

Guernsey County Comprehensive Strategic Plan

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By Direction of the Guernsey County Commissioners

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Guernsey County Comprehensive Strategic Plan

In recognition for the hard work and commitment of dozens of Guernsey County citizens who participated in the development of this plan under the leadership of the coordinators listed below:

Section Coordinators

- | | | |
|-----|---|---------------------------|
| - | <i>Introduction</i> | Norm Blanchard |
| - | <i>"Two Years of Progress"</i> | Norm Blanchard |
| 1. | <i>Education/Workforce</i> | Regis Woods, Chris Keylor |
| 2. | <i>Agriculture and Open Spaces</i> | Cindy Bond |
| 3. | <i>Economic Development</i> | Norm Blanchard |
| 4. | <i>Residential and Housing</i> | Kim Haight, Evelyn King |
| 5. | <i>Tourism/Cultural/Historical</i> | Debbie Robinson |
| 6. | <i>Technology</i> | Adam Truex |
| 7. | <i>Infrastructure/Transportation</i> | Paul Sherry, Betty Duche' |
| 8. | <i>Environmental Issues</i> | Lou Thornton |
| 9. | <i>Law Enforcement/Safety Services</i> | Jeff Paden, Gerry Beckner |
| 10. | <i>Health Care</i> | Tim Evancho |
| 11. | <i>Social Services/Family Support</i> | Kathy Jamiel |
| 12. | <i>Community Engagement</i> | Jo Sexton |
| - | <i>Appendix A: Population Characteristics</i> | |

Guernsey County Comprehensive Strategic Plan

Introduction

This Comprehensive Strategic Plan was created for the purpose of providing a broad framework for the development and conservation of Guernsey County's land resources. It is the finished product stemming from the efforts of thirteen (13) Section Assignments, each chaired by local community leaders. This Strategic Plan should be viewed as a policy guide as to future decisions regarding the development of our community over the next five (5) years.

The plan addresses issues related to parks, open spaces and recreation, education, health care, and potential economic development as it relates to future land uses in the community. Past, current, and projected demographic profiles of Guernsey County were examined in detail and have been integrated into the process. Emphasis has been placed on the identification and preservation of agricultural land environmental resources. Integrated into the planning process is a close examination of the current and projected infrastructure needs relating to transportation, water and sewer services to include an assessment of the current and future technology and communications assets of the community. Lastly, as part of the land use planning process, tourism and its historical roots and potential growth is integrated into the overall process as a viable attribute to the overall development of land in Guernsey County.

It is extremely important to maintain a clear distinction between the Comprehensive Strategic Plan itself and potential implementing measures. This Plan should not be construed as an attempt to create a regulatory document. Implementing measures include such regulatory controls as zoning and subdivision codes, public land acquisition, taxation policies and public improvements, which are just some of the methods or tools to implement land use policies. These measures are specific actions and are the work of public policy and decision makers. The Comprehensive Strategic Plan simply establishes a guide for future decisions regarding land use within the community.

As described, the term "community" applies to all land within Guernsey County and encompasses the city, villages, and townships within. The scope of the plan also recognizes the influence of external social and economic growth patterns emanating from surrounding counties and communities.

A primary consideration in the preparation of the Comprehensive Strategic Plan should be its usefulness. The Guernsey County Plan is a statement of public values, beliefs, and expectations intended for coordination purposes with other jurisdictions and in making specific decisions about present and future land use. As stated earlier, the Comprehensive Strategic Plan is to provide a guide for the utilization of the land resources of Guernsey County. To accomplish this, consideration must be given to all types and categories of land use. There are many other aspects of our society that interrelate with land use activities, and all must be considered concurrently in developing a comprehensive land use plan. However, decisions on how to manage these other concerns should be consistent with, and based upon, land use considerations. This has been the approach used in developing the Comprehensive Strategic Plan. The Plan recognizes the land use impact of existing conditions and anticipates the possible impact of future changes.

Existing economic, physical and social conditions, as well as projections of the most desirable future conditions, must be used to establish balanced policy and land use allocation in the future. The balancing process should result in a plan that provides the greatest long-term benefit to the greatest number of present and future citizens of Guernsey County. A transition will be to the long-term benefit of both the individual and the public.

Plan Development Precepts

1. The Plan is forward looking: five- to ten-year time frame.
2. The Plan was developed through a process of extensive community involvement.
3. The Plan encouraged widespread community support.
4. The Plan is based upon, and adequately reflects, community values, beliefs, and expectations.
5. The Plan should be used to guide community decisions.
6. The Plan is designed to be a living community document that is amended from time to time reflecting community changes.
7. All meetings of every committee were open to anyone who wished to attend.
8. All media outlets in Guernsey County were kept informed of most meeting times and places.
9. Every reasonable effort was made to listen to and consider issues or concerns raised by those who are not active in the planning process.
10. The Steering Committee developed rules of procedure to facilitate the orderly development of the Plan.

Vision

Guernsey County will be comprised of vibrant communities, valuable national and cultural resources, and a well-maintained land use pattern that will:

- Be an appealing place to live, work, and visit.
- Create and maintain an environment that acknowledges and respects age and cultural diversities.
- Enhance and maintain farms and forests as working resources.
- Preserve and enhance open spaces, natural areas, streams, creeks, rivers, and cultural resources.
- Foster, encourage, and oversee structured growth within identifiable areas of infrastructure; i.e., industrial parks for future economic development, farm land, housing sub-divisions, recreational parks and facilities.
- Offer a wide range of economic opportunities, together with a viable travel and tourism industry, a healthy environment and effective public services for all citizens.

Mission Statement

Guernsey County will use a citizen-based approach and educational process to develop a thorough Comprehensive Strategic Plan. By encouraging the involvement of community leaders, the plan would reflect a broad cross-section of ideas and values. The desired outcome is to have a planning document that reflects the consensus of all participants for future land use and increased economic development potential.

Guernsey County Comprehensive Strategic Plan

“Two Years of Progress”
(Results from the 2017 Strategic Plan)

Community focus groups incorporated with the 2017 strategic planning process provided the catalyst for physical development projects and/or other visible forms of area growth. Some progress was directly related to the plan or some required additional collaboration to produce the desired result. Below, we briefly review several (but certainly not all) of the more high-profile actions resulting from comprehensive planning or initiatives by the local business community requiring a public/private partnership.

Economic Development

The Quanex and LMI Custom Mixing Corporations completed a nearly \$18 million expansion of their Cambridge facility. Working with the Guernsey County Port Authority and City of Cambridge, the project entailed warehouse space, office accommodations, and new production lines, and will provide 65 new jobs.

Improvements in the D.O. Hall Business Center continue to move the park closer to providing shovel-ready sites for development. The extension of Utica Way opened 45 acres of the western portion of the park, and additional due diligence actions ensured that all essential data required for marketing is current.

Construction commenced on renovation of the Potter-Davis building in downtown Cambridge. The \$4 million project will eventually house the more than 120 employees of the Area Agency on Aging Region 9.

Cambridge Packaging completed construction of a satellite warehouse facility. The company moved into the new building located across State Route 209 to increase warehousing and construction capabilities.

In late 2018, two other local industries announced expansion plans. ACI Services has already purchased an additional building and is working with JobsOhio and our Port Authority for funding assistance. US Bridge is also planning expansions which will consolidate several of its current buildings into a single streamlined operation.

Education/Workforce

The formation of the Southeast Ohio Manufacturing Council continues to provide a forum for business and education leaders to address various workforce issues and work to provide concrete solutions. The steering committee meets monthly, but full membership is promoted for quarterly breakfast seminars addressing a variety of topics.

Led by efforts of the Ohio Valley Educational Service Center, in conjunction with the Manufacturers Council, the position of Career Pathways Specialist was created. The immensely successful initiative links school counselors with company human relations personnel to share pertinent employment information and facilitate direct school-to-work

progression. The program also sponsors job shadowing, career exploration, industry visitations, and works with individual students in need of job application assistance.

Health Care

An ambitious initiative by Southeastern Ohio Regional Medical Center (SEORMC) leadership continues to take direct aim on the local drug problem. Facing some of the same substance abuse issues plaguing the country nationally, the initiative dubbed "CHOICES" brought together every aspect of community resources involved in attacking the drug epidemic, from law enforcement to education to resources, for addiction recovery.

To expand an already impressive menu of health care services, SEORMC formed a partnership with Ohio Health to further enhance local medical service opportunities. This affiliation brings the advantage of statewide medical and technical expertise to local medical practitioners.

SEORMC also announced plans to build a multi-million dollar cancer center attached to the current hospital. The facility will provide comprehensive cancer services to local patients who are now served in the crowded existing office.

Muskingum Valley Health Center, currently in a temporary facility, has also announced plans to build a three-story, 50,000 sq. ft. hospital on the existing medical campus. Plans call for construction to begin in spring 2019.

Infrastructure

With construction of a 1,650 megawatt, gas-fired, electric-generating plant announced several months ago, local officials conspired to ensure that all necessary infrastructure was available to the project. Byesville moved forward quickly to provide a water line to the site, with sewer and transportation access both in the planning stage.

The Dewey Avenue bridge, the main entrance to downtown Cambridge from the west, was completely rebuilt by the Ohio Department of Transportation. The project awaits only the "Cambridge" arch to match the one on the Southgate entrance viaduct.

Safety Services

Local law enforcement agencies (City, County, Village, and State) continued a collaborative effort to eradicate drug trafficking in the local area. New initiatives, including undercover agents and increased numbers of coordinated raids on known drug locations, especially targeting out-of-town dealers, are sending a strong message that this is a drug-free community.

A major organizational change occurred as the Cambridge City Police headquarters left the Law Enforcement Center long shared with the Guernsey County Sheriff's Office. The new Cambridge Police headquarters now occupies the totally remodeled former Huntington Bank building in the heart of downtown Cambridge.

Guernsey County Comprehensive Strategic Plan

Agriculture and Open Spaces

Introduction and Historical Background

Guernsey County has a land area of 338,170 acres. Flooding and wet soils are major concerns affecting agriculture and development. The land in Guernsey County is subject to erosion, slippage, and has a high shrink-swell potential. The depth of the soil to bedrock is considered moderate and has slow permeability that can pose major management concerns. The soils of the county have been mapped and are currently available online at:

<http://websoilsurvey.nrcs.usda.gov>

The main source of farm income in the county is from the sale of livestock and livestock products. Respectively, beef, dairy, sheep/goats and hogs represent the county's largest cash-generating livestock enterprises. The most important crops, respectively, include hay, soybeans, corn and oats. The number of farms located in Guernsey County is 890. The economic output from these farms is \$19,581,000 million annually. Guernsey County ranks 11th in cattle and calves, 17th in number of sheep, and ranks 9th in hay production when compared against all Ohio Counties.

Agriculture Committee Vision

- Preserve Prime/Locally Important Farmland
- Discourage the division of farmland parcels
- Promote the agricultural value of Prime Farmland to competing land users and decision makers
- Make it a priority that agricultural operations be:
 - Economically sustainable
 - Environmentally sustainable
 - Socially acceptable to the community

Goals and Strategies

Goal 1 Coordinated Development in Guernsey County

Development in Guernsey County utilizes cooperation between county agencies and developers, investors or landowners to ensure that the county remains diversified and retains an agricultural base. Guernsey County's various governments and agencies need to coordinate their efforts to ensure that development is directed to the areas where it will be beneficial and cost-effective to the community and where it will help Guernsey County preserve its agricultural character. Ensuring that development is concentrated in areas that have adequate public infrastructure, and locating development away from Prime/Locally Important Farmland to the greatest extent possible, will protect Guernsey County's agricultural sector, as well as the county's financial resources.

