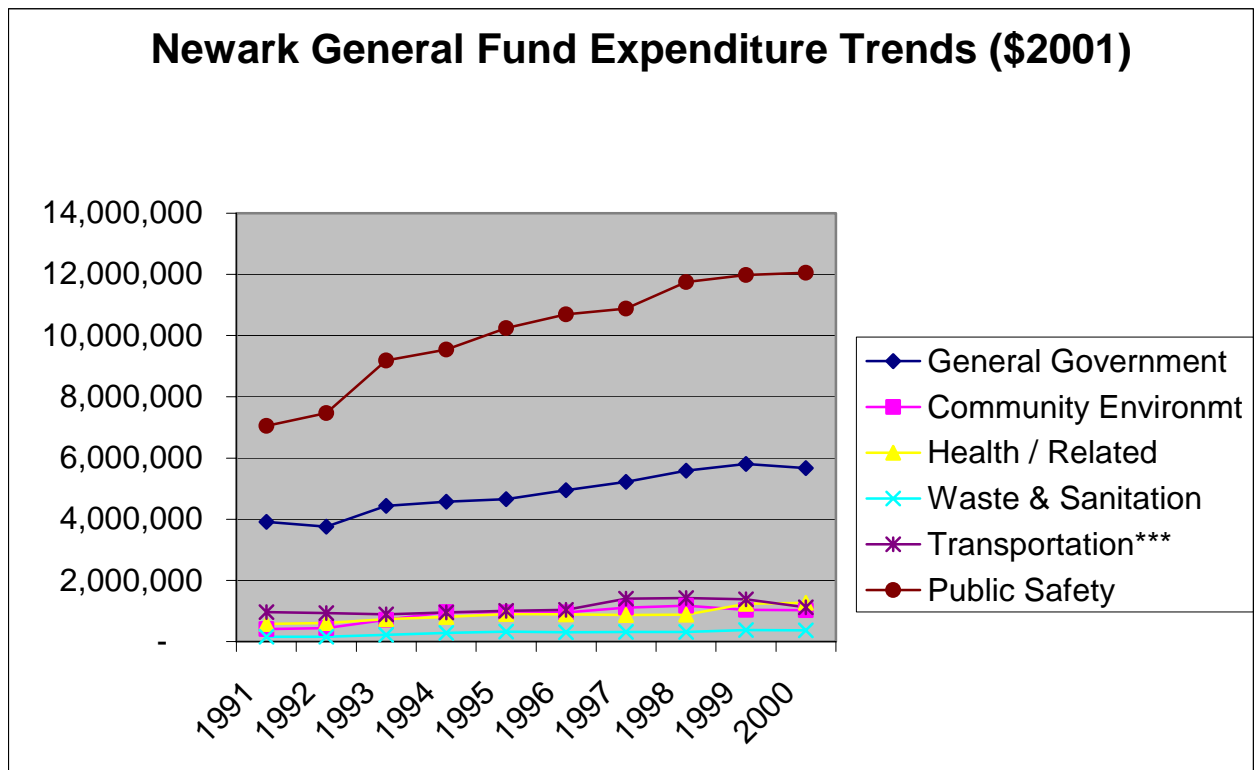
Sources: City of Newark and Randall Gross / Development Economics.

In 2000, Public Safety (police, fire, and flood control) accounted for 42% of the City's budget expenditures. This share is consistent with the several other Ohio communities for which fiscal analysis has been completed. However, the other communities do not provide the large number of other services that Newark provides.

General Government accounts for about 19% of Newark expenditures. More than one-third of these expenditures are generated by the court system, including the Clerk of Courts, Judiciary, and Probation departments. About 0.3% of the City's budget is devoted to economic development.

Other (9%) includes a variety of funds dedicated to specific activities such as the collection of income taxes. Much of these expenditures could also be considered administrative in nature. Community development (6%), Transportation (4%), and Health (4%) are primarily funded through inter-governmental grants that pay for a variety of housing, health, transit, and development programs. Community Environment (3%) primarily includes the building codes department.

