The Vision:

A defined character that promotes business opportunities, tourism, creativity, and a high quality of life, while fostering a balanced economy grounded in a business-friendly climate and a stable and educated workforce.

Creating the Vision: Objectives & Actions

If the vision is the desired outcome of a particular subject, the objectives and actions are the roadmap on how to produce that outcome. The objectives listed below represent the key steps identified during the planning process through extensive community engagement. Each objective is supported by a series of actions steps that collectively work to achieve the overall vision. While all the objectives are necessary and important to achieve the vision, one objective has been identified as the Priority Objective. This objective represents the first step in implementing the vision and should serve as a catalyst to create early success, build momentum, and lead to the implementation of subsequent objectives.

> **OBJECTIVE 1.1:** Define and promote Newark's identity within the region. **PRIORITY OBJECTIVE**

> **OBJECTIVE 1.2:** Promote community-driven, grassroots branding initiatives.

> **OBJECTIVE 1.3:** Continue to support the development of unique, local businesses across the City.

> **OBJECTIVE 1.4:** Promote the development, redevelopment, and business opportunities in the City.

The complete list of Image and Brand objectives and actions are listed in the Recommendations section of the Appendix.

The Priority Objective:

Define and promote Newark's identity within the region.

OVERVIEW

What do people think of Newark? What is the desired perception of the city and greater community? If the city isn't actively defining and promoting its brand, then someone else is. Image and brand are critical to shaping and communicating the feelings and attitudes that people have of the community, both inside and out. This can adversely affect a city's success if the brand is negative, but build momentum and a sense of purpose if the branding is positive and effective. This is especially true for the attraction and retention of businesses and investors, as appropriate branding can help shape the understanding of what investors are "buying into" when they consider Newark.

Branding efforts, both in the physical realm and online, allow the city to contribute to its image in easily attainable ways. Developing a website that is easy to navigate and inform, and highlights the best parts of Newark, allows the city to reach a wide audience of residents and visitors. Every portion of a city's efforts are an opportunity for additional branding, including directional signage, landscape features, and infrastructure.

Newark has a great opportunity to incorporate its prominent architecture and unique assets into a branding campaign. Additionally, the movement of community-driven branding can give opportunities for a bottom-up approach, allowing the Newark community and visitors to do the legwork of promotion through digital communication.

CASE STUDY:
Changing Perception

City of South Euclid, OH

In the aftermath of the financial crisis, the City of South Euclid decided that a rejuvenated image and brand could help the community move forward while solidifying South Euclid values and principles.

The branding exercise, conducted with a professional studio, kicked off with an invite-only workshop to engage community stakeholders in a visioning exercise. The working group identified a target audience for their community's brand, primarily prospective home buyers, to help craft and target their message. Furthermore, the working group and project team worked to ensure that the community identified what it deemed as its distinct advantages, to help build out the foundation of the brand.

After the community developed these foundational elements, the design group was able to develop concepts and taglines that reflected the work and sentiment from the working group. The selected brand was implemented in multiple environments throughout the city, including banners and gateway signs, ensuring that the brand was highly visible to its target audience.
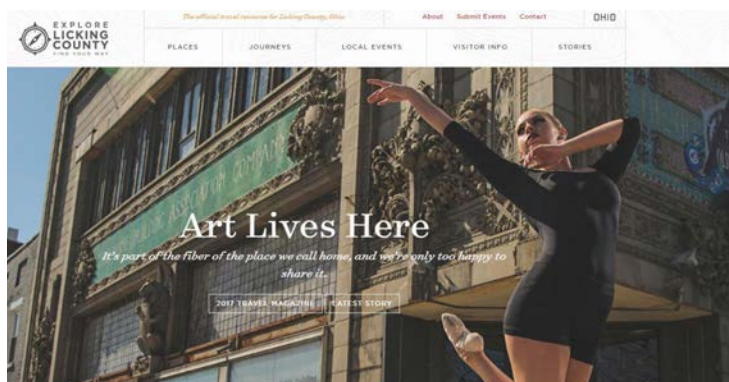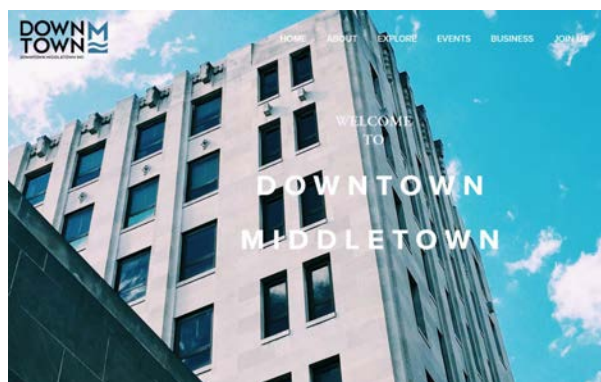
1 Attract to Newark