An effective land use plan addresses and incorporates all significant local issues and priorities, but must also be based on the land and its natural resources. Failure to consider the natural environment can result in cost overruns, increased runoff, flooding, and environmental degradation, construction delays, and expensive planning mistakes.

Strategy Facilitate cooperation with the local Soil and Water Conservation District to provide soil and water evaluations of proposed developments.

County agencies can use soil and water data to determine if existing soil and water conditions can support the proposed land change needs. Guernsey County has a completed Soil Survey. The Soil Survey provides detailed predictions of soil behavior for selected land uses and highlights soil limitations, improvements needed to overcome limitations, and the impact of selected land uses on the environment. This information is readily accessible to the public. Information on soils is available at guernseysoil.blogspot.com.

Strategy Protection and preservation of prime/locally important farmland.

County planners/developers can best help preserve farmland by following the recommendations of the Comprehensive Land Use Plan.

Strategy Work with local government entities and residents to extend water and sewer lines.

If agreed upon by citizens and representatives to extend infrastructure into areas of prime agricultural land, this should be undertaken to minimize negative impacts on agricultural activity. It may be necessary to establish a set of standards regarding development and subdivisions in conjunction with water and sewer extensions in prime farmland areas to diminish the likelihood of loss of prime farmland.

Strategy Clustered development for residential housing.

A clustered development permits the same number of houses to be built on a site as would be permitted under conventional regulations, but it places the houses on smaller lots in order to create a large area of undeveloped open space. The open space can be owned in common by the residents and can be administered by a homeowners' association. Cluster developments use less land, and reduce the amount of infrastructure needed. Cluster options also make it possible to place houses at a distance from farm operations and cause less disruption to and impact upon the overall landscape. A clustered development option should be included in the County Subdivision Regulations and should be included in any future land use regulations.

Goal 2 Green Space Protection

When considering the development of parks, open spaces, corridors, trails or bikeways, government entities may wish to assess public feelings and concerns

prior to development, while presenting and publishing a budget. Prior to developing the park, open space, corridor, trail or bikeway, the government entity may research the ownership of the subject land. If ownership of the land is contested, the government entity shall either purchase the land from a willing seller or acquire the land by appropriation.

Green Space includes parks, farm fields, vacant hillsides and other land uses that support primarily vegetative land cover. Maintaining the county's green spaces is essential to the ongoing vitality of the agricultural sector while providing conservation benefit and wildlife habitat.

Strategy Prime/locally important farmland for agricultural production should be preserved and protected to the maximum extent by utilizing all possible and applicable incentives.

One method to preserve prime farmland includes maintaining, extending and creating new agricultural districts in which agricultural activity, even within urban systems, is taxed at a lower rate than urban land use activities. Another method is to implement the recent legislation that allows local governments to purchase development rights from farmers. In these ways, agriculture can continue as a valued and productive way of life and major feature of landscape. Lastly, a program that is currently available to assist farmland is available through SWCD. SWCD is a local sponsor of the Farmland Preservation funds.

Strategy Encourage landowners to enroll in the Ohio Agricultural District designation.

The Ohio Agricultural District Program was initiated in 1982 to help preserve agricultural land and avoid costly litigation to continue commonly accepted agricultural practices. Farmers who enroll their lands in agricultural districts at no cost for five years receive exemptions from sewer and water assessments and protection from nuisance suits. The county auditor on each five-year anniversary sends renewal forms to the landowners.

The basis for the Guernsey County Agriculture Land Use Plan has been the Coshocton County Plan that has served as a template.

Overview of Open Spaces

Salt Fork State Park and Seneca Lake are two large parks located in Guernsey County.

In addition to the personal benefit that residents receive from the parks and open spaces, the county benefits in two other important ways. The first is an environmental benefit by preserving the open spaces and wetlands. The second benefit comes from the economic development that we derive from the tourism that travels to Guernsey County as a destination for recreational opportunities.

Facilities Analysis

Development in Parks and Open Spaces has been focused on the acquisition and construction of recreational trails utilizing former railroad-owned lands to create connecting corridors to

communities that allow individuals to use alternate means of transportation to blossom in communities.

Guernsey County continues to see a tremendous influx of tourists to the area who spend their quality time here. The parks in Guernsey County are categorized by State, County, City/Village, Township and Private.

State Parks

The Salt Fork State Park is located in the northeastern portion of Guernsey County. It is Ohio's largest state park with 17,229 acres of recreational facilities. More information about amenities at Salt Fork State Park is available at www.parks.ohiodnr.gov/saltfork.

Seneca Lake Park

Seneca Lake Park is located in southern Guernsey County. It is Ohio's third largest inland waterway. More information about the amenities offered are available at www.senecapark.mwcd.org.

Guernsey County Parks

Moore Memorial Woods

The land was donated to the Guernsey Soil and Water Conservation District in 1955 by Mr. and Mrs. Edward Wallace as a living tribute to her father, Major James W. Moore, a Civil War veteran. It is located near Old Washington in Wills Township, approximately 12 miles east of Cambridge.

The 78-acre tract of land is almost entirely forested and is maintained as a laboratory for environmental education. This is used by the Soil and Water Conservation District to study forestry, soil conservation, biology, and wildlife management.

Jackson Park

The Guernsey County Park System started with the acquisition of five acres of land located on the southwest edge of Byesville located in Jackson Township. It was formed with a partnership of the County Commissioners and Township Trustees. It has facilities constructed to accommodate the residents. It has a walking trail, pavilions, gazebo, playground facilities, stage, and a well-stocked lake.

Peters Creek S-Bridge Park

The historic S-Bridge was located on the Old National Road (U.S. Route 40), built about 1828. Where the road crossed a creek at an angle, a stone arch bridge was built at right angles to the stream flow. "S"-shaped walls were then built to guide traffic around the job from the direction of travel across the bridge and back onto the road line.

Fletcher Park

Fletcher Park is one of the newer parks that was recently acquired by the County Park System which is located on property formerly owned by the Cambridge State Hospital. This wooded setting will soon be home to a planned pavilion and picnic area for residents of the Northgate Addition. The park is located at the south entrance to Cambridge Developmental Center.

The Great Guernsey Trail

The recently completed Great Guernsey Trail is a 5.5 mile paved walking trail that starts at 63500 Corduroy Road, Cambridge, and traverses east passing through a beautiful tranquil valley formerly occupied by the CSX Railroad. It has numerous historical sites located along the way to the destination at 204 Mail Street, Lore City. Parking lots are located at both 63500 Corduroy Road and in Lore City adjacent to the Leatherwood Park owned and operated by the Village of Lore City.

Derwent Park Complex

The Derwent Park Complex is 38 acres of ground purchased recently with a grant from the Land & Water Conservation Fund to allow for the construction of multi-use baseball/softball/football/soccer fields and paint ball course. The plan for the complex is to expand recreational opportunities for all residents and to meet the ever-changing needs of the individuals served.

Cambridge City Park

Cambridge City Parks facilities include:

Picnic shelters; fishing in city lake; sand volleyball; ducks, geese, and squirrels; basketball; tennis; softball; football; playgrounds; skate park; walking trail; covered bridge; huge shade trees; modern restrooms; meeting rooms; City Band concerts; "Boomarama" on the Fourth of July; and the Salt Fork Arts and Crafts Festival (second weekend in August).

City Pool

The City Park Pool re-opened in 1996 after an extensive overhaul. It features one and three meter diving boards, a water slide, a separate baby pool, handicap access, a concession stand, racing lanes, ample sunbathing space, lounge chairs plus in-pool fountains and sprayers. Weather permitting, the pool is open every day through the summer when Cambridge City Schools are not in session.

Recreation Center

The Ohio Army National Guard Armory, located next to the City Pool, has become the City Parks Armory Veterans Memorial Recreation Center. It features an NBA-sized wood basketball floor (also used extensively for volleyball), meeting rooms, office space, a kitchen, dining room, and the Parks Department Office.

On Park Grounds

- Tasty Treat Ice Cream Shop (near Big Pavilion)

Byesville Village Park

The Byesville Village Park is located in a tree-lined setting with two pavilions, gazebo/ stage, play pod and playground equipment, and basketball and tennis courts. .

Cumberland Village Park

Recently added to enhance the recreational opportunities for the residents was the construction of a new play pod.

Fairview Village Park

The park is located south of the Village and has a baseball diamond and a play pod purchased with NatureWorks funds.

Lore City Village Park

Lore City Village Park includes a baseball diamond, a pavilion, and a play pod, and is making additional improvements to the Community Center.

A lot of activity has taken place at the Leatherwood Park. With construction of the Great Guernsey Trail, a decision was made to make Lore City a trail head. A pavilion was constructed and parking lots paved, playground equipment added, and the basketball court and baseball diamond were improved. Recently, the Lore City Festival was moved to Leatherwood Park, and upgrades were made possible by contributions from the Lore City Ladies Association and volunteer labor.

Madison Township Park

The Park is located on the former Madison School property that was conveyed by the East Guernsey School District to the Township Trustees. It has a baseball diamond, pavilion, play pod, and other miscellaneous playground items.

Old Washington Village Park

Located in the center of the Village, the Park encompasses property and equipment at the former site of Old Washington Elementary School and Buckeye Trail Middle and High Schools. It has a play pod, pavilion, and other playground equipment.

Pleasant City Village Park

Located in the center of Pleasant City, adjacent to the Volunteer Fire Department, it has a pavilion, play pod, and various playground equipment.

Quaker City Village Park

The Village Park is a flurry of activity during baseball season with two baseball diamonds, pavilion, and play pod equipment. It is the home of the Quaker City Homecoming Festival that attracts thousands to the beautiful community.

Senecaville Village Park

The Village Park is located on the grounds of the former Senecaville Elementary School. It has playground equipment and a baseball diamond.

Valley Township Park (Buffalo)

The Township Park is located just off State Route 313 southeast of Buffalo. It is owned and operated by the Township Trustees, and has a baseball diamond, pavilion, basketball court and playground equipment. It also has a graveled trail that runs around the perimeter of the facilities.

Private Recreational Facilities

Deerassic Park (U.S. Route 22 East, Cambridge)

The Deerassic Park Education Center is located across from Salt Fork State Park just east of Cambridge. This center focuses on providing youth and families with exceptional outdoor education opportunities, encouraging a lifelong love and appreciation of the outdoors, and encouraging youth and families to pursue recreation and hobbies.

The Deerassic Park Education Center is located on 130 acres, with a main building, a 3-acre pond, trails, and event areas including 15,000 sq. ft. of pavilion space. The Deerassic Education Center also maintains an educational herd of deer for youth and families to experience viewing, while the main building houses a unique collection of mounted animals and artwork.

Throughout the year, Deerassic Park Education Center provides community and educational events and programs to reach out to youth and families. These include school field trips to the park, annual family events, summer programs, and educational opportunities. The classes and programs taught include canoeing, archery, riflery, nature hikes, deer lectures, and conservation education.

Rocky Fork Recreation (Kimbolton)

There is a wide range of activities at Rocky Fork. Outdoor activities include guided horseback riding, paint ball, guided hikes, and canoeing or kayaking.

Parks and Open Spaces Vision and Goals

An adequate number of parks, recreation areas, and natural open spaces will be preserved and maintained for future generations of Guernsey County.

