

STAKEHOLDER INTERVIEW KEY TAKEAWAYS

December 12, 2022

This document summarizes the key takeaways from 89 stakeholder interviews and meetings from all sectors conducted as part of FRAMEWORK to date. The document includes the following components:

1. Purpose
2. Key Takeaways
3. Summary of Insights By Topic
4. Next Steps

Appendix: List of Interviewees

While there is a concern about the future, the stakeholders expressed gratitude for the FRAMEWORK process and the opportunity to contribute. Most if not all demonstrated a constructive spirit and willingness to continue to help.

Purpose

The purpose of conducting stakeholder interviews was to gain candid insight into critical topics in order to help guide FRAMEWORK. The conversations have assisted the team in its effort to:

- begin to develop high-level principles to guide the work;
- determine focus areas for technical analysis;
- design the approach to the communications, outreach, and engagement efforts; and
- map the networks, organizations, and planning initiatives that should be taken into account as the work moves forward.

Key Takeaways

Following are key takeaways from the stakeholder interviews, which have been culled from section 3 of this document. These takeaways provide a foundation for high-level principles to guide the work.

1. Supporting the development of quality places is a top priority, enhancing urbanized areas while preserving valued rural character.
2. Infrastructure (water, sewer, and transportation) is widely viewed as the most important limiting factor for desirable new development, and many are concerned both with where it is insufficient/lacking and the lack of organizational capacity of providers.
3. There is a recognition of need for workforce housing, but in many places people are accustomed to large houses on large lots and have negative feelings about denser residential development.

4. School capacity and quality are major concerns for some school districts, while other districts are focused on developing programs needed to support pathways to employment.
5. While new jobs present opportunity, business retention should remain a major focus, including developing an understanding of how a major new employer could impact an already tight labor market.
6. There is a culture of independence and, at times, competition among individual jurisdictions, and FRAMEWORK presents an opportunity to collaborate and build local capacity.
7. Not all communities are in a strong fiscal position and future planning should recognize this while seeking opportunities to strengthen their position.
8. The price of land is anticipated to continue to rise, which raises concerns about affordability for many longtime residents.
9. Coordination between the many plans and studies recently completed or underway must be an essential component of the work.
10. The public needs to be educated about the true impacts and opportunities posed by Intel and other growth, as well as the limitations of what it will do for the region.

Summary of Insights by Topic

Following is a summary of insights gathered, organized by topic in accordance with questions asked in the interviews. These insights provide more detail than the key takeaways listed above.

HOPES FOR AND CONCERNS ABOUT THE FUTURE

Interviewees expressed a range of the following hopes for and concerns about the future. They are organized by sub-topic.

COMMUNITY CHARACTER AND LAND USE

- Investment in new development—and supporting infrastructure and amenities—should be directed toward town centers to support the types of activities that will make them desirable places in which to spend time.
- The physical character along certain corridors should be carefully planned, taking into account the built environment along them, not just transportation needs (for example, the future of SR 310 is uncertain; it may need to become more commercial development, but it is not desirable for it to be SR 256).
- Warehouses and big box commercial could adversely impact character and should not be developed without guidelines.
- Jurisdictions without zoning should use this effort as an opportunity to consider adopting it with guidance from the land use analysis that will be conducted as part of the work.
- Overall, the rural nature of certain areas within the 15-jurisdiction focus area should be respected; where there is transition to other uses they should not adversely impact the look and feel of areas that will remain rural.

AMENITIES AND SERVICES

- An increase in population should be met with an improvement in public amenities and services (gas stations, restaurants, grocery stores, etc.).
- Recreational opportunities should be preserved and, where possible, improved through maintenance of trails and other spaces.
- Community centers and other places for community gathering are desired, and will be even more important as the population grows.
- Fire and police protection should expand as the population grows to ensure public safety.