Chart 8

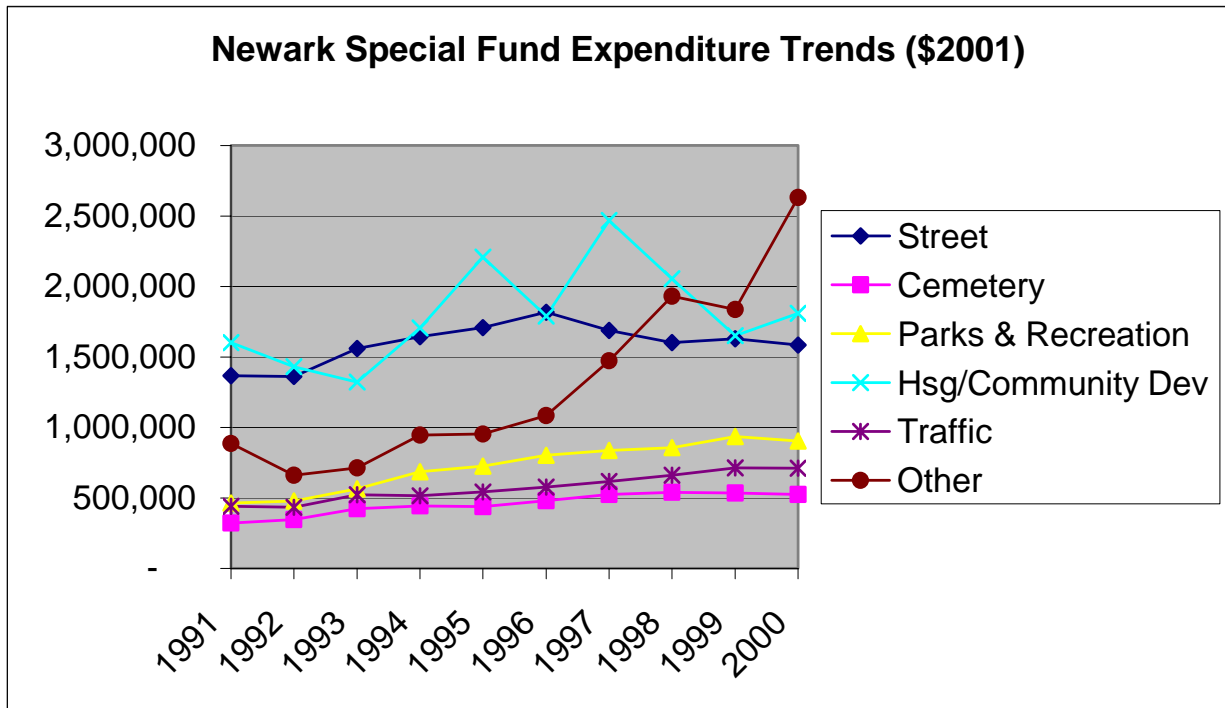


Sources: City of Newark and Randall Gross / Development Economics

Newark municipal expenditures increased by 63.4% in constant dollars, between 1991 and 2000. Expenditure growth has slowed during the past several years, reflecting slower revenue growth.

Growth was not consistent among all departments. The "Other" category grew fastest, partly due to the addition of new funds. Community environment (codes), waste & sanitation, and health expenditures also increased rapidly (over 100% in constant dollars) during the ten-year period.

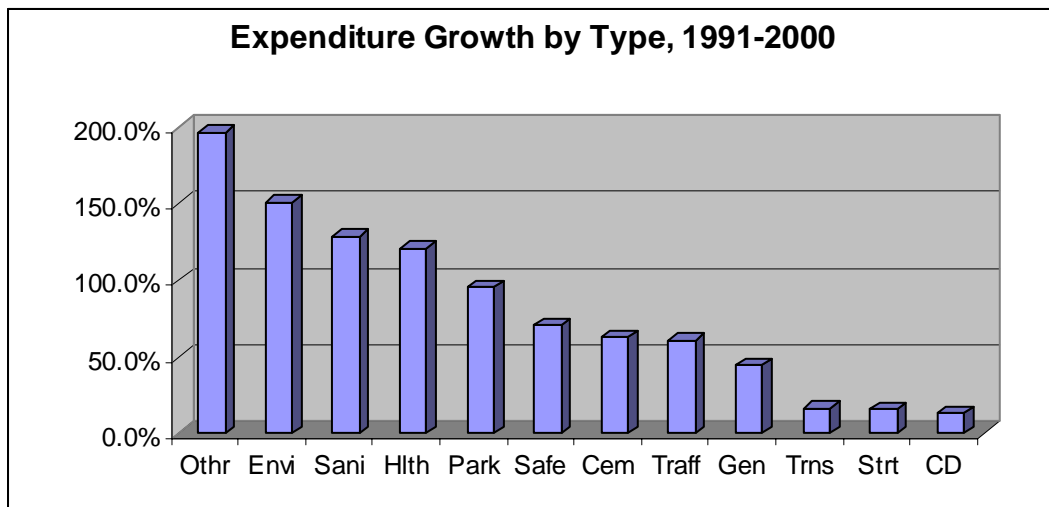
Chart 9



Sources: City of Newark and Randall Gross / Development Economics

Expenditures for parks & recreation increased by 96% during the period, followed by public safety (71%). Public Safety saw by far the largest dollar increase, \$5 million, or 43% of the total increase in municipal expenditures during the ten-year period.