Goals that have been established:

1. To identify all existing parks, recreational areas, historic sites, and natural areas within Guernsey County.
2. To recommend the parks, recreation areas, historic sites, and natural areas that should be maintained and preserved and/or expanded.

3. To suggest areas where new parks, recreation areas, and natural spaces could be established.
4. To maintain and preserve all the lands in the county dedicated to parks, recreation areas, and natural areas.
5. Preserve, maintain, and limit encroachment on open space and riparian corridors to help in the preservation of our wetlands that are vital to our water supply.

Goals and Strategies

Goal 1 **Coordinate administration of park and recreational resources between the State, County, private, and various local park and recreational facility providers.**

The Salt Fork State Park is owned and under the control of the State of Ohio. The Seneca Lake Park area is under the control of the Muskingum Watershed Conservancy District. The County has very little jurisdiction over those lands; however, all local governments, political subdivisions and private organizations collectively work together and have individual jurisdiction of areas throughout Guernsey County. They work collectively in the planning and implementation of short- and long-range expansion of the park, natural and recreational resources within our wonderful county. As we move forward collectively, we need to expand upon the cooperation that currently exists to better manage and preserve our assets through joint development of projects to enhance and expand upon the positive attributes that make Guernsey County an attraction to visitors and to have a quality of life second to none in our region.

Goal 2 **Build upon Guernsey County's existing park and recreational resources.**

This portion of the plan recommends that the County look at preserving the riparian corridors and wetlands that traverse the County to ensure that the natural waterways and wetlands are preserved from encroachment of development that impedes that natural flow of the waterways and preserves the wetlands that replenish our drinking water supplies. This has been identified as a high priority to the implementation and development of the Comprehensive Land Use Plan.

Strategies

1. The Guernsey County Park Board should work directly with agencies like the Guernsey County Community Development Corporation to secure funding to acquire areas deemed as important to the implementation of the expansion and preservation of our Parks and Open Spaces.
2. County and local governments should support the extension of the Great Guernsey Trail throughout Guernsey County.

3. The Guernsey County Park Board should work jointly with the Guernsey County Community Development Corporation to identify areas within the County that are under served and work collectively to develop and expand the Park System to better service its residents.
4. If substantial growth should occur in any township in the County that does not have a park and/or playground, either the Township Trustees or zoning laws should ensure that parks, playgrounds, and green spaces are constructed.
5. Wetlands, Open Spaces, and Riparian Corridors should be identified and evaluated for potential acquisition to provide buffer areas and to create natural areas to be protected from the encroachment of development that potentially adversely affect the natural flood plains and wetlands.
6. The County Park Board should work with agencies like the Guernsey County Community Development Corporation to acquire and preserve existing transportation corridors for the future expansion of the Great Guernsey Trail or similar recreational development.
7. The County Park Board should use its best efforts to acquire ground that has a historical importance to the County for future generations.
8. The County Park Board should work collectively with the Guernsey County Community Development Corporation to identify potential trail head parks and or parks that should be developed and secure funding for the expansion.
9. The County Park Board should emphasize protection of other high-quality natural areas. For instance, partnering with other non-profits to identify areas in need of protection such as Rural Action, the Nature Conservancy, National Audubon Society, etc.

Implementation Plan

Agriculture and Open Spaces

Goal One Coordinate development in Guernsey County

Objective 1 Update County Land Use Plan

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Protect and preserve prime/locally important farm land	- Utilize county development plans and soil survey in finding suitable areas for industry expansion	Norm Blanchard (CIC)	Ongoing
1.1.2	Update Agriculture section of County Land Use Plan	- Make revisions to plan based on committee findings	CIC and Ag Committee	Ongoing
	Revisit County Plan every three years	- Update plan when necessary	CIC and Ag Committee	
1.1.3	Plan development for housing	- Encourage cluster development	CIC	Ongoing

Goal Two Green space protection

Objective 1 Maintain the county green spaces for the ongoing vitality of park, recreation and agriculture

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Incentives may be utilized to encourage and preserve green space	- Encourage agricultural districts and/or preservation and protection through long-term easement	CIC	Ongoing

Goal Three Involve Ag and Natural Resource representatives in county planning

Objective 1 Have Ag and Natural Resource representatives on Planning Committee

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Maintain Ag/Natural Resource representation	- Have members represented on CIC planning committee	CIC and SWCD	Ongoing

Guernsey County Comprehensive Strategic Plan

Education/Workforce

Introduction and Overview

Guernsey County and the surrounding area offer a variety of educational options for pre-school (age 3) through high school and higher education.

Opportunities, pre-school through high school, are available in a number of settings:

- Cambridge City Schools
- East Guernsey Local Schools
- East Muskingum Local Schools
- Mid-East Career and Technology Centers
- Ohio Valley Education Service Center
- Rolling Hills Local Schools
- Zane State/Willett-Pratt Training Center

A wide range of varied programs exists for student and parent selection.

The Ohio Valley Education Service Center makes available to local districts and the community programs to serve all schools in the area. Education opportunities beyond high school are enhanced through Zane State College, Muskingum University, Ohio University branches, and Kent State University branches.

Key Issues

Education continues to play an important role in the development of the area. Key local issues are best addressed through a close working relationship, with continued good communication:

- *Business Climate* - create awareness within the educational systems of the current and future business environment in order to make additions and/or adjustments to services when possible.
- *Educational Standards* - review to understand how the State-regulated expectations compare to the performance standards required by local business and industry.
- *Retention of Current Business* - create a system to provide support to those businesses who may be in jeopardy.
- *Workforce Quality* - provide training/support for skill sets needed to ensure our employers are competitive in a global market.
- *Early Development* - College is not for all students and early development enhances the workforce.

Future goals and the strategies of the Guernsey County Comprehensive Plan for Economic Development closely relate to a direct involvement with education. A solid working relationship between education and business continues to drive the need for cooperation to assure that appropriate and adequate education and training are available to develop skills that are required in Manufacturing, including:

- Are considered relevant by both employers and the educational system
- Are at a level which makes initial employment feasible and additional training be productive and economical
- Are transferrable from one work situation to another

Plan

The development and implementation of a Guernsey County Workforce that will include business and education leaders. Development of the "Careers in My Community" website to feature/enhance available jobs.

Vision

The Guernsey County Workforce Southeast Ohio Manufacturing Council (SEOMC) envisions a regional infrastructure that fosters a collaborative system which connects the needs of the workforce and workplace in a regional context. Providing necessary connections between education and business and industry to focus on providing opportunities, information, and exploration of needs is essential. This shall be accomplished with a shared vision for economic development through the SEOMC.

Mission

The Workforce SEOMC's mission is to provide connections between the educators and business and manufacturing members of the community that will lead to a better understanding of our current and future workforce needs in order to position our area for dynamic, global economic growth.

Strategy

Focus on providing opportunities to share information and explore needs by:

- Determining skills needed for current employers
- Identifying educational partners' programs that meet the needs of the workforce
- Identifying gaps in services
- Recommending new programs to fill training skills resource gaps
- Identifying best practices and establish methods to share information and resources to overcome skill shortages and gaps

Goals

1. Providing an opportunity for educators and business and industry to exchange information, ideas, and realities.
2. Creation of "Careers in My Community" website.
3. Establishing a communication method and/or frequency to form a partnership.
4. Involving employers in resourcing innovative approaches to addressing the training gaps.

Action Steps

1. Conduct an Economic Development Summit
 - a. Form committee
 - b. Develop action plan
 - c. Select date and place
 - d. Create agenda
 - e. Market the summit to business and industry with a survey
 - f. Recruit sponsors
 - g. Hold summit
 - h. Evaluate feedback from comments and surveys
 - i. Report back to stakeholders
2. Coordinating Services
 - a. Committee meets to arrange linkages for employers and training institutions
 - b. Committee works with the Skills Bank Regional Coordinator and the Ohio Dept. of Development to locate funding sources for training when possible
 - c. Committee links Guernsey County needs to best practices in the local area for replication of programs or services
 - d. "Careers in My Community" website will greatly enhance job openings

Partners

- AOP-20 (Appalachian Ohio Preschool-20)
- Cambridge Area Chamber of Commerce - Human Resources Roundtable
- Cambridge City Schools
- Community Improvement Corporation
- East Guernsey Local Schools
- East Muskingum Local Schools
- GMN Headstart CAC
- Guernsey County Commissioners
- Guernsey County Ohio Means Jobs Workforce Policy Board
- Guernsey County Planning Commission
- Guernsey County Port Authority
- Local Business and Industry
- Mid-East Career and Technology Center
- Ohio Valley Education Service Center
- Rolling Hills Local Schools
- Southeast Ohio Manufacturing Council (SEORMC)
- Zane State College

Implementation Plan

Education/Workforce

Goal One Beginning in April 2019, the percentage of students who are workforce/ career ready ("*skill ready*") will increase each year for the next four (4) years

Objective 1 Establish awareness/interest in workplace opportunities for students

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Business and Industry, along with Education, will work together to connect learning to workforce/career readiness	- Representatives from Business and Industry and Education will participate in regular Southeast Ohio Area Mfg. Council meetings	Education Sub-Committee and Partners	2019 - Ongoing
1.1.2		- A program/curriculum <u>Portrait of a Graduate</u> created by Education and supported by Business and Industry partners necessary to improve the 'soft skills' required for Career Readiness Seal	OVESC, local school districts and business and industry partners	August 2019 - Ongoing
1.1.3		- Provide job-shadowing, internships, pre-apprenticeship opportunities to give students workforce/ career experiences	Career Pathways Specialist, education partners, and business partners	August 2019 - Ongoing
1.1.4		- Provide for direct access to local workforce opportunities for graduating seniors	Career Pathways Specialist, education partners, and business partners	August 2019 - Ongoing

Goal Two Beginning in the 2019-2020 school year, the “Careers in My Community” Project that is supported by the Southeast Ohio Area Manufacturing Council, (SEOMC) higher education partners, and school district partners, will be implemented in all Guernsey County School Districts in grades 5-12

Objective 1 Implement and grow the “Careers in My Community” Project to connect local businesses and local training centers to provide a trained and sustainable workforce to retain local talent

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Business and Industry partners, along with Pre-K through 20 education partners will work together to connect learning to workforce and career pathways	- Representatives from Business and Industry and Education will participate in regular SEOMC meetings to assist in the implementation of “Careers in My Community” Project in all Guernsey County Schools	Ohio Valley ESC, Education/Workforce subcommittee and SEOMC partners	August 2019 - Ongoing
2.1.2		- OVESC Career Pathways Specialist will train District Career Coaches to utilize “Careers in My Community” tool in Career Exploration Classes (grades 5-12)	OVESC Career Pathways and School District Career Pathway Coaches	August 2019 - Ongoing
2.1.3		- Create job-shadowing opportunities to provide students with workforce/career experiences	Education/ Workforce subcommittee; Business and Industry and Education partners; Career Pathways Specialist	August 2019 - Ongoing
2.1.4		- Create Career Pathways Industry Coordinator position	OVESC, Education/ Workforce subcommittee	August 2019 - Ongoing

Goal Three By June 2020, the Education/Workforce Subcommittee and partners will secure the funding necessary to place a Career Pathways Specialist in each Guernsey County School District for three (3) years.