EDUCATION AND WORKFORCE DEVELOPMENT

- Community members of all education levels should benefit from expanded employment opportunities.
- School capacity should be thoughtfully and proactively addressed; if schools cannot address capacity, they will experience overcrowding that will diminish quality, but if schools plan for too much increased enrollment and demands are not met, they may undertake expansions that put them at financial risk.
- For the best school districts, school quality should be maintained; for the school districts that are more challenged, school quality should be improved through programs that can prepare students for further education/training and/or jobs at Intel or other companies that may be drawn to the area.
- There is concern that there will not be the workforce needed to support the jobs created, and workers will choose to work at Intel over other area companies.

ENVIRONMENTAL AND CULTURAL RESOURCES

- Sensitive environmental areas should be protected.
- Archaeological resources from Native American settlements should be protected.
- Planning must be coordinated with efforts to promote resiliency, such as through efforts to address flooding with the (BRIC) Building Resiliency in Communities initiative.

HOUSING

- A greater variety of housing products and price points should be developed to accommodate the range of incomes in the community.
- Some communities will be challenged to accommodate housing demand; however, there is opportunity through collaboration between the 15 jurisdictions to determine where new housing makes the most sense.
- Workforce housing is especially needed, with the number of jobs anticipated and a desire to not further add to traffic congestion and safety issues. This may be partially addressed by considering an increase in housing density, but there are many communities who are concerned about the impact (aesthetic, economic, impact on schools, etc.) of multifamily housing and higher density single-family developments.
- Housing cannot be addressed in isolation; it needs to be addressed in combination with conversations about schools and infrastructure.

- There will be a significant need for short-term housing during construction to understand and address.

TRANSPORTATION AND UTILITIES

- Water and sewer needs should be identified and addressed, with a focus on areas where it is insufficient to support desired growth. (See infrastructure plans and needs section of this document for additional detail.)
- Roadway safety should be improved, reducing the number of crashes on County roadways. (Data shows that Licking County has higher crash rates than comparable areas in other parts of the state.)
- Traffic congestion should be managed so that residents and workers can efficiently travel to homes, jobs, and schools.
- There should be improved transit options to get people to jobs or to get students to programs.
- Anticipated increased traffic needs to be proactively addressed, such as along SR 37 and Mink Street.

ECONOMIC DEVELOPMENT

- It's important not to just focus on business attraction, but also business retention.
- Licking County should support and attract diverse businesses (i.e. grocery stores, restaurants, etc.)
- Licking County should be viewed as a good place to work for residents with jobs that are competitive with Columbus employment opportunities.
- Existing and potential new small businesses should be supported so that they can thrive in the context of a growing local economy.

QUALITY OF LIFE

- Young people should be able to afford to stay in the County, find good employment, raise families, and age in place as they get older.
- Crime and social problems may increase as more of the population from Columbus moves east and should be anticipated.
- Displacement is a concern as the cost of land - and thereby the cost of living - increases.
- Real estate prices, especially home prices, will go up a great deal, making the area less affordable to existing residents.

GOVERNANCE AND COORDINATION

- Communities most impacted by Intel and other new development should work more collaboratively in the future than they have in the past.
- Public-private partnerships should be developed to help address gaps in needs in the County.
- There are many recent plans as well as plans and studies underway that must be taken into consideration. (Details shared in interviews are being integrated into the technical analysis and is not separately summarized in this document.)

- There is a reactive culture in the County; communities should be more proactive to take advantage of opportunities.
- Developers are looking for predictability and efficiency in approvals processes.

FISCAL HEALTH

- New development should not have a negative fiscal impact on communities.
- Specific tools (e.g. JEDDs) should be explored to assist with tensions between communities about fiscal impacts.
- There should be an educational campaign focused on how development, land use and infrastructure choices can impact fiscal health.
- Townships have very little in terms of financial resources, which means they are quite limited in what they can do.