Chart 10



Sources: City of Newark and Randall Gross / Development Economics

The smallest increases during the period were in community development, streets, and transportation. Expenditures in two of these three categories are directly related to grant funding, which fluctuates from year to year.

1. General Government

General Government includes a broad range of activities, from adult probation to custodial to economic development. The City's Safety Director is also categorized under General Government, even though he administers police, fire, and flood control functions. Expenditures for court functions have increased more rapidly (71%) than those for administration (63%) or engineering (36%). Codes (Community Environment) costs have increased as the City provides more code enforcement service to surrounding jurisdictions. The Service budget has declined by 12% in real dollars since 1991.

2. Public Health & Sanitation

Health expenditures have increased by 121% since 1991, partly due to an increase in grant administration. Among the health activities are the health department, nursing, dental sealant, AIDS grant, and immunization plan, among others. Sanitation expenditures include plumbing, sanitation, and solid waste associated with municipal facilities. Sanitation expenditures increased by 129% during the ten-year period, but still only comprise 1.2% of the City's operating expenditures (excluding water & sewer).

3. Special Revenue Funds

The City's Special Revenue Funds include everything from cemetery to court computerization. The Federal Transportation Administration (FTA) fund accounts for grants providing funding for the City's Taxi Token Program. Funds are used to administer FTA and other grant programs. The Permissive License Tax Fund that funds street improvements is being eliminated.

4. Fiscal Incentives

The City of Newark offers several fiscal incentives to encourage development in specific locations. These incentives impact on the budget to the extent that they are intended to reduce the short-term tax burden on residents or businesses with the long-term goal of increasing employment and/or enlarging the revenue base.

A. Ohio CRA Abatement Program

The State Department of Development, Office of Tax Incentives provides legal authority for Ohio municipalities to establish Community Reinvestment Areas (CRA) that can offer property tax abatements. Newark has established five CRA

districts and its tax abatements are administered locally by the Newark Department of Economic Development.

The purpose of the CRA legislation is to enhance opportunities for community reinvestment and job creation through the use of property tax abatements. Newark has established its CRA districts primarily as a tool for the following:

- “To encourage housing maintenance and construction in areas that have not enjoyed such reinvestment,”
- “To enable property owners to successfully market vacant property and facilities,” and
- “To generate new employment.”

Real property tax abatements of 100% for up to 15 years are offered to applicants for remodeling, additions, or new construction for almost any use throughout each of the areas. Prior to 1992, there were few requirements for applicants to show they were meeting economic development objectives such as job creation or community reinvestment standards. Nor were there performance measures required to ensure that applicants met promised goals. Four of Newark’s five CRA districts were established prior to 1992 and investment in those areas is therefore not subjected to economic development or fiscal criteria. These circumstances can change only where more than two amendments have been filed to change the areas, subjecting review of future applications to more stringent post-1992 standards. Several of the areas have had one amendment so far.

Use	Community Reinvestment Area					TOTAL	Share
	1	2	3	4	5		
Residential	18	4	77	8	19	126	64%
Retail	3	-	2	4	-	9	5%
Office	4	-	1	8	-	13	7%
Industrial	4	-	9	4	-	17	9%
Other	2	2	17	7	5	33	17%
TOTAL	31	6	106	31	24	198	100%
Note:	Other includes storage, mini-warehouse storage, parking, garages, auto service, etc.						
Sources:	Newark Department of Economic Development, Licking County Auditor, and Randall Gross / Development Economics.						

Table 1 illustrates the number of properties receiving tax abatements by type of use within each of the City's five CRA districts.

The largest share of abatements has been awarded to residential properties, accounting for 64% of the total. Many of these residential abatements are located in CRA 3, but are also scattered throughout all of the areas. Residential abatements help respond to the City's objectives for housing reinvestment in certain areas, although the impact of some remodeling improvements is questionable. Unfortunately, the economic or market impact of residential improvements in Newark's CRA districts has not been tracked, so it would be difficult to determine whether the abatements have helped the City meet its goals for reinvestment.

If job creation and economic development are key objectives for the CRA program, then providing residential tax abatements does not enhance the opportunity to do so. Moreover, some residential abatements have been awarded for properties that are proximate to industrial areas, reducing opportunities for industrial growth and expansion in the city.