Objective 1 Use positions to support and sustain current plan goals established by Education/Workforce Subcommittee

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Create an Education/Workforce Foundation	- Create a committee to develop and design the structure of the Education/Workforce Foundation	OVESC and Business and Industry partners	January 2020
3.1.2		- Communicate the existence and structure of the Education/Workforce Foundation to stakeholders	OVESC/Workforce subcommittee or designee	March 2020 - Ongoing
3.1.3		- Identify appropriate funding/grant opportunities	Education and Business and Industry partners	August 2019 - Ongoing
3.1.4		- Write and submit grant applications to support the goal	OVESC, Education and/or Business and Industry partners or designee	TBD

Guernsey County Comprehensive Strategic Plan

Economic Development

Introduction and Overview

The Comprehensive Plan can be Guernsey County's most important document regarding economic growth, development, and change. It establishes the framework to help guide public and private activities as they relate to land use and resource utilization. It can serve as a basis for future land development decisions. In addition to the environmental and social considerations, it is necessary to consider the economic relationships as well.

In determining land use policy and making land use related decisions, it is vital that economic impacts are made a part of the process. The nature of comprehensive planning indicates that these economic considerations be generalized and in the best interests of the general public. The plan cannot determine specific individual economic relationships. It can give general guidance in making larger, county-wide land use decisions and provide the economic perspective that can also be extended to specific issues.

Guernsey County Today

Guernsey County today has a solid agricultural, tourism, and industrial base which provides a stable economy for the county. In looking at today from a perspective of development of the commercial and industrial base, the following are some observations:

- The County has developed along its major transportation arteries. Agriculture has played a major role in its development and still does today. Industrial and commercial facilities have developed, expanded and are continuing to prosper. The general downturn of the nation's economy in 2008 took its toll on local second-tier auto suppliers, with two closings occurring as a result, but an impressive number of existing industries are making significant capital investments locally, strengthening their position in the global economy. The local expansions have resulted in millions of dollars of investment and the creation of dozens of jobs.
- County officials have been creative in meeting the terrain, flood plain, and mining issues which exist throughout a portion of the County. The use of grant funding, along with strategic planning and placement of business parks, has provided for significant growth of industry in the area. The Commissioners have aggressively extended water services to previously-unserved portions of the County, creating new possibilities for growth in areas previously unattractive for development. Concurrently, continuous improvements to the D.O. Hall Business Center are creating shovel-ready sites which will put the County in a favorable position for the attraction of new investment. This will be more fully addressed further in this section.
- The influx of oil and gas industry affiliates into the County from 2013 through 2015 provided a spike in economic activity. The economic stimulus generated from lease fees created more disposable income, the sale or lease of all significant buildings in the County, major gains in employment opportunities, and construction of new hospitality

facilities. The challenge was to take the increased tax revenues generated by the new growth and program them into sustainable County projects that would provide long-range economic gains. The increased activity highlighted the need for improving housing and infrastructure assets to accommodate what was anticipated to be a sustained growth period.

- The steady, sustained growth for which this County Plan was developed took a sharp drop in the second half of 2015 due to a significant decrease in oil/gas prices. Energy service companies moved out, and while many continue to function in the area, activity has slowed. Hotels once filled are now operating at significantly less than capacity. Generally speaking, economic activity has not slipped to pre-gas boom levels, but the slow down is evident.

Effective development plans should align economic development strategies with land use, transportation, infrastructure, and workforce development plans at regional and county levels. Alignment with strategic partners can bring valuable information, services, or products into the collaborative venture.

The County's slow transition to an industrial climate is expected to continue, but the farm as an economic unit should remain viable, assuming there are no major shifts in public policy directed against their efficiency. The agricultural sector's share of Guernsey County's employment understates agriculture's importance because it fails to account for the indirect effect farm production has on the local economy. The main function of the economic goals and policies of Guernsey County are to enhance economic conditions relative to land use decisions. The most direct effect upon the economy will be in areas of land-based economic activities such as agriculture.

Key Issues for Guernsey County

In the late 1990's, a blue ribbon task force dubbed "Guernsey County Vision 20/20" (comprised of a broad-based membership of community and industrial leaders) embarked upon creation of a Comprehensive Plan for the county, which served as an upgrade for the original plan developed in 1965. The key county issues affecting economic development which were identified then have been reaffirmed in this current process. These issues have been translated into an economic development vision for the future. It is the view of this committee that the county will support the provision of increased employment opportunities for all residents of the county through:

- Maintenance of a favorable business climate.
- Establishment of additional development sites.
- Maintenance of a strong agricultural economy.
- Development of middle/upper income housing.
- Continued promotion of leadership cooperation.
- Improvement of workforce quality.
- Focus on retention of current industry.
- Maintenance of a diversified business and industrial base.
- Exploration of regionalization of infrastructure.

Goals and Strategies

Goal 1 Maintenance of a favorable business climate

Strategies Other areas of the State may hold the edge in the focus of industrial site selectors due to the amenities indigenous to their locale such as population, markets, development land, infrastructure, or incentives. To compete, Guernsey County economic development officials must concentrate on efficient and business-friendly processes for securing and working with clients. Assistance to new or expanding industry must be forthright, personal, knowledgeable, and readily available. Access to State and local available incentives or funding sources must be secured for requesting entities and must be provided expeditiously and with minimal burden to the company. The Port Authority's Rural Business Enterprise Revolving Loan Program has been, and continues to be, a viable source of funding. Focused primarily on small business start-up or expansion, the fund can supplement conventional funding to jump-start emerging organizations. It is imperative that economic development officials fully utilize every form of assistance available to companies of all sizes.

Goal 2 Establishment of additional development sites

Strategies Currently, the D.O. Hall Business Center holds the County's primary potential for industrial growth. Development efforts have provided for upgraded access and improved infrastructure. Now efforts must focus on improvement of available sites within the 100 remaining vacant acres of the park to provide shovel-ready sites for immediate occupancy. While these efforts are extremely important, it must be recognized that the vacant parcels within the park are relatively small. The largest would comprise approximately fifteen (15) acres. Actions are ongoing to mitigate site detriments such as terrain or mine issues. Still, the average request for site acquisition exceeds 70 acres.

With the Community Industrial Association (CIA), Community Improvement Corporation (CIC), and Port Authority leading economic development efforts, the County must now begin to focus on acquisition of additional lands for the construction of one or more new industrial parks for availability when D.O. Hall vacant properties are exhausted. It is recognized that there are many attractive industrial and/or commercial properties in the county under private ownership which must receive consideration. Public/private partnerships should be encouraged to derive maximum potential for occupancy of these sites. This will require joint funding efforts for infrastructure and pricing that would be business-friendly. Meantime, efforts must continue to focus on acquisition of properties which allow county officials to exercise control of development of these new parks and to negotiate pricing so as to provide a "win-win" situation for the County and the prospective industry enhancing our main goal—job creation.

A long-range vision is for the creation of a business park as part of a four-county regional effort. Research on the venture was initiated in 2008 and has now been enhanced with a partnership with former Zane State College President Dr. Paul Brown. The 2,200-acre AEP reclaimed mine site represents the potential for a high-tech regional research/manufacturing business park. The immediate goal is

to secure funding to keep Dr. Brown and staff on track to pursue partnership and funding to create this economic transformational mega business park, dubbed the "MAGNAM" project. A Board of Directors has been created, marketing materials have been developed, and partnerships are being sought. It is imperative that every possible funding source is researched and plans continue to be developed that will bring infrastructure to the site. As noted above, priority must be the securing of funds to keep the MAGNAM office personnel reimbursed for their time. An even larger challenge will be securing funding for land purchase and the provision of road and rail access, along with water, sewer, and utilities. This is truly an economy-changing initiative that is well worth the substantial effort it will take to accomplish the goal.

Goal 3 Maintenance of a strong agricultural economy

Strategies Protect areas designated as "prime farmland" in the Land Use Planning for agricultural land uses, with the exception of prime farmland designated on the map for future development. Areas identified as prime farmland are intended, as the name implies, primarily for agricultural use in large commercial farm units. There is widespread support from property owners for maintaining these areas for the exclusive use of farming and protecting them from non-farm conflicts. These areas are the foundation of the agricultural industry in Guernsey County and are intended to be maintained for long-term agricultural production. Prime farmland can be protected through land use regulations, use of available preferential taxing policies, or support for voluntary preservation initiatives.

Continue to promote and support agriculture as an important part of the economy and economic development. Promote public and private programs to aid the agricultural economy. Promote agriculture as a preferred land use in rural areas.

Adhere to and support the agricultural initiatives discussed in the Agriculture Section of this plan.

Goal 4 Development of middle/upper income housing

Strategies Housing in this economic category is extremely desirable if we are to attract and locate mid- and upper-level management personnel in Guernsey County, and thus build a strong and growing tax base. However, this might be one of the County's most difficult strategies because without some form of subsidies, housing contractors are reluctant to build "spec" housing in sufficient quantities to provide a selection for prospective buyers. There are several new, fully-served housing developments in existence, but actual home construction in these potential communities has been slow. Without adequate home construction across the entire economic spectrum, the County will continue to lose a substantial number of potential residents to neighboring communities such as New Concord or Zanesville. This may suggest that economic development leaders focus on new areas for planned housing additions.

Goal 5 Continued promotion of leadership cooperation

Strategies Guernsey County has built an enviable reputation of cooperation between

government and economic development officials and must continue to foster these relationships. The County's economic development priorities are derived from the functioning of the Planning Commission, Community Improvement Corporation (CIC), Port Authority, and supported privately by the Community Industrial Association (CIA). Members of each of these organizations are intertwined with County, City, Village, and Township representatives so there is maximum input in the actions of each. The CIC acts as the clearinghouse for the bulk of economic development activities which serves to eliminate most duplication of effort. It should also be noted that the Regional Airport Authority, Chamber of Commerce, Visitors and Convention Bureau, and Cambridge Main Street are all integral partners in progress, and must be supported to all extent possible to foster their viability.

Goal 6 Improvement of workforce quality

Strategies

The establishment of the Zane State College branch campus in Guernsey County, along with the growth and function of the Ohio Means Jobs, has assisted in making significant strides in training the unemployed. There is still much to be done. Many of Guernsey County's unemployed have been dislocated from a long-time job or are just skills challenged, and therefore, nearly unemployable. Zane State's establishment of a full college campus in Cambridge made some profound changes in the educational landscape of the County. We must, however, continue to expand training opportunities in the trades, providing employable skills for local industry.

The creation of the Southeastern Ohio Manufacturers Council through the 2015 planning process provided the link that assists educators in providing the required skills necessary to meet employers' needs—gas/oil and otherwise.

The primary active production from this relationship was generated by creation of the position of "Career Pathways Specialist." This specialist was tasked with developing relationships between school counselors and industrial Human Relations offices. It has been constantly improving the school-to-work pathway for students by facilitating job shadowing, internships, and making school counselors aware of industrial opportunities. The "Careers in My Community" website provided another tool to link students with training and occupational opportunities. It is now imperative that we move forward with hiring a second specialist and that we fully populate the website with business pages.

Having supportive networks to enable youth and adults, particularly those at risk, to be successful participants in the workforce is an important component to creating social capital. A "work ready" local labor force has the following qualities: capable of passing drug tests, educated and/or skilled, good work ethic, responsible, and understands and meets employer's requirements. These standards can be challenging for individuals and limit the potential workforce needed for business and industry growth. To address them in a coordinated way, it is necessary to bring together supportive services, workforce development entities, and employers to achieve the common goal of creating a skilled and available workforce.