2 Guide within Newark

3 Show the final destination

Developing the Objective: Next Steps

Oftentimes, cities will use outside consultants to assist in identifying the desired brand of a community. This allows impartial opinions of a city's assets and challenges and provides an outside perspective on the best strategies moving forward. In order to utilize a brand consultant, Newark stakeholders must first get organized. It is likely that many local organizations will want to participate in the branding process, and each should then be expected to act as an advocate for the new brand, once completed.

OBJECTIVE 1.1: Define and promote Newark's identity within the region.
PRIORITY OBJECTIVE

POTENTIAL PARTNERS

Actions	Potential Partners
Action 1.1.1: Identify a key stakeholder group to manage the process.	• Newark Development Partners • GROW Licking County • Explore Licking County • City of Newark • Licking County Chamber of Commerce • Downtown Newark Association • Licking County Foundation • Licking County Planning & Development • Heritage Ohio
Action 1.1.2: Conduct general research of successful brands within mid-sized cities (less than 100,000 residents).	
Action 1.1.3: Perform initial due diligence with available funding (private commitments, grants, other).	
Action 1.1.4: Issue an RFP (Request for Proposals) for Brand consultant.	
Action 1.1.5: Identify and engage a brand consultant to further flush out branding concepts as well as lead the collaboration with existing partners on shared messaging.	
Action 1.1.6: Identify one person (e.g. Newark Public Relations Director) responsible for marketing the City of Newark's image and brand to prospective visitors and employers (e.g. a new hire or an existing organization leader).	
Action 1.1.7: Utilize the bed tax to fund further promotion of Newark, leading to more hotel visits and a continuous stream of marketing funds (e.g. signage, public art, events).	
Action 1.1.8: Ensure a new brand and marketing effort celebrates both the history and progression of Newark.	
Action 1.1.9: Work with Licking County groups such as GROW Licking County, Explore Licking County, etc. to market Newark directly.	
Action 1.1.10: Increase marketing efforts of Newark in neighboring cities such as Granville and New Albany.	

IMAGE & BRAND

PUBLIC SAFETY

The Vision: *A safe and healthy community protected by a strong public safety system, helping residents and families feel secure in their neighborhood and throughout the city.*

OVERVIEW

The safety of Newark residents and visitors is a critical element of planning for the future of the City. The implementation of promoting public safety can take many forms. Each one needs to be guided by positive community relations, a key to the overall success of public safety in any community. Ongoing initiatives include strengthening the existing social service departments by improving system-wide coordination. Focusing on the future involves long-term strategies in Newark's neighborhoods to build pride and social capital in the community. It is through a community connection that safety can be improved. When a community feels connected change happens.

KEY FINDINGS

These findings helped create the framework for the Public Safety Pillar, and were generated from the community survey, best practices, and technical research.

- Community survey respondents repeatedly mentioned the East Side, South End, and Downtown as areas that felt unsafe. Additionally, the streets and neighborhoods immediately adjacent to downtown were frequently mentioned as safety concerns.

- There is currently a concern regarding how people in the community get connected to social resources, connected to the community fabric, and contribute to promoting/elevating the quality of life in Newark.

- Several survey questions prompted respondents to request additional space and more active programming for the younger generation.

- Survey respondents indicated a strong support for community policing strategies to address crime in areas throughout the City.

- The recently approved Special Improvement District (SID) will focus strongly on increased safety.

The Vision:

A safe and healthy community supported by an accessible public safety and community resources systems, helping residents and families feel secure and connected in their neighborhood and throughout the city.