A large number of abatements have also been issued for "other" uses. This category includes mini-storage and other storage facilities, parking, garages, auto service, and similar service uses. It can be argued that such uses do not help the City meet its stated objectives, either with regard to housing revitalization or job creation. In general, mini-storage units and parking garages create few permanent jobs, since they are largely self-operating facilities. Based on an analysis of facilities granted abatements and typical employee-per-floor area ratios, an estimated 42 total jobs may have been accommodated in these facilities since the beginning of the CRA program in 1986, or 2.8 jobs per year. This gross number includes existing jobs that may have relocated from elsewhere in the city. Therefore, "net" new job creation may be much lower.

The third largest number of abatements has been issued for industrial uses, which are the most likely to create new, high-paying jobs. Unfortunately, most of the industrial uses taking advantage of the CRA program are warehouses that, like storage facilities, create fewer jobs per square foot of investment. Based on an analysis of such facilities, it is estimated that a total of up to 344 jobs have been accommodated since 1986, or 22.9 jobs per year. Many of these jobs are concentrated in one company, Thompson Corporation, which produces the city's newspaper and distributes regionally for its USA Today affiliates. Again, these gross employment numbers include jobs that may have existed prior to the new investment.

A total of 22 commercial uses, including office and retail, have received the abatements. Office uses have accommodated an estimated 377 jobs, many of which are concentrated in one project, the seven-story North Third Tower. Retail uses may accommodate 100 or more full-time jobs, but many of these are in the

two fast-food restaurants that receive abatements, Wendy's and McDonald's. In general, retail jobs pay relatively low wages in comparison to manufacturing or office jobs.

The fiscal impact of the tax abatements program results from the loss of tax revenues on a base of \$13.3 million. Industrial uses have the highest value within the CRA, accounting for 40% of the total. However, industrial value only accounts for 22% if Thompson Corporation is excluded. Table 2 illustrates the total value (in thousands) of abatements by use and within each of the CRA districts.

Use	Community Reinvestment Area					TOTAL	Share
	1	2	3	4	5		
Residential	\$143	\$21	\$1,859	\$1,125	\$374	\$3,523	26%
Retail	\$108	\$0	\$285	\$239	\$0	\$632	5%
Office	\$404	\$0	\$7	\$1,936	\$0	\$2,346	18%
Industrial	\$1,240	\$0	\$786	\$3,269	\$0	\$5,295	40%
<i>w/o Thom</i>				\$169		\$2,195	22%
Other	\$92	\$189	\$881	\$344	\$0	\$1,507	11%
TOTAL (\$000)	\$1,987	\$211	\$3,818	\$6,913	\$374	\$13,303	100%
Notes:	Other includes storage, mini-warehouse storage, parking, garages, auto service, etc. w/o Thom calculates Industrial abatement value excluding Thompson Corporation.						
Sources:	Newark Department of Economic Development, Licking County Auditor, and Randall Gross / Development Economics.						

Based on these totals, there is a loss of almost \$500,000 per year in property tax revenues due to the CRA abatements. This amount includes \$125,000 in residential property taxes and \$350,000 in taxes generated by other uses. The public return on investment (ROI) can be measured by examining the fiscal cost for each job created or retained, which is estimated at \$8,250 per year. Of course, the cost is actually much higher if accounting only for jobs that would not have remained or been created in Newark if not for the CRA program.

B. Enterprise Zone

The City of Newark is also included in the State's Enterprise Zone program, which allows for real and personal property tax abatements in concert with other economic development incentives specifically to encourage industrial

development or retention. The total assessed value of Newark's current tax exemptions is \$303,000.

City and County agencies administer the program. Enterprise Zone abatements have been extended to Thompson Corporation, Anomatic Corporation, Universal Veneer Mill Corporation, Owens Corning, Buckeye Linen Service, and Hollophane. Each of these companies is engaged in production and/or distribution and was already located in Newark before inclusion in the abatement program.

Enterprise Zone incentives are subject to negotiation on an individual basis with each applicant. Negotiations are driven by a committee composed of the Mayor or his designated representative, Planning Commissioner & Economic Development officer, School Board, Chamber of Commerce, and Newark Economic Development. Again, there is limited analysis of public return on investment (ROI) guiding the approval of an applicant or strict performance measures ensuring economic development or fiscal goals are being met.