Goal 7 **Remain focused on retention of current industry**

Strategies The County must guard against a focus on attraction of new industry at the expense of attention to existing companies. We should work to ensure that factors that can be controlled locally such as the provision of adequate infrastructure to serve industrial needs receive consistent priority. The County must remain sensitive to industrial requirements through frequent visits or ready accessibility. Companies must be kept abreast of new opportunities which arise periodically such as foreign trade junkets or seminars, energy-saving subsidies, or new government incentives. The goal should be to help local industry thrive and expand.

Goal 8 **Maintenance of a diversified business and industrial base**

Strategies Coordination with the City, Village, local realtors, and private land owners must be continually emphasized to assist in maintenance of a database identifying available properties and buildings and their pertinent information. Such an inventory helps county officials respond effectively to companies interested in locating within their county and serves businesses of a variety of sizes and functions.

The County should work with business owners and operators and community groups to formulate redevelopment plans for existing commercial areas. Although redevelopment of existing commercial areas (both within municipalities and in the unincorporated county) will occur via the private sector, the County may find that it can attract more serious attention to these sites if it can present potential developers with a well-thought-out scenario for its development. When a community has a redevelopment plan for an area, a potential developer may be more interested for two reasons:

1. The developer's initial, and potentially cursory, assumptions regarding the area's potential may be challenged by the analysis provided in the redevelopment plan; and
2. The developer will have a more clear understanding of the site's potential and the type of redevelopment most likely to gain the local government's (and citizens') approval.

Such a redevelopment plan should include an analysis of the area's assets and liabilities, its short- and long-term market opportunities, an identification of potential land uses and land use mixes, and a concept site design indicating how the area can be redeveloped successfully. Redevelopment plans should be developed with ample opportunity for public involvement, and should be shared with both citizens and potential developers at every opportunity.

Facilitate a secondary center of economic activity near the Village of Old Washington. The Village has existing but limited infrastructure, and does afford additional opportunities for economic development. Economic activity in this location can vary widely, but it may be appropriate to focus on activities that will benefit from their proximity to the smaller population center or niche strategies that can draw on a wide trade area.

The county should recognize and encourage small scale industries as viable alternatives to larger, conventional enterprises. Nationally, small business growth creates the large majority of new jobs and new wealth, and small business growth strategies are often particularly well suited to largely rural areas. It may be beneficial to review county practices with existing small business operators to identify any opportunities for facilitating small business start-up and growth and address any potential impediments.

The Port Authority must continue to build on the existing close relationship with the Small Business Development Center (SBDC), which has become a major portal toward funding emerging business startups and expansions. The Port Authority Revolving Loan Fund, through a USDA Rural Business Development Grant, has been, and should continue to be, the catalyst for stimulating growth within our small business sector. Collaboration with the SBDC has grown in strength and must become even more of the total package offered to local entrepreneurs whose business enterprises will produce jobs and investment within our county.

Goal 9 Coordination of infrastructure improvements

Strategies Regionalization of county water and sewer infrastructure was a hot topic in the early 2000's. Despite some merit to the discussion, it lost impetus when government officials at the County, City, and Village levels acknowledged reluctance to surrender assets to some form of regional authority. The County has now evolved to regional cooperation and an increase in joint planning. With some difficulties, these efforts have increased efficiency and provided significantly increased service to more remote areas of the county. The objective of county officials should be to focus on cooperative efforts to minimize duplication and provide economics of scale. A joint effort such as the development at D.O. Hall, which involved the County, City of Cambridge, Village of Byesville, Jackson Township, and economic development agencies is a prime example of the successes resulting from maximum cooperation.

NOTE: Each of the nine goals above receive the extensive focus of other specific committees working in conjunction with the revision and update of this County Strategic Plan.

Goal 10**Provide maximum support to the Guernsey Power Station**

A 1,650 megawatt power station proposed for a 90-acre parcel approximately one mile north of the Village of Buffalo will provide a test for the cooperation of agencies noted in Goal 9. The basic requirements, abundant natural gas and 750 KV electric lines make the site perfect for the project. The site is also rail served, which will provide an asset for the transport and receipt of some major components of the plant. What is lacking, however, is the necessary water, sewer, and access infrastructure which will be necessary to serve the project. Providing these assets will require the cooperation of Guernsey County, the Village of Byesville, Valley Township, and the Guernsey County Port Authority. The current plan calls for water and sewer to be supplied by the Village. Village personnel are in the process of assessing resources and working with appropriate agencies to secure easements or right-of-ways necessary for construction of the service lines. Primary access to the plant is from Seneca Lane. Capacity of the bridge on the lane will need to be increased to accommodate the heavy loads it will be required to support. The Guernsey County Port Authority will work with Ohio Department of Transportation Office of Jobs and Commerce to assist in funding the Seneca Lane upgrades and bridge improvements. Seneca Lane is a township road which will ultimately be maintained by Valley Township. It should be noted that access to the natural gas pipeline and electric transmission lines will be negotiated by the developers of the Guernsey Power Station. The Guernsey County Commissioners have expressed full support of the project and will provide county assets whenever required.

Implementation Plan

Economic Development

Goal One Maximize usage of development sites in the D.O. Hall Business Center
Objective 1 Explore leasing, mine mitigation, and funding options to promote development

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Explore leasing as a viable alternative to sale of property in D.O. Hall when that option meets the needs of clients whose usages are an appropriate fit for the park	<ul style="list-style-type: none"> - Conduct discussions with CIA to determine feasibility - Contact surrounding economic development professionals for input - Survey current lease rates with owners and realtors 	Norm Blanchard	Ongoing
1.1.2	Research all options available to overcome obstacles presented by the presence of mines	<ul style="list-style-type: none"> - Consult with geotech - Obtain input from local site developers - Work with private firms to discuss options for mine grouting 	Norm Blanchard	June 2019
1.1.3	Establish feasibility of development of western-most 45 acres of the park	<ul style="list-style-type: none"> - Consult civil engineer to develop feasibility - Secure resources for site prep 	Norm Blanchard	Dec. 2019

Goal Two Establish a new business park
Objective 1 Identify available sites suitable for development

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Determine availability of potential sites throughout the county	<ul style="list-style-type: none"> - Contact local realtors - Solicit sites from property owners 	Norm Blanchard	Ongoing
2.1.2	The objective in this portion of the plan was accomplished when the rail was purchased and rehabilitated for industrial use. A private developer, working with the CIC, utilizes the rail to serve industrial facilities at the southern terminus of the right-of-way	<ul style="list-style-type: none"> - Expand initiatives with private developers to rehabilitate right-of-way 	Norm Blanchard	Accomplished
2.1.3	Work with Dr. Paul Brown in funding and research for creation of the MAGNAM business park	<ul style="list-style-type: none"> - Participate in planning and Board actions to lay park foundation 	Norm Blanchard	Dec. 2019

Goal Three Research economic development funding options
Objective 1 To determine if new development funding sources are available

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Research legal requirements in establishing development fund	- Contact Port Authority	Norm Blanchard	Accomplished
3.1.2	Research fund development structures and options	- Contact REA & Assoc., Peoples Bank, and the Development and Finance Authority of Tuscarawas County for input and guidance	Norm Blanchard	Accomplished
3.1.3	Research all available state and federal funding sources	- Meet with state and federal sources capable of providing development funds	Norm Blanchard	Ongoing

NOTE: Goal Three was accomplished in its entirety. We researched legal requirements, along with interviewing entities that currently exist to provide sources of funding. For various reasons, it did not appear feasible to create a fund with our current resources. The exploration of state and federal funding sources (Goal Strategy 4.1.3) provided a listing of the various agencies that supply grant and/or loan funding for specific projects. Each project is researched for funding based on the type of initiative or the appropriate requirements for financing. Sources include banks, JobsOhio resources, Port Authority bonds, private investment, and others. This portion of Goal Three is ongoing.

Goal Four Establish governance of Potter-Davis building
Objective 1 Formalize Cambridge Renaissance, LLC, structure and procedures

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
4.1.1	Establish Cambridge Renaissance, LLC	- Register formation documents with Ohio Secretary of State	Norm Blanchard	Accomplished
4.1.2	Formalize LLC functions	- Work with counsel to determine operation regents	Norm Blanchard	November 2019
4.1.3	Specify relationships among partners	- Delineate flow of payments, agreements, etc., among CIA, Port, AAA9	Norm Blanchard	November 2019
4.1.4	Satisfy legal/fiscal requirements	- Work with auditor to ensure compliance with all legal requirements	Norm Blanchard	December 2019

Goal Five Facilitate construction of Guernsey Power Station

Objective 1 Provide all assistance available within Port Authority and CIC capabilities

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
5.1.1	Assist funding development	- Work with state, county, Port Authority, and school district to provide incentives	Norm Blanchard	Accomplished
5.1.2	Assist in securing land	- Provide contacts with local property owners if required	Norm Blanchard	Accomplished
5.1.3	Provide necessary infrastructure	- Develop/implement plan for water/sewer	Village of Byesville	Accomplished (Water) Ongoing (Sewer)
5.1.4	Upgrade of Seneca Lane	- Secure funding assistance from ODOT	Norm Blanchard	July 2020
5.1.5	Solve environmental issues	- Provide assistance with appropriate agencies	Norm Blanchard	Ongoing

Goal Six Better promote CIC website as primary marketing tool

Objective 1 Ensure that format is interactive and information is current

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
6.1.1	Upgrade format	- Work with AVC Communications	Norm Blanchard	July 2019
6.1.2	Revise content	- Provide AVC revisions on a weekly basis	Norm Blanchard	Ongoing
6.1.3	Keep property listings current	- Provide AVC with changes as they occur	Norm Blanchard	Ongoing

Guernsey County Comprehensive Strategic Plan

Residential Development and Housing

Mission Statement

To identify important concerns in the housing market, and to communicate these concerns to the Task Force.

Goal & Objectives

To assemble all current and relevant housing studies and obtain input from professionals in the housing field (lenders, realtors, developers), which will provide a statistical background to assist in an ongoing effort to identify housing needs and concerns.

Current State

The Housing Committee acknowledged that progress has been made since the 2000 Guernsey Vision 20/20 Plan. Telephone and high-speed internet services are now, or soon will be, available in rural areas, as well as the City of Cambridge and villages.

The County Commissioners have made expansion of water and sewer lines a priority, and have been successful at obtaining federal and state grant funds. The City of Cambridge has also been successful in obtaining grant funds for installation of new water and sewer lines, as well as the replacement of old, but more is needed. In addition, the City created a permanent street paving fund.

The economy of the County has been hit hard, and the loss of employers/jobs has meant that the foreclosure rate is very high, leading to the need for more affordable rentals. The number of available affordable rental units is not able to meet the demand.

The County has experienced some expansion/retention of current industries, including the growing health care industry, bringing additional executives and professionals to the County. These professionals often purchase housing in a neighboring county due to lack of executive housing in the County. At times, professionals are here for a short-term purpose, and cannot find upscale lodging for their extended stay. Those professionals seeking upscale rentals with amenities often find housing in a neighboring county which satisfies their needs.

Even with the state of the current economy, local lenders are busy refinancing existing housing loans, which allows some homeowners to remain in their homes. The number of new residential home loans being processed remains low.

Many potential home buyers are not able to meet current credit criteria. Lenders no longer fund speculative housing loans, which inhibits housing development.

Needs

The Housing Committee did use all available data to identify major needs/concerns. As mentioned previously, the continuation of paved streets, installation of water and sewer, natural

gas service, and upgraded telephone and internet will always be necessary. These remain the incentive for builders and developers to create new housing, and for buyers to purchase existing housing.