Infrastructure plans and needs

Many interviewees expressed that there is significant need for infrastructure to support anticipated future development. Following is a summary of some of the key points raised. Specific water, sewer, and transportation needs are being addressed through separate studies and important aspects of that work will be integrated into the technical analysis being conducted for FRAMEWORK.

In addition to the interviewees and meetings listed in the appendix, the team talked to other groups and consultants who are engaged in infrastructure planning, including the Licking County/Newark Thoroughfare Plan Stakeholder Focus Group, Eric Lowry with Burgess and Niple, Katie Sieb with MS Consultants, and Kyle Schwieterman with American Structurepoint.

WATER AND SEWER

- The complexity of how water and sewer is provided, with some areas served by cities and towns, some areas served by Southwest Licking Community Water and Sewer District, and some areas on wells and septic systems, makes it very hard to tell prospective companies and developers to know whether they will have what they need.
- There is a major need for sewer infrastructure in many areas although some places (e.g. Hanover Township) are planning for large water and sewer lines.
- Southwest Licking Community Water and Sewer District was built as a rural provider, not to support the industry it now serves and has major operational and financial challenges; the study that is underway by American Structurepoint will be essential to determining if and how it can meet anticipated future need.
- Questions about water and sewer needs are directly linked to discussions about possible annexations; if one community has water and sewer and the other needs it, that is a reason to consider annexation or to merge.

TRANSPORTATION

- There are narrow roads in places that will need to be expanded if significant new development is to

move forward and not cause congestion.

- It's unclear if some local infrastructure improvements, such as widening Mink Street to four lanes, will be sufficient if the improvements don't extend farther (e.g. Mink Street will shrink beyond Pataskala).
- Exploring new transit options is a potential part of the solution to concerns about traffic congestion; there is an effort to keep the Johnstown mobility hub alive, but many believe more is needed.
- The most impacted part of Central Ohio is covered by two different ODOT districts (5 and 6) and it's extremely important that they are coordinated.

BROADBAND

- There are many areas that do not have good or any cell coverage, which is a major impediment to business investment and impacts quality of life.

How we can be helpful

Interviewees shared the following responses when asked how FRAMEWORK and the Planning NEXT team can be most helpful.

- This process can help communities to find their common interests, and should be the foundation for all of the work.
- Need to be mindful of existing local plans and not duplicate them, but assist in identifying ways that communities may want to amend them after the planning process is done.
- This work could help communities to better understand their fiscal position.
- Communities have important decisions to make about potential annexations and FRAMEWORK can provide guidance.
- Township governments do not normally include people with professional expertise in the areas that will be analyzed; help to provide a clear sense of what the choices are.
- There is an opportunity to support a mindset of regional collaboration to address regional needs.
- Schools could use assistance in acquiring support for the infrastructure they need to maintain and, as needed, grow their facilities.
- There are housing choices to be made; this process can help educate the community about what the trade-offs are between different types.
- This work should push for arrangements whereby when new housing is developed, certain infrastructure improvements are required and land is set aside potentially for schools.
- The more concrete and implementable the recommendations in FRAMEWORK are, the more beneficial it will be.
- This process can help to provide data on construction and potential jobs that can assist schools in planning programmatically for students, developing pathways for kids early in their education.
- The process can help schools to understand anticipated population growth and get a handle on

enrollment projections.

- More information about the kinds of jobs that Intel will provide (e.g. what % will be technicians, engineers with associates degree, etc.) will help to determine how students can be prepared to take advantage of jobs.
- FRAMEWORK can be leveraged to support things that local communities have already identified that they need, such as improved roads, amenities, upgrades to sewer plants, by bringing additional attention.
- There should be a clear implementation plan that specifies how recommendations will be pursued.
- The work must be coordinated with other planning work that is underway.
- The effort should recognize diversity of communities; there are many different kinds of places in the focus area for this work and they all have different needs.
- FRAMEWORK should help communities to consider fire stations and schools regionally.
- The process can be used to improve relationships between leaders in different communities.