C. Ohio EPA Brownfield Abatements

The Ohio Environmental Protection Act encourages the use of tax abatements for clean-up and redevelopment of environmentally-contaminated industrial sites. Within Newark, several such sites currently receive abatements, including the 15.6-acre Continental Can aluminum recycling site and the Dynacraft site. These abatements result in the loss of \$123,000 per year in valuation but have already generated re-investment by North Central Insulation.

D. Tax Increment Financing (TIF) Districts

The City has recently enabled tax increment financing (TIF) for infrastructure in support of new development and investment. TIF districts capture the future growth in property tax revenues within a designated area as a security for bonding infrastructure improvements that support specific new private investments. The City used a TIF district to support construction of the Longaberger headquarters building. This project has an assessed value of almost \$10 million, clearly among the largest in the city, concentrated in one use. Should this company fail or relocate at some point, the City will have lost its only revenue source to fund the infrastructure in this district.

The City also established a TIF to assist in development of infrastructure to support commercial development. This infrastructure has helped attract a new 205,000 square-foot Wal*Mart Supercenter that is projected to create at least 500 jobs. Additional existing and planned retail will also take advantage of the new infrastructure. Again, there is a need to measure and track the public return on investment from such projects, especially if they have positive or negative spin-off impacts on downtown or other areas of the city.

5. Capital Improvements & Infrastructure

Capital improvements, infrastructure and equipment are examined separately from the operating budget because they provide an indication of the long-term needs and resources within the community. Commitment of long-term resources should be considered an investment in the community's future. Capital expenditures are an important investment in the physical health of the City and act as an "insurance policy" against future infrastructure problems.

A. Capital Project Programming

There are a variety of tools used by municipal governments to plan for capital improvements. In general, governments utilize a Capital Improvements Program (CIP) for long-range planning of major infrastructure improvements. Smaller capital needs, such as for the purchase and replacement of smaller equipment, are often handled through an operating budget process.

Newark has nine Capital Projects Funds to account "for the financial resources to be used for the acquisition of major capital facilities..." and for infrastructure development other than for water and sewer. The CP funds include North Fork Flood Control, Cedar Hill Cemetery Expansion, City Hall Upgrade, Deo Drive Improvements, Capital Improvement Fund (CIF), Community Improvement Fund, East Main Street Bridge Replacement, Court Capital Improvements, and Tax Increment Financing (TIF). These activities are funded by a combination of municipal debt, operating transfers, and other financing. Water and sewer are improvements are funded through self-operating Enterprise Funds.

Newark's short-term capital programming needs are defined on an as-needed basis, with needs met from the "Unappropriated Balance" of the City's operating funds. Thus, if the Fire Department needs a new truck, the department will make a request for funding out of the Unappropriated Balance. A Capital Improvements Committee meets every two weeks to review such requests and to prioritize the necessary funding. Since departments must compete regularly for this funding, competition arises that can naturally lead them to inflate needs in order to ensure a level of funding. This "crisis-driven" approach can also lead to false emergencies. In order to avoid competition for funding replacement, several departments have concentrated resources and expertise in the rehabilitation and rebuilding of constantly aging equipment.

Prioritization of capital needs can be made easier through better life cycle planning. Departments should establish replacement schedules and targets for equipment and infrastructure based on the best available, generally accepted standards set by national boards, manufacturers, and their own rehabilitation capacity. Departments have begun this process, but should be encouraged to

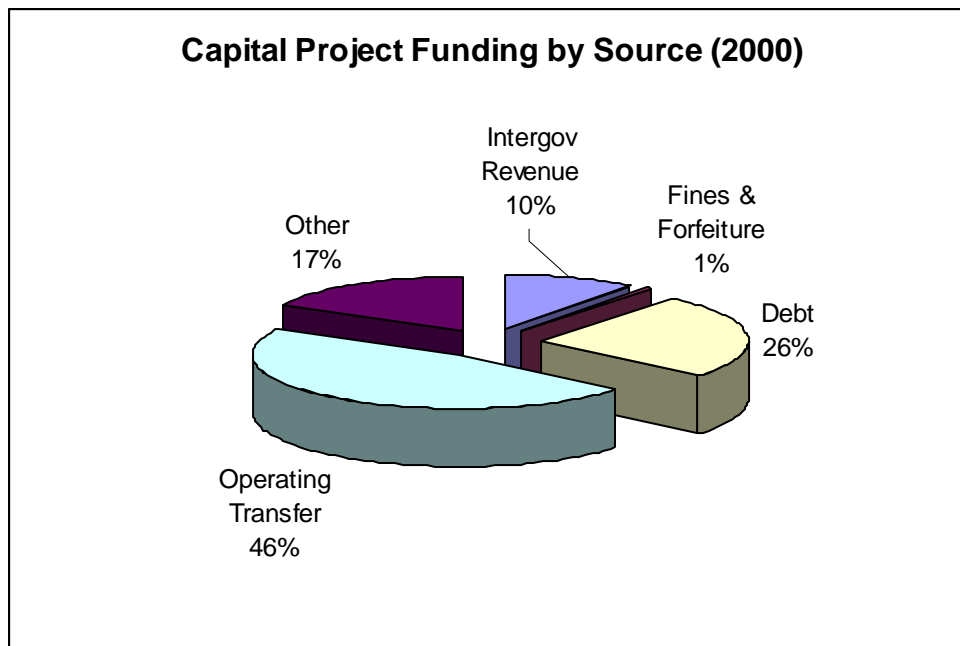
submit annual five- or ten-year replacement plans or a Capital Improvements Plan based on their own schedules and forecasted need. By doing so, the City or its Capital Improvements Committee will be less pressured to regularly prioritize small capital purchases and can concentrate on larger and longer-term planning needs. The City can then plan in advance for major purchases or financing of infrastructure.