Another concern is the need for moderate county-wide zoning, necessary not only as an incentive for builders/home buyers, but also to offer some protection of property values for current property owners. The need for executive-style housing remains, with condominiums and short-lease rentals, both with upgraded amenities, which are currently non-existent.

The Cambridge Metropolitan Housing Authority (CMHA) has indicated the huge need for an increase in housing vouchers to assist the extremely-low income, very low income, and low income residents (ELI, VLI, and LI) of the County. The Department of Housing and Urban Development's Housing Choice Voucher Program (previously known as the Section 8 Program) provides vouchers which allow for rental subsidies. CMHA's waiting list of 750+ for the Housing Choice Voucher Program is greater than the number of households CMHA currently serves under the program. The waiting list continues to grow as no new vouchers have been made available for smaller, rural communities such as Guernsey County.

Under the Low-Moderate Income (LMI) umbrella of housing, an example of the need for affordable rentals is evidenced by the number of inquiries received at The Village at Skye Meadows, a property designed for those ages 55 and older. Specifically, well over 100 inquiries have been received at this development due to the affordable rents at the site. Clearly, there continues to be a need for affordable housing rentals in the County. Finally, based on the quick lease-up of The Village at Skye Meadows, it is our opinion that as the population of baby boomers reaches retirement age, the need for affordable housing will continue to grow.

Cambridge Management Corporation understands the need to explore possible County locations for future affordable housing development.

There is a need to create or extend an outreach program to educate potential home buyers in the process of purchasing a home, as well as continued credit counseling sessions.

Priorities

- The need for county-wide water and sewer is critical in order for additional housing creation. This is the number one priority.
- Effective land use planning is also necessary.
- Different types of needed housing have been identified. Once there is water and sewer available, a greater effort can be made to meet the housing demands from executive housing, to affordable rental housing. To guarantee quality construction, a County Building Department should be established.
- Concern must remain for our area residents who cannot afford the escalating home purchase and rental costs. The most vulnerable are our elderly, handicapped, and low income residents.
- Promote housing partnerships to create affordable housing, both rental and home ownership.
- Attention should be given to homeless and potential homeless persons impacted by the high housing costs caused by the oil and gas industry.

Planning Issues

There is a need to retain affordable housing units for our local residents. The oil/gas housing needs have caused an escalation in rental housing costs, with many of our residents unable to find affordable housing. Cambridge Metropolitan Housing Authority (CMHA) and Cambridge Management Corporation (CMC) agree that affordable housing units need to be retained. However, CMC does not have any lengthy waiting lists for their developments, and CMHA reports that Housing Choice Voucher holders are able to find homes/apartments easily.

With the flurry of new construction occurring, including multi-unit rental buildings, the County may wish to consider the creation of a building department, to have oversight on construction. We need to ensure that during this building boom, the construction is according to code and of good quality.

It is important to focus on creation of executive housing, as many oil and gas professionals are looking to relocate to Guernsey County. The County does not have the inventory to satisfy this need. New construction of rental units is a must, as there is noticeable lack availability for the needs of those coming to the area for the oil and gas industry. Once again, this construction points to the importance of the establishment of a building department.

Consideration should be given to the establishment of a Vacant Residential and Commercial Properties Program, which would determine the responsibilities of owners and/or persons in control of the buildings and structures, with the purpose of accelerating the rehabilitation and/or demolition of vacant buildings. This would shift the responsibility and cost burden directly onto the building owners. We may then see more viable residential construction sites become available.

There is a need for demolition of dilapidated residential structures throughout the City and County. The issue remains of great concern within the City of Cambridge, and Villages have been requesting assistance as well. There is not a great amount of grant funds available for this activity. Therefore, an effort to create a land bank will be pursued. This would allow for unsafe buildings to be demolished, while also providing a program for the purpose of obtaining demolition funds. It would make it possible for the land bank to obtain the properties to resell for development. This is important for properties that are delinquent in real estate taxes. The demolition and resell of land banked properties to be used for housing development would allow for tax revenue to be realized.

Existing Conditions and Trends

Per the May 30, 2014, market study conducted by Vogt Santer Insights, the following information was shared:

Apartment Analysis

We identified and surveyed 32 conventional housing projects containing a total of 919 rental units within the Guernsey County (Cambridge-Byesville) area during our updated May 2014 evaluation, following our December 2012 in-person evaluation of the market. This survey was conducted to establish the overall strength of the rental market and to identify performance of different types of conventional rental housing (affordable, market-rate, senior, etc.), age and

quality. The 32 total rental projects have a combined occupancy rate of 98.9%, an excellent rate for rental housing. The following table summarizes the breakdown of conventional housing units surveyed with the Site PMA. The current (May 2014) occupancy rates are compared to the December 2012 occupancy rates.

Cambridge-Byesville and Guernsey County

<i>Project Type</i>	<i>Projects Surveyed</i>	<i>Total Units</i>	<i>Vacant Units</i>	<i>Current Occupancy Rate</i>	<i>December '12 Occupancy Rate</i>	<i>Change in Occupancy</i>
Market-rate	19	337	10	97.0%	95.5%	+1.5 percentage pts.
Tax Credit	3	150	0	100.0%	98.4%	+1.6 percentage pts.
Tax Credit/ Government-subsidized	3	153	0	100.0%	100.0%	--
Government-subsidized	7	279	0	100.0%	99.6%	+0.4 percentage pts.
TOTAL	32	919	10	98.9%	98.0%	+0.9 percentage pts.

All segments of the conventional rental market in each area are considered to be performing well. A 95.0% overall market occupancy rate is considered to be typical in most stable non-urban conventional rental markets. As such, the current 98.9% occupancy rate is considered to be much higher than typical. In December 2012, the overall occupancy rate was also high, but not quite as high, at 98.0%. Most of the rental segments surveyed have experienced increases in occupancy levels since Vogt Santer Insights last surveyed projects in December 2012. This is an indication of the increasing demand for rental housing, which is likely due in part to the increase in oil/gas exploration in the region.

According to area apartment managers, and/or based on our previous December 2012 survey of this market, the median gross rents for market-rate rental units have increased significantly more than the Tax Credit median gross rents. Due to programmatic limitations, this is not surprising, as affordable rental housing generally does not have the ability to increase rents due to programmatic limitations. The greater increase in market-rate rents, coupled with the increase in occupancy levels over the past 18 months (since December 2012) indicates a strengthening rental housing market.

Goals, Objectives, and Strategies

- Continued encouragement the development of county-wide water and sewer to make new construction possible. The creation of a task force (Guernsey County Action Committee) will allow for additional input to the City and County to realize this critical goal.
- Establish a county-wide building department that will review projects, make recommendations and sign off that the project is meeting local compliance, and also have oversight on the construction phase.
- The Guernsey County Housing Committee would be formed for the purpose of collecting and disbursing data, researching various funding sources, bringing together potential partners for housing creation, meet with local governments and agencies, track trends, and compile market data. In addition, the Housing Task Force will network with housing providers, developers, and social service agencies to encourage affordable housing opportunities. The Housing Task Force, working with the Region 7 Continuum of Care

(COC) will track homeless and potential homeless, and will support efforts by GMN Tri-County, Samaritan House, Haven of Hope, Salvation Army, and others to obtain grant funding to assist this impacted population.

- The Housing Task Force will meet in Fall 2019.

Accomplished Goals

- The Guernsey County Land Reutilization Corporation was created in 2017. Land Bank has proven to be beneficial in several ways. The Land Bank received \$275,000 through the Ohio Finance Agency neighborhood improvement grant, and so far have demolished 13 dilapidated structures, which greatly improved the safety, health, and visibility in those communities. In addition, the Land Bank has been able to partner with private investors who agree to renovate the existing structures they purchase through the Land Bank to create affordable rental housing. The creation of additional affordable housing is a major need in our county.
- Although there has not been any extensions of water and/or sewer lines in the county, two new sewer plant replacements were completed for Coventry Estates and Beech Meadows, stabilizing the livability of those two subdivisions.

Implementation Plan

Residential and Housing

Goal One Housing development
Objective 1 Extend water/sewer county wide

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Encourage partnerships between local governments to realize goal	- Attend meetings; send letters of recommendation	Guernsey County Commissioners; City of Cambridge; Village Administrators; township trustees; Guernsey County Planning Commission	Ongoing/ Long-Term
1.1.2	Involve villages, townships, and general public	- Form Task Force for all local governments to exchange information	Guernsey County Housing Advisory Committee; Guernsey County Commissioners; City of Cambridge; villages; townships; community stakeholders	Medium-Term
1.1.3	Research funding resources	- Apply for federal and state grant funds	Guernsey County Commissioners; City of Cambridge; Cambridge-Guernsey Co. CIC; OMEGA	Long-Term
1.1.4	Effective Land Use planning	- Review proposed projects to ensure land is suitable	Guernsey County Plan. Commission; Guernsey Soil & Water Conservation; Guernsey County Commissioners; City of Cambridge	Long-Term

Objective 2 Housing construction

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.2.1	Create a Housing Task Force	- Develop a committee of community leaders (realtors, developers, contractors, lenders, investment property owners, housing professionals)	Guernsey County Commissioners; City of Cambridge; Guernsey Housing Advisory Committee; Cambridge-Guernsey Co. CIC	Long-Term

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.2.2	Open dialogue with oil/gas companies	- Extend invitation to companies to learn about opportunities of housing partnerships	Guernsey County Plan. Commission; Cambridge-Guernsey Co. CIC Housing Task Force	Long-Term
1.2.3	Establish county-wide building department	- Initiate meetings to discuss possibility of county-wide building department	Guernsey County Commissioners; City of Cambridge; Guernsey County Plan. Commission; Cambridge-Guernsey Co. CIC; villages; townships; Housing Task Force	Medium-Term
1.2.4	Establishment of county-wide: vacant residential and commercial properties program to include county, villages, and townships; update housing inventory; establish housing types needed	- Present plan that would outline process, the end result being additional buildable lots	Guernsey County Commissioners; City of Cambridge; Guernsey County Plan. Commission; villages; townships; Housing Task Force	Medium-Term

Objective 3 Affordable housing

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.3.1	Create and maintain partnerships with housing providers and developers	- Open dialogue, explain objectives; invite to task force meetings	Housing Task Force; Economic and Community Development; Cambridge Management Corp.	Long-Term
1.3.2	Identify funding resources	- Research federal, state, and private funds; tax credits; foundation funds; local resources	Housing Task Force; Economic and Community Development	Long-Term
1.3.3	Network with local social service providers	- Invite to Housing Task Force	Housing Task Force	Long-Term
1.3.4	Pursue severance tax dollars on oil/gas production to be reinvested in Guernsey County	- Write letters of support to legislators for these tax dollars to return to Guernsey County	Housing Task Force;	Long-Term
1.3.5	Create a county-wide housing inventory	- County survey of existing housing stock, research data to determine types of housing needed	Economic and Community Development; Housing Task Force; Zane State or Muskingum University Survey Class	Long-Term
1.3.6	Identify homelessness needs created by the impact of shale development; identify preventative measures	- Network with Region 7 CoC, transitional housing, domestic shelter, and social service agencies	Region 7 Continuum of Care; Housing Task Force; Social Service Agencies; Economic and Community Development; CDC	Long-Term

Guernsey County Comprehensive Strategic Plan

Tourism/Cultural/Historical

Mission Statement

The Cambridge/Guernsey County Visitors and Convention Bureau (VCB) will:

- Promote tourism in our area
- Educate the local public as to the value and importance of tourism to our area, and
- Promote the development of tourism-related businesses

Economic Impact Statement

The tourism industry's economic impact in Guernsey County for 2017 is based on data as a result of an integrated consumer-based research study organized by the Ohio Department of Development's Tourism Division (TourismOhio) and conducted by Longwoods International and Tourism Economics. The VCB was one of 61 county/city convention and visitors bureaus, cities, and economic development boards that took part in the study. According to the report, Guernsey County's tourism industry contributed more than \$21 million in local taxes; generated \$43 million in sales for local businesses; and sustained more than 1,597 local jobs in 2017.