Creating the Vision: Objectives & Actions

If the vision is the desired outcome of a particular subject, the objectives and actions are the roadmap on how to produce that outcome. The objectives listed below represent the key steps identified during the planning process through extensive community engagement. Each objective is supported by a series of actions steps that collectively work to achieve the overall vision. While all the objectives are necessary and important to achieve the vision, one objective has been identified as the Priority Objective. This objective represents the first step in implementing the vision and should serve as a catalyst to create early success, build momentum, and lead to the implementation of subsequent objectives.

> **OBJECTIVE 2.1:** Evaluate the current conditions of social services in Newark and Licking County in order to strategically plan for the future. PRIORITY OBJECTIVE

> **OBJECTIVE 2.2:** Combat the systemic drug problem afflicting Newark, Licking County, and the state of Ohio.

> **OBJECTIVE 2.3:** Improve the general safety and the image of safety in Downtown.

> **OBJECTIVE 2.4:** Work with Newark Police and local residents to increase community policing initiatives in targeted areas throughout the city.

> **OBJECTIVE 2.5:** Develop a permanent local youth outreach program that engages younger residents and fosters positive community relations with the police force.

The complete list of Public Safety objectives and actions are listed in the Recommendations section of the Appendix.

The Priority Objective:

Evaluate the current conditions of social services in Newark and Licking County in order to strategically plan for the future.

WHY ARE SOCIAL SERVICES A PRIORITY?

Across Ohio, communities are facing a host of social challenges that are a significant impediment to a high quality of life. Newark is no different. The opioid crisis challenges both individuals and families. Gentrification of urban neighborhoods has priced some former residents out of their homes, and a changing local and regional economy does not always align with the talent and skills of the local work force and education. These issues can put employment out of reach for residents who are unable or unwilling to adapt. Oftentimes, these challenges can result in short-term or chronic poverty and in some cases homelessness.

Throughout Newark, organizations such as Saint Vincent DePaul, Salvation Army, and Licking County Coalition for Housing provide vital food, clothing, and housing support for community members in need. This includes providing resources for long and short term residents, and in some cases non-residents seeking assistance and refuge from challenging or dangerous situations outside the community. These local resources have been, and continue to be, critical to improving community health and safety.

Like these local organizations or resources, there are many examples of how assistance can go from a hand out to a hand up, and form a connection to the support of the community fabric that extends beyond the walls of the resource centers and organizations.

Communities across the country have developed programs that can help employ homeless individuals for work on city beautification projects, or in other cases volunteer or work as a condition of assistance. These projects have proven to create a sense of dignity and purpose in participants, while providing value to their communities. In many cases, this kind of work results in deeper connections to a community and a sense of pride that translates to improved individual health and respect.

Shown here are two case studies from Albuquerque, NM and Madison, WI that are models for improving community health and safety through social capital building programs.

CASE STUDY:
There's a Better Way
Albuquerque, New Mexico

Mayor Richard Barry's "There's a Better Way" program is a national model for employing homeless individuals that has caught the eyes of communities across the country. The program hires local panhandlers for day-long projects to help beautify the city. Each weekday morning, a van travels around to pick up those in need of work. The hourly rate is $9 an hour, on the condition that workers complete a full day of work. In addition to wages, workers are provided a meal during the shift and the option of a bed in a local homeless shelter at the end of the day, if needed. Within the first year of the project, employees removed over 69,000 pounds of weeds and litter from the city's public areas, and 100 participants were connected to permanent, long-term employment options.

CASE STUDY:
This Lovely City
Madison, Wisconsin

A new organization in Madison, Wisconsin is pioneering a project to employ homeless individuals to beautify Downtown Madison Wisconsin. This Lovely City, started by a University of Wisconsin graduate, employs homeless individuals to clean and maintain public property around local businesses. Sponsoring businesses can pay $50, $100, or $500 a month to This Lovely City, which in turn uses that money to pay homeless individuals to clean the public space around their businesses. The ultimate goal is to partition the City of Madison into nine zones, so that participating businesses within each zone are serviced by the same individual. This Lovely City anticipates that its monthly costs will be approximately $5,000 per month to service the entire downtown area.