By tracking life cycle needs, the City can also determine where there are long-term “deficits” or back-logs in the provision of infrastructure or equipment. This will keep the City better prepared to avoid potential serious infrastructure crises.

B. Capital Project Funding by Source

The City is providing a large share of its capital funding through operating transfers, (e.g., the “Unappropriated Balance.”) The City typically set aside 25% of General Fund balances for capital improvements (other than water & sewer). The balance remaining after debt service was earmarked for project needs.

Chart 11



Sources: City of Newark and Randall Gross /Development Economics.

About 46% (\$2.27 million) of the 2000 capital budget was funded from operating transfers. About 26% was funded through debt service, and 10% through intergovernmental transfers. Other includes proceeds from general obligation bonds.

The City does not maintain a capital contingency fund to finance emergency needs. Rather, non-emergency project funding is put on hold in order to fund

emergency capital needs. Again, such capital crises can be ameliorated through long-term life cycle replacement planning and capital budgeting.

Similarly, the City does not have an economic development discretionary fund in the event that the City needs to be in a position to negotiate incentives or capital improvements to enhance opportunities for private investment. The city would be in a better negotiating position if such a fund were established for this purpose.

The City has an AAA bond rating from Moody's and an A rating from Standard & Poor's. Currently, the City has no General Obligation Bond (GOB) financing. There are special assessments for street lighting and revenue bonds to fund waterworks improvements. While the City has a relatively low debt burden, it is unclear what long-term infrastructure requirements may result in future financing needs. Again, a more structured municipal capital planning process may help reduce the future needs for long-term debt.

6. Communication

Communicating fiscal issues to the public can be challenging for any government. This difficulty can lead to confrontation between citizen groups and City officials. The City of Newark has only recently begun to publish a "popular" budget available to the general public. Summary fiscal analyses, like those used in this baseline fiscal analysis, have generally not been readily available to the public in the past. Certainly the distribution of a popular budget or summary that provides a user-friendly explanation of the budgeting process, taxes, municipal functions, and City priorities is an important part of public outreach.

Tools recommended in this report, including life cycle planning, replacement scheduling, W2 income tracking software, and return on investment analysis can help alleviate funding pressures and explain the public purpose for expenditures or fiscal incentives. Structured processes help reduce the appearance of political maneuvering and increase the transparency of government decision-making.

There are also opportunities to broaden public participation in the fiscal planning process through outreach to stakeholders and community groups. Pro-active outreach can help build the groundwork for future public initiatives and financing. Broader participation can help counter the perceived influence of any one individual faction and enlarge the active constituency for municipal programs and initiatives.

G. Public Involvement

A. Overview

After weeks of preparation by the Publicity and Outreach Committees, the first stage of DESTINY 2020's public involvement process took place over three days during the last week in January. A total of three community meetings, two held at night and one during the day, took place at various locations throughout Newark, as listed below. It was important that the meetings were evenly dispersed in order to get a fair and equal representation of the general Newark population.

- January 29, 2002 7 - 9 PM Wilson Middle School
- January 30, 2002 10 AM – 12 PM Zerger Hall Senior Center
- January 31, 2002 7 – 9 PM Roosevelt Middle School

The community meetings' purpose was to gather ideas about issues facing citizens living and working within the City. The meetings were separated into three parts. The first was conducted in a general assembly area where DESTINY 2020 background information was given along with an overview of the meeting structure. The participants were then broken into small groups where trained facilitators guided the citizens through two exercises. One was an "imagine the future" exercise and the other dealt with identifying "good places" and "bad places" within Newark. After the small group sessions, the attendees reconvened in the general assembly area to summarize the ideas gathered in each group.