Goals

Goal 1 (2019)

Align Stakeholders to a Common Vision

Recommendations

1. Establish VCB Purpose and Vision Statements.
2. The VCB has established a Mission Statement (*what* it does) and its core Values and Values Behaviors (*how* it does it).
3. To complete the VCB's organizational identify, having a Purpose Statement (the *why*) and a Vision Statement (the *future* story) will help- all stakeholders see a common future and serve as the motivating guide for strategy, partnerships, and behaviors to successfully create that future.

Goal 2 (2019)

Make it Easier to Gather and Disseminate Accurate Information

Recommendations

1. Streamline the process of a) gathering accurate and timely information from multiple partners and stakeholders, and b) disseminating that information to travelers and other stakeholders.
2. One of the VCB's values is authenticity, demonstrated by gathering and disseminating information accurately. This is a core competency and service of the VCB.

3. It is also one of its greatest risks in a rapidly changing world.
4. The current processes for gathering and disseminating information have been developed years ago, and consume a great deal of the VCB's human resources.
5. As well, technology has advanced rapidly and there may be opportunities to greatly improve these processes, helping make this core competency much easier to deliver, and better demonstrate all the core values, including Caring, Enthusiasm, Innovation, and Partnerships.

Goal 3 (2019)

Empower Internal Stakeholders

Recommendations

1. Provide coaching for organizational alignment, and training where gaps exist.
2. In a rapidly changing and distracting world, it is essential that all internal stakeholders are aligned with, and remain true to, the core principles that guide the organization—its Purpose, Vision, Mission, and Values.
3. As well, it's important that staff is trained in emerging technologies and industry best practices to best respond to our rapidly changing world.
4. By providing ongoing training, information, and coaching, the VCB will empower its internal team to achieve success in living its Values, Mission, and Vision.

Goal 4 (2019)

Strengthen Partners' Ability to Realize the Vision

Recommendations

1. Provide training for tourism partners to successfully realize the VCB's.
2. The VCB's Vision benefits all stakeholders in the county. If achieved, tourism will continue to grow as an important and major economic driver in the region, increasing the quality of life and success for area businesses and residents.
3. Cambridge and Guernsey County already have an abundance of unique and high-quality entities and experiences catered to the interests of travelers, and are attracting visitors from the Midwest region and beyond.

By sharing a vision of possibilities as well as their expertise, the VCB staff can help inspire, educate, and support the ability of county tourism entities to maximize their potential, building on strengths that will continue to turn Guernsey County into a desired destination greater than its parts.

Goal 5 (2019)

Focus 2020-2021 Marketing Plans on Regional/National Opportunities

Recommendations

1. Bring marketing a focus to places and experiences that are attractive to travelers from beyond the local/Ohio region (including from across the nation).
2. The Vision of the VCB recognizes the potential for Cambridge/Guernsey County to be a national and international destination.
3. The county is already host to many events that are of interest to national travelers (ex.: Dickens Victorian Village, Deerassic Classic, Gus Macker, Salt Fork Arts & Crafts Festival, Living Word Outdoor Drama, American Triple T, Bigfoot Conference, etc.).
4. As well, the county is host to many places and experiences that are appealing to national travelers, particularly in outdoor recreation (ex.: hunting, fishing, camping, birding, kayaking, etc.).
5. By building on these strengths, with a watchful eye on emerging market trends of “unplugging” in favor of meaningful experiences, the VCB can maximize existing opportunities to attract a growing national audience.

Implementation Plan

Tourism/Cultural/Historical

Goal One Align Stakeholders to a Common Vision

<i>No.</i>	<i>Strategy</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1	Board members and Executive Director review, refine, and finalize proposed Purpose and Vision Statements.	VCB Board/Staff	March-August 2019
1.2	Communicate Purpose and Vision Statements to all internal stakeholders.	VCB Board/Staff	March-August 2019
1.3	Communicate Vision Statement to external stakeholders at every opportunity, public and private.	VCB Board/Staff	Ongoing
1.4	Incorporate the alignment with the VCB's Purpose and Vision (and Values and Mission) into the employee, Board member, and volunteer life cycle, including the processes to recruit, hire, and evaluate.	VCB Board/Staff	Ongoing

Goal Two Empower Internal Stakeholders

<i>No.</i>	<i>Strategy</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1	Define the challenges and roadblocks that make it difficult or time-consuming to gather and/or update accurate and timely information from partners and stakeholders.	VCB Staff	April-December 2019
1.2	Define opportunities to make this process easier and efficient, minimizing resources to do so, and demonstrating the VCB's values.	VCB Staff	April-December 2019
1.3	Define the challenges that travelers and other stakeholders might have in accessing the information about places and experiences that are meaningful to them.	VCB Staff	April-December 2019
1.4	Define opportunities to make this process easier and efficient, delighting the customer by better demonstrating the VCB's values.	VCB Staff	April-December 2019
1.5	Engage a technical partner to explore opportunities to design and implement an online portal for partners to update their information in a timely and efficient manner—or other such solution as defined in Steps 1-2.	VCB Staff	January-December 2020
1.6	Engage a technical partner to explore opportunities to design and implement an online portal that makes it easy for travelers and other stakeholders to filter for places, experiences, and information, and perhaps build itineraries, that are timely and meaningful to them—or other such solution as defined in Steps 3-4.	VCB Staff	January-December 2020
1.7	Evaluate long-term ROI to build such a system and validate investment to do so.	VCB Staff	January-December 2020
1.8	If necessary, develop alternative systems of efficiencies to achieve objective based on results of Steps 5-7.	VCB Staff	January-December 2020

Goal Three Empower Internal Stakeholders

No.	Strategy	Responsibility	Time Frame
1.1	Embed organizational principles (Value, Mission, Vision and Purpose) in internal operations and communications including the human resource (Board, volunteer and staff) life cycle	VCB Director/ Board/Staff	2019 and Ongoing
1.2	Identify where technology and media (ex: web, video) knowledge gaps exist, and provide training as necessary	VCB Director/ Board/Staff	2019 and Ongoing
1.3	Share and discuss industry best practices on a regular basis	VCB Director/ Board/Staff	2019 and Ongoing
1.4	Coach for personal and professional development via regular 1.1 meetings	VCB Director/ Board/Staff	2019 and Ongoing

Goal Four Strengthen Partners' Ability to Realize the Vision

No.	Strategy	Responsibility	Time Frame
1.1	Declare and share the vision	VCB Staff	March-December 2019
1.2	Create a plan to communicate the VCB's Vision Statement to all county stakeholders, along with facts supporting the influence of the local tourism industry as a major contributing factor to the county's economic vibrancy	VCB Staff	March-December 2019
1.3	Identify community leader champions who will agree to amplify this message to the public at all relevant opportunities	VCB Staff	Ongoing
1.4	Continue to communicate the Vision to all stakeholders at every opportunity on an ongoing basis	VCB Staff	July-December 2019
1.5	Design and implement a Partner Training Program	VCB Staff	July-December 2019
1.6	Create an easily repeatable, updateable, and customizable training program that helps tourism partners (including front line workers) understand the Vision, how it will benefit all partners, and steps they can take toward being a successful partner in the Vision. This training program should demonstrate the VCB's Vision, Mission, and each of the Values: Authenticity, Caring, Enthusiasm, Innovation, and Partnerships.	VCB Staff	2020
1.7	Training should include tourism market trends, idea generation, storytelling, marketing/PR best practices, VCB communications, partner opportunities, general knowledge of area, SEO, engaging front line, etc.	VCB Staff	Ongoing
1.8	Create a training program schedule that continues to repeat as long as this initiative remains a strategic priority.		
1.9	Begin implementing this training program on a regular basis.		

<i>No.</i>	<i>Strategy</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.10	Regularly assess and revise the training program and its content in a state continuous improvement.		
1.11	Carefully evaluate what programs and operations should become a lower priority or be eliminated in order to prioritize the development and delivery of this training program. Embrace the Pareto Principle that 20% of effort (this training program) produces 80% of the results (the VCB's Vision).		

**Goal Five Marketing Plans on Regional/National Opportunities
(2020-2021)**

<i>No.</i>	<i>Strategy</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1	Identify existing county events, places, and experiences of national interest.	VCB Director/ VCB Staff/ Marketing Agency	October-December 2019 October-December 2020
1.2	Find ways to creatively highlight these features in the 2020 and 2021 Marketing Plans.	VCB Director/ VCB Staff/ Marketing Agency	October-December 2019 October-December 2020
1.3	With the Marketing Agency, evaluate the ROI of increasing the ratio of marketing reach toward national audience.	VCB Director/ VCB Staff/ Marketing Agency	October-December 2019 October-December 2020
1.4	Amplify this goal by taking advantage of partnership opportunities with tourism and media partners in the greater Southeast Ohio and Appalachian region.		

Guernsey County Comprehensive Strategic Plan

Technology

Guernsey County's Current Broadband Situation

Throughout the past decade, the distinction between local and global communities has narrowed and faded. Communities that saw little need for broadband technology in their daily commercial and cultural activities must now take advantage of new and larger opportunities to increase their productivity and improve their lifestyles. Broadband strips away barriers that have prevented growth in the past and enables an array of opportunity that can improve the economic, educational, and lifestyle experiences for its users. Guernsey County understands the benefits that broadband provides and has prepared a vision to take advantage of these opportunities.

Connected Nation released a first-of-its-kind economic impact study titled "The Economic Impact of Stimulating Broadband Nationally." The study estimates the economic impact of broadband growth in Ohio and projects similar benefit for all states. With a 7% increase in broadband adoption in Ohio, the study shows the potential to:

- Create and retain over 96,000 jobs.
- Create more than \$3.6 billion in direct income growth.
- Save Ohioans roughly \$25.4 million in average health care costs.
- Save residents more than \$248 million in annual gas mileage costs.
- Cut more than 125.6 million pounds in average annual CO2 emissions.

Guernsey County, containing approximately .3% of Ohio's population, could expect to secure about 337 jobs, and create approximately \$12 million in annual direct income growth with the same 7% increase in broadband use.

Furthermore, if 100% of households and businesses were fully equipped and engaged in a broadband economy, the benefits described here could be multiplied by a factor of 10, producing an even more substantial impact on the state's economy, the lifestyles of its citizens, and the conservation of natural resources.

Where Are We Today?

Guernsey County has a population of 40,087. It has a land area of 522 square miles, of which 98.4% is rural. The largest municipalities include the City of Cambridge, also the County Seat, with a population of 10,635; Cambridge Township, population 3,787; and Adams Township, population 3,105.

Today, Guernsey County's broadband needs are served by Horizontel, A T & T, Suddenlink, Time Warner, Verizon, Frontier, and Windstream. Mobile wireless providers are also available including A T & T, Sprint and Verizon Wireless, and offer several levels of service pricing options. Satellite access is provided by HughesNet, SkyWay, USA, LLC and WildBlue at generally higher prices than the fixed broadband providers mentioned above. Where

broadband service is available, the county's average access speed is 2.2 Mbps, slightly faster than the state average of 2.1 Mbps. The average Guernsey County resident pays \$36.77 per month for broadband service, slightly more than the state average of \$35.13.