Developing the Objective: Next Steps

OBJECTIVE 2.1: Evaluate the current conditions of social services in Newark and Licking County in order to strategically plan for the future.
PRIORITY OBJECTIVE

POTENTIAL PARTNERS

Actions	Potential Partners
Action 2.1.1: Create a community safety and services committee with diverse representation among existing organizations and government agencies.	• Licking County Coalition of Housing • St. Vincent de Paul • Salvation Army
Action 2.1.2: Develop a survey directed towards the leadership of local social service agencies to determine what is working well for the community and what needs are currently not being met.	• United Way of Licking County • Mental Health America of Licking County
Action 2.1.3: Improve coordination and communication among social service providers by developing a data-sharing collaborative.	• Newark Police Department • Family & Child Services, etc.
Action 2.1.4: Establish a program to engage homeless individuals in city beautification projects.	• Downtown Newark Special Improvement District, Inc.

Case Study

Police Athletic League Cleveland, OH

Engaging the youth of Newark is a crucial first step in building community pride and involved citizens. The goal of the Police Athletic League is to encourage positive interactions between a community's youth and police officers, who act as mentors, tutors, coaches and role models to the young residents. The Cleveland, Ohio PAL has had success in their community working with thousands of children between the ages of 5 and 21 to engage in recreational opportunities such as football, boxing, baseball, basketball, golf, tennis, and more. These team and individual sports build confidence, discipline, teamwork and leadership skills in Cleveland's at-risk youth. A typical child participant in PAL is fighting any number of obstacles that accompany life in low income neighborhoods, disengaged or absent parents, and heightened levels of crime or drugs in the community. For many, the extracurricular activities provided by PAL are the positive influences needed to make a long-term difference in a child's life.

PUBLIC SAFETY

MOBILITY AND TRANSPORTATION

The Vision: *A variety of mobility options that make it safer and easier for residents to move throughout the city, whether that be by car, bus, bike, or foot.*

OVERVIEW

How people get around a community and connect to goods, services, and each other has defined how communities have evolved for centuries. It is an essential ingredient to create and maintain a healthy and vibrant community.

Mobility can cover a wide range of transportation modes including driving, walking, biking, or riding transit. The continuing trend in cities across the United States is to provide a range of transportation options that can serve all portions of a community. This should be a focus for Newark as well, where there is a need to expand mobility options within the community and to the region, in turn elevating the local quality of life.

KEY FINDINGS

These findings helped create the framework for the Mobility and Transportation Pillar and were generated from the community survey, best practices, and technical research.

- According to the community survey, transit is widely seen as a critical element of the community framework.

- The personal transportation industry is rapidly changing, from the rise of ride-sharing services to the advances in autonomous driving technology.

- Advances in autonomous vehicle technology will dramatically lower the cost while raising the level of service for public transit.

- There is a need to connect local residents to regional employment centers.

- Newark has several barriers for pedestrians in the form of two limited-access freeways and an active railroad corridor. These barriers effectively separate areas of the city for pedestrians and those without access to a vehicle.

- Two pedestrian walkways currently traverse the East-West limited-access freeway; however, the quality of these connections could be improved.

The Vision:

A variety of mobility options that make it safer and easier for residents to move throughout the city, whether that be by car, bus, bike, or foot.

Creating the Vision: Objectives & Actions

If the vision is the desired outcome of a particular subject, the objectives and actions are the roadmap on how to produce that outcome. The objectives listed below represent the key steps identified during the planning process through extensive community engagement. Each objective is supported by a series of actions steps that will collectively work to achieve the overall vision. While all the objectives are necessary and important to achieve the vision, one objective has been identified as the Priority Objective. This objective represents the first step in implementing the vision and should serve as a catalyst to create early successes, build momentum, and lead to the implementation of subsequent objectives.

> **OBJECTIVE 3.1:** Improve access to community hubs and destinations within Newark through enhanced public transit options. **PRIORITY OBJECTIVE**

> **OBJECTIVE 3.2:** Identify major corridors and gateways into the city to be prioritized for infrastructure improvements.

> **OBJECTIVE 3.3:** Develop a strategy to prioritize local infrastructure investments (i.e. road repair, sidewalk improvements, bike lanes, etc.).

> **OBJECTIVE 3.4:** Create and implement a complete streets policy to ensure a connected and accessible network with sidewalks, bike lanes/sharrows, and roadways.

> **OBJECTIVE 3.5:** Strengthen connections under/over Route 16 to improve neighborhood accessibility and unity.

The complete list of Mobility and Transportation objectives and actions are listed in the Recommendations section of the Appendix.