Nearly 100 citizens, separated into 12 small groups, contributed ideas and recommendations for the coming years in Newark. The table below, **Table 1**, illustrates how many participants were at each of the meetings. It is important to note that these numbers represent only those that registered to participate. The last meeting conducted on January 31 at Roosevelt Middle School, had the largest turnout with 46 citizens participating.

Table 1

Meeting	Participants
Wilson Middle School	31
Zerger Hall Senior Center	21
Roosevelt Middle School	46
Total	98

The data below was gathered from an exit questionnaire that was given to each participant. The results are not a true representation of the participants, since not everyone responded. Consequently, the registration numbers do not correspond to the questionnaire responses. In some cases, not all the participants answered every question, resulting in additional variations among responses.

Outlined in **Table 2** is the age distribution of the participants who responded. As the table suggests, over two-thirds of the attendees were over the age of 45. The other 32 percent of the participants were between the ages of 19 and 45. However, no one under the age of 18 who responded to the questionnaire attended. In order to get a good representation of all the Newark residents, two youth idea-gathering sessions were held at Newark and Newark Catholic High Schools. An overview of those sessions is outlined in this memo.

Table 2

Total	Percentage	What is your age?
0	0%	under 18
5	7%	19-29
17	25%	30-44
33	48%	45-65
14	20%	Over 65
69	100%	

As shown in **Table 3**, the vast majority of the attendees were residents of Newark. **Table 4** shows the lengths of time those residents have lived in Newark. As illustrated, 66 percent of the responders have lived in Newark for over 20 years, suggesting those most interested in the DESTINY 2020 process are more than likely lifelong residents of Newark. At the other end of the spectrum though, 14 percent of the participants have lived in Newark

less than 5 years. This indicates that newer residents are also interested in assuring their ideas for their new community are heard.

Table 3

Total	Percentage	Do you live in Newark?
56	93%	yes
4	7%	no
60	100%	

Table 4

Total	Percentage	For how long have you lived in Newark?
2	3%	under 1 year
7	11%	1-4 years
6	9%	5-10 years
7	11%	11-20 years
43	66%	over 20 years
65	100%	

Tables 5 and 6 illustrate the employment patterns of the participants who responded. As Table 5 shows, the amount of attendees working or owning a business inside and outside the City are almost split evenly. An analysis of Table 6 shows that of those who work or own a business in Newark, an ample amount (45 percent) have done so for over 20 years. This can be related back to the number of lifelong residents that participated in the community meetings.

Table 5

Total	Percentage	Do you work or own a business in Newark?
32	46%	yes
31	45%	no
6	9%	retired
69	100%	

Table 6

Total	Percentage	For how long have you worked or owned a business in Newark?
2	5%	under 1 year
8	18%	1-4 years
6	14%	5-10 years
8	18%	11-20 years
20	45%	over 20 years
44	100%	

Table 7

Source	Total	Percentage
Personal Contact	30	42%
Newspaper	15	21%
Flyer Delivered to Residence	10	14%
Radio Announcements	5	7%
Church Bulletin/Newsletter	4	6%
Brochure	3	4%
Announcement at other Meeting	2	3%
Flyers Posted around Newark	2	3%
	71	100%

The way the participants heard about the DESTINY 2020 community meetings is another segment of information taken from the exit questionnaire. Table 7 lists all the different response categories as well as the number and percentage of responses. Personal contact or “word of mouth” appeared to be the most effective way of publicizing the meetings. The media also proved to be effective along with the flyers that were hand delivered to residences throughout Newark.

B. Idea Gathering Exercise

Once introductions were made within the small groups, the facilitators assisted the participants in an “imagine the future” exercise. In this exercise the participants were asked to focus on the future by imagining what different aspects of their lives would be like in ten, fifteen, and twenty years from now. The attendees then had the opportunity to share their ideas on what can be done to make the Newark community the best that it can be in the coming years.

Over 400 ideas were gathered between the three community meetings and two youth meetings. A large portion of the ideas dealt with improving community facilities, adding activities (especially for Newark’s youth) and safety. Many other ideas dealt with economic issues such as attracting new business, and land use issues like historic preservation and quality affordable housing. These ideas will be used as the basis for the goals of the DESTINY 2020 plan.