Messages that will resonate

Interviewees stated that the following messages are likely to resonate with the public and encourage them to be involved in FRAMEWORK.

- FRAMEWORK is the place to get unbiased information (fair and honest source).
- Licking County can maintain some of its rural character with careful planning.
- Housing will bring restaurants and other development that people want, if it is planned for.
- Intel is not a reason to freak out.
- There is a need for workforce, transitional and small apartment housing and there are many ways it can be designed to fit with the community (education piece).
- Growth will have an impact, but it doesn't need to completely change the places people love.
- Growth is coming; it is just a matter of when.
- This process is different from others because it brings it all together.
- There is a clear timeline for the work that relates to other work (graphic presentation).
- This is not about telling people what they can and can't do.
- There will be change and this is a chance to be a part of the shaping future.
- This is a really important/unique opportunity.
- Change is coming, embrace or be run over.
- We care, we listen.
- None of this is bad. Nothing ever stays the same.

- This will impact your day-to-day life (show how).
- There are workforce opportunities for children and grandchildren (will Intel subsidize training?)
- This is a way for people in retirement to understand impacts on cost of living.
- This is an opportunity to plan our way for 10 years from now. This is a large picture approach to piecing a quilt together.
- We only get to do this once. We can't get it wrong.
- We bring a higher view.
- Don't dwell on press numbers. The way things played out in other places, doesn't necessarily mean they will play out the same way here.
- Need to plan big and plan well.
- Change is tough, but we need to change.

Next Steps

The key takeaways from stakeholder meetings will be used in combination with public input to inform a set of principles to guide the work moving forward. These principles will lay a foundation for a Vision document, which will set the direction for further technical analysis and the development of preliminary recommendations in early 2023.

Appendix: List of Interviewees

The following interviews and meetings have been conducted to date. Each interview was conducted by Planning NEXT team staff in a semi-structured format, which included a set of predetermined questions that were asked but also allowed interviewees to share other information or thoughts that they felt was important for the team to be aware of. In addition to the individuals listed below, the Planning NEXT team has spoken to and met with numerous other agencies and organizations.

Fname	Lname	Association	Title
Amy	Albery	Wallick Communities	CEO
Matt	Allison	Licking County Transit	Executive Director
Dr. John	Berry	COTC	President
Jim	Bidigare	Coldwell Banker Realty	Real Estate Agent
Bryn	Bird	Granville Township	Trustee
Bill	Bogantz	Liberty Township	Trustee
Chad	Brown	Licking County Health Department	Health Commissioner
Jeff	Brown	Granville Schools	Superintendent
Tim	Bubb	Licking County Government	Licking County Commissioner
Jennifer	Chrysler	City of New Albany	Director of Community Development
Mike	Compton	Pataskala	Mayor
David	Deibel	Licking County Land Bank	Deputy Auditor
Michael	DiCarlantonio	Wallick Communities	Vice President of Development
Matt	Dixon	HER Realtors - Dixon Team	Real Estate Agent
Chad	Duplain	The Nature Conservancy	Associate Director of Development
Chip	Dutcher	City of Johnstown	Former Mayor
Fred	Ernest	Newark Development Partners CIC	Executive Director
Megan	Ernest	Newark Development Partners CIC	Administrative Manager
Bill	Evans	Etna Township	Consultant
Alexis	Fitsimmons	GROW Licking County	Executive Director
Brenda	Fox	Licking County Land Bank	Deputy Auditor
Phil	Frye	Century 21	Real Estate Agent
Gino	Ghiloni	Ghiloni Custom Builders	Supervisor
Vince	Ghiloni	Ghiloni Custom Builders	President
Chris	Gilcher	Southwest Licking Community Water and Sewer District	Interim General Manager
Tre	Giller	Metro Development	CEO
Dr. Mark	Gleichauf	Lakewood Schools	Superintendent
Patrick	Guanciale	Coldwell Banker Realty	Real Estate Agent
Jeff	Hall	City of Newark	Mayor
Chris	Harkness	Licking County Planning and LCATS	Director of Planning and Development
Melissa	Hartfield	Village of Granville	Mayor
Jim	Havens	Havens Limited	Owner