C. “Good Places” and “Bad Places” Exercise

In the “Good Places” and “Bad Places” exercise, participants were asked to focus on Newark’s physical environment. For physical environment, they were to consider everything from the appearance of buildings to infrastructure such as roadways. Each participant was given a small 11x17-inch map to visualize and mark his or her top three “good places” and top three “bad places”. Each group was also given a large Newark map where each person placed a green dot for each of the three “good places” and a red

dot for each of the three “bad places”. Once it was determined where the largest concentration of “good places” and “bad places” were, the groups discussed why these places were labeled as “good” or “bad”. As a final phase of the small group activities, each participant wrote down a recommendation on how to improve each of the group’s overall top three “bad places”.

The following tables list the identity of each “good places” and “bad places” category that was listed as part of each of the 12 groups’ top three choices. Some individual choices were clustered together and categorized with other similar ideas in the same general area. 21st Street / Deo Drive / Plaza Center is an example of this type of clustering.

As shown in **Table 8**, the top two “good places” were given 12 votes. These areas were identified as the OSU Newark Campus Area, for its green space, recreational, and cultural activities and the Veteran’s Park/Knowledge Works/Downtown Square/Library Area because of the historical buildings. Octagon State Park and the Bike Trail also received an ample amount of votes, demonstrating that the participants value the parks and recreational opportunities in Newark.

Table 8

"Good Places"	
Identity	Number of Groups
OSU Campus Area	12
Veterans Park / Knowledge Works/ Downtown Square/ Library	12
Octagon State Park/ Bike Trail	5
Junior Vocational School/ TJ Evans Family Park	2
Mound Builders Park	2
Medical Facilities Area	1

Table 9 delineates the “bad places” that the attendees identified as physically undesirable throughout Newark. The most widely named area was the South Hudson Avenue/Mount Vernon Road neighborhood just north of the Expressway. Reasons why this area was largely identified included dilapidated housing, absentee landlords, overflowing trash and crime. Areas on either side of the Downtown were frequently recommended for many of the same reasons dealing with property maintenance. The reoccurring theme throughout the identification of “bad places” was, as one

group put it, the “old neighborhood syndrome” where the concentration is focused toward new development and older, more established neighborhoods are left in disrepair.

Table 9

"Bad Places"	
Identity	Number of Groups
Mount Vernon Road/ Hudson Avenue/ Expressway/ Owen's Corning Industrial Area	12
East Main Street / Bike Trail	8
West Main Street / White Westinghouse Building	7
Horns Hill / Waterworks Road Area	4
21st Street / Deo Drive / Plaza Center	3
South Newark	3
30th Street and Main Street Area	1
9th, 11th, and Church Street Area	1
Downtown	1

Traffic congestion was another repeated issue that arose from the “bad places” identification. The areas identified due to traffic were the Horns Hill/Waterworks Road Area, Main and 30th Street, 21st Street and Deo Drive, and to some degree Hudson Avenue and Mount Vernon Road due to the one-way operation. Sometimes areas that are recognized for congestion only experience it during “peak hours” versus continuously throughout the day. Identification of the “bad places” for traffic congestion allows the technical staff to focus on these areas and determine the best way to relieve density.

D. Youth Involvement

A way to involve Newark’s youth was strongly advocated throughout the planning stages of the community meetings due to adolescents being so important to Newark’s future. A youth session was held at Newark Catholic High School on February 11th and at Newark High School on February 13th. Each session included around 24 students.

The Newark Catholic High School youth session lasted a class period of 44 minutes. In that time period, over 48 ideas were shared. Due to the time constraints, the “Good Places, Bad Places” exercise was not performed. The youth session held at Newark High School was longer in length and

therefore conducted similar to the general community meetings. The students separated into two small groups and together 42 ideas were generated. During the “Good Places, Bad Places” exercise, both groups identified the OSU Newark Campus as “Good” and Newark High School as “Bad.”

**Idea Gathering Meetings
"Good Places, Bad Places"
Exercise Results**

"BAD PLACES"

1. Mount Vernon Road/Hudson Avenue/
Expressway/Owen's Corning Industrial Area
2. East Main Street/Bike Trail
3. West Main Street/White Westinghouse Building
4. Horns Hill/Waterworks Road
5. 21st Street/Deo Drive/Plaza Center
6. South Newark
7. 30th and Main Street Area
8. 9th, 11th, and Church Street Area
9. Downtown

"GOOD PLACES"

- A. OSU Campus Area
- B. Veteran's Park/Knowledge Works/
Downtown Square/Library
- C. Octagon State Park/Bike Trail
- D. Junior Vocational School/
T.J. Evans Park
- E. Mound Builders Park
- F. Medical Facilities Area