Kristy	Hawthorne	Licking County Soil and Water Conservation District	District Program Administrator
Troy	Hendren	Monroe Township	Trustee
Tim	Hickin	City of Pataskala	City Administrator
Matt	Hill	LCATS	Technical Study Director
Jim	Jasper	Village of Alexandria	Mayor
Mark	Johns	City of Heath	Mayor
Greg	Ketter	Licking County Land Bank	Deputy Auditor
Jim	Kiracofe	Licking Park District	Board Chair
Jared	Knerr	Licking County	Engineer
Doug	Kridler	Columbus Foundation	President and CEO
Bruce	Lane	St. Albans Township	Trustee
Bruce	Lane	St. Albans Township	Trustee
Steve	Layman	Shai-Hess Commercial Real Estate	Real Estate Agent
Jim	Layton	Village of Hebron	Mayor
Jim	Lenner	Neighborhood Strategies	Founder
David	Lewis	Newark City Schools	Superintendent
Roger	Loomis	City of Newark Water Department	Utilities Superintendent
Bill	Lozier	Licking County Transportation Improvement District	Consultant
Dr. Bill	MacDonald	Ohio State Newark	Dean/Director
Lark	Mallory	Affordable Housing Trust	President and CEO
Tim	Maloney	Franklin County Metro Parks	Executive Director
Brian	Marsh	JLL Commercial Real Estate	Executive VP
Matt	Martin	Columbus Foundation	Director
George	Mattei	Crossroads Community Planning	Director
Holly	Mattei	Crossroads Community Planning	Founder and President
Jennifer	McDonald	Licking County Chamber of Commerce	Executive Director
Rozland	McKee	Etna Township	Trustee
Jon	Melchi	BIA of Central Ohio	Executive Director
Dr. Kevin	Miller	Licking Heights School District	Superintendent
Rob	Montagnese	Licking Memorial Hospital	President and CEO
William	Murdock	MORPC	Executive Director
Rob	O'Neill	Southgate Corporation	President and Owner

Kelly	Parker	HER Realtors	Real Estate Agent
Dr. Kasey	Perkins	Southwest Licking School District	Superintendent
Rick	Platt	Heath-Newark-Licking County Port Authority	CEO
Hugh	Price	HER Realtors	Real Estate Agent
Phil	Rasey	Van Trust Real Estate	Vice President of Development
Tom	Rubey	New Albany Company	Development Director
Scott	Ryan	Ohio Department of Development	Chief of Community Engagement
Scott	Schmidt	Northridge Schools	Superintendent
Bob	Schottenstein	M/I Homes	Chief Executive Officer
Park	Shai	Shai-Hess Commercial Real Estate	President and Founder
Chris	Sharrock	City of Pataskala	Utility Director
Emily	Smith	Intel	Director of Global Affairs and Sustainability
Sean	Staneart	City of Johnstown	Interim City Manager
Roger	Start	Union Township	Trustee
Yaromir	Steiner	Steiner & Associates	CEO
Jason	Sturgeon	ODOT District 5	District Deputy Director
Trevor	Thomas	Heath Schools	Superintendent
Pat	Tiberi	Ohio Business Roundtable	President & CEO, Former US Representative
Mark	Van Buren	Harrison Township	Trustee
Dr. Phillip	Wagner	Johnstown Schools	Superintendent
Richard	Waugh	Licking Park District	Director
Dr. Adam	Weinberg	Denison University	President
Dan	Wetzel	Jersey Township	Trustee
Bob	Yoakam	Rockford Homes	President and CEO
Avi	Zaffini	Ohio Business Roundtable	Senior Vice President of Engagement and Strategic Initiatives