Broadband and technology are starting to be utilized in Guernsey County. Computer ownership, internet usage, and broadband adoption are all below the state averages. The home broadband adoption rate is 30% in Guernsey County, while the state average is 55%. This equates to approximately 11,283 households as potential subscribers. According to Connect Ohio's *Ohio Technology Trends 2007*, education, cost, and availability are the leading barriers to technology adoption. The leading barriers to computer ownership in Guernsey County are lack of perceived need and affordability. Barriers to internet adoption include the lack of ownership and lack of perceived need. The leading barriers to broadband adoption among internet users can be remedied through education and training, since lack of perceived need accounts for 51% of non-adoption and availability accounts for 26%.

Barriers to Broadband Adoption

(Among Ohio residents who do not subscribe to home broadband service)

	<u>Guernsey Co.</u>	<u>State Average</u>
Don't need broadband or don't understand the benefit	51%	51%
Broadband is too expensive	15%	18%
Don't own a computer	3%	13%
Broadband is not available in my area	26%	12%
You can get broadband elsewhere	3%	6%
Other	3%	3%

Source: 2008 Connect Ohio Statewide Residential Technology Assessment

Internet applications and services are on par with the state average on most accounts. The leading applications among Guernsey County internet users are:

- E-mail
- Using a search engine
- Purchasing products online
- Online research for products or services
- Reading online

An eCommunity Leadership Team has been formed, under the direction of Connect Ohio, to identify the community's strengths and weaknesses and cast a vision for a future that takes full advantage of high-speed connectivity. This team will develop strategies to affect positive change and lead the effort to install specific solutions to take advantage of the opportunities available to Guernsey County. Members of the eCommunity Leadership Team were selected based upon their interest, influence, and ability to address the initiative from the perspective of several specific community sectors. Connect Ohio has assembled this community team and

directed a series of discovery meetings which have led to this assessment, and will continue to guide the effort to set specific strategies and carry them through to implementation, enabling Guernsey County to achieve the benefits of ubiquitous broadband availability and wide adoption.

Many organizations from each of the nine sectors of the community within Guernsey County have web sites. Some include:

- City of Cambridge www.cambridgeoh.org
- Cambridge Chamber of Commerce www.cambridgeohiochamber.com
- GMN Tri-County CAC www.gmncac.org
- Mid-East Career and Technology Center www.mid-east.k12.oh.us
- OMEGA www.omegadistrict.org
- Cambridge City School District www.cambridgecityschools.org
- Rural Action www.ruralaction.org
- Southeastern Ohio Regional Medical Center www.seormc.org
- Guernsey Co. Visitors and Convention Bureau www.visitguernseycounty.com
- Zane State College www.zanestate.edu
- Cambridge-Guernsey Co. CIC www.cgccic.org
- Ohio Valley Educational Service Center www.ovesc.org
- OME-RESA www.omeresa.net

In assessing the situation and working to identify key projects to effectively bring broadband throughout Guernsey County, leaders have considered issues of Availability, Affordability, Adoption, Awareness, and Applications that may be needed to bring the full benefit of the internet to its businesses and citizens. These overarching objectives are considered when selecting projects on which to focus within each sector.

Where Do We Need to Be? - Guernsey County's Self-Assessment

Through the assessment and vision process, the Guernsey County eCommunity Leadership Team identified the current status of each of the nine sectors evaluated and outlined their vision for each. The assessment and vision is summarized in the following table with 0 representing the absence of technology, 3 midpoint, and 5 most technology tools are planned or in place. These values are specific to their sector.

Guernsey County Assessment Overview

Sector	<u>Networked Places</u>		<u>Applications & Services</u>		<u>Leadership</u>	
	Current	Goal	Current	Goal	Current	Goal
Agriculture	1	3	2	3	1	2
Business & Industry	1	4	1	4	1	4
Community-Based Organizations	3	4	3	4	3	4
Government	3	4	4	4	4	4
Health Care	3	4	2	3	3	4
Higher Education	3	4	4	4	4	4
K-12 Education	3	4	2	4	2	4
Libraries	4	4	4	4	4	4
Tourism, Recreation & Parks	3	4	3	4	2	4

In addition to the subjective scoring by the eCommunity Leadership Team, Connect Ohio has conducted significant research in Guernsey County and throughout the state. Connect Ohio's Residential and Business Technology Assessments are used to provide insights to the specific opportunities and challenges present in Guernsey County. Connected Nation's Economic Impact Study of February 2008 provides additional research, incorporating data from similar projects to help in identifying the impact of the specific projects undertaken here. Finally, U.S. Census data and information from the Ohio Department of Development are incorporated to provide information useful in quantifying opportunities, and to provide contrast and background to Guernsey County's unique makeup. These Connect Ohio documents are available on our web site, www.connectohio.gov, and the U.S. Census and Department of Development data are available on their web sites, www.census.gov and www.development.ohio.gov, respectively.

How Do We Get There?

Priority projects as defined by the Guernsey County eCommunity Leadership Team are listed below with details describing each plan. Other project ideas can be found in each sector-specific report.

Priority is awarded to the projects based upon how well they solve a specific problem, or exploit a specific opportunity in the areas of:

- | | |
|----------------------|---|
| <i>Availability</i> | Does the project increase the availability of broadband services to areas currently under served? Connect Ohio has provided maps that identify areas with and without broadband availability. Population overlays are provided to ensure that no one is left outside the digital divide. Maps are available online at www.connectohio.gov . |
| <i>Affordability</i> | Does the project promote new competition, bundling, better technology, or include grants, community sponsors, or other items that promote more affordable broadband access? |
| <i>Adoption</i> | What elements of the project help to ensure that more residents and businesses take advantage of available broadband supply? Is Connect Ohio's "No Child Left Offline" program utilized?

Are there libraries, schools, community centers or other public access points where people can adopt a pattern of usage? Can we provide applications that open the eyes of Ohioans to the opportunity that comes along with broadband adoption? |
| <i>Awareness</i> | Does the project include an element of public relations, media coverage, a campaign sponsored by vocal citizen groups, or other plans to alert the public to the benefits that will come along with it? How will people know that the improved access or additional applications are available? |
| <i>Applications</i> | Is the project able to supply new ways to use the internet? What types of benefits need to flow through the connection to bring advances in education, health care, economic development, etc.? Are there opportunities to bring course work, jobs, diagnosis, or other applications to the community? |

In selecting the Priority Projects above, Connect Ohio convened a core leadership team, comprised of local leaders from nine specific sectors. These sectors include Agriculture, Business and Industry, Community Organizations, Government, Health Care, Higher Education, K-12, Libraries, and Recreation and Tourism. Each sector team examined the status and opportunities within their own realm of the community and determined a vision for the broadband-enabled future. Each sector then worked to produce a list of meaningful projects which would benefit them.

The sector projects were then rolled up to help in prioritizing larger community-wide projects and scored to determine their value to the community as a whole. The end result is a slate of three different types of projects:

- *Community-wide Priority Projects* - These are listed above, and are deemed to be the most meaningful projects, with the largest impact on Guernsey County as a whole,
- *Sector Priority Projects* - Listed below and identified as the most impactful projects that can be undertaken within their specific sector of the community, and
- *Sector Project Ideas* - Upgrades and ideas that can be put into play to help the specific sector of the community enhance its offerings.

Additionally, the following updates complete a description of the current outlook:

First is the awarding of the \$95 million Connecting Appalachia: Middle Mile Stimulus grant for 34 counties of Ohio. Over the past three years, vital public sites were connected to high-speed internet, including schools, colleges, public safety forces, and industrial sites. The middle mile fiber optic lines awarded to Horizon Communications also allow Wireless Internet Service Providers (WISPs) to reach out to previously unserved rural areas. Concerted efforts are underway to court such WISPs on a regional basis. The same should be done on a county basis.

Secondly, the U.S. Department of Agriculture approved a grant to help those low-income citizens of Guernsey County to learn computer basics and how to use the internet effectively. This operation is currently carried out.

Thirdly, the land lines for local telephone service have changed hands; as the plans for Frontier's efforts continue to unfold, there will be new opportunities to expand DSL (a form of broadband) and direct high-speed lines. Local decision makers must voice their opinions now and over the next few years.

Implementation Plan

Technology

Goal One Expand connectivity to critical areas of the County

Objective 1 Determine areas of highest need

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Examine priorities for areas of development	- Place on Planning Commission agenda	Chairman, Plan. Commission	June 2019/ Ongoing
1.1.2	Solicit input from local development entities	- Discuss with CIC and Port Authority	Economic Development Director	May 2019/ Ongoing

Goal Two Assess current broadband assets and capabilities

Objective 1 Collect appropriate data

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Determine sources of broadband information	- Meet with Horizon Telecom	Norm Blanchard	May 2019/ Ongoing
2.1.2	Inventory additional broadband assets	- Meet with broadband providers	Norm Blanchard	April 2019/ Ongoing

Goal Three Provide broadband capabilities where needed

Objective 1 Solicit broadband needs from industry

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Contact major employers	- Meet with tech officials at facilities	CIC	July 2019/ Ongoing
3.1.2	Assist efforts to provide broadband	- Work with broadband providers	Economic Development Director	

Source of Data: Connect Ohio

Guernsey County Comprehensive Strategic Plan

Infrastructure (Water/Sewer/Transportation)

Mission Statement *(Water and Sewer)*

Identify areas that infrastructure providers can support the Vision Statement of the Comprehensive Strategic Plan.

Goals and Objectives

The purpose of this section is to provide an understanding of what resources are available and what challenges face the community with respect to infrastructure. We will also identify actions that could help prepare the County to meet the goals of the comprehensive plan.

Current State

The fundamental goal of every water and sewer utility is to provide the needed quantity and quality of uninterrupted service to each customer at the lowest possible price while allowing for reinvestment into the system itself. Currently, there are several providers of water and sewer in the County that operate either as satellite providers or operate as a standalone utility providing service to specific geographic area.

Two separate needs are constantly changing: the need to expand and the need to maintain existing facilities. The ability to expand either the water or sewer system is tied to the capacity and condition of the existing infrastructure that feeds the expansion area. This inter-connectivity continues through the system, touching each and every piece of the system that in even the smallest way, contributes to the ability to provide service to the existing and new customers.

The region is currently looking forward to a variety of impacts from the development associated with the regional resurgence in harvesting, processing, and distribution of oil and natural gas. In 2010, speculations were forming that the Utica and/or Marcellus Shale could produce large volumes of oil and/or natural gas via the deep horizontal well development method known as *fracking*. Since then, more geological data has been collected, analyzed, and tested by many different companies. As the research progressed, it was commonly agreed upon that the Utica Shale had the greatest potential to provide a wide range of products throughout the area surrounding and including Guernsey County.

In dealing with water, sewer, and other infrastructure, it has been commonly established that the developer creating the need is also responsible for most of the cost of bringing these utilities to a specific location. As such, it is left to the well developers to determine the most economical manner to serve their site. Since the demand is temporary, it may be more cost effective to have the infrastructure also to be temporary. This remedy is of little consequence to the public since the well sites are sparsely located and remote to most of the population.

Of the six points listed in the Vision Statement, three are directly tied to our ability to provide water and sanitary sewer service. Of the remaining three ideals, two are independent of water

and sewer, and the last is a cultural tone for the people themselves to carry out. So, if looking at the relationship between the Vision and water and sewer service, one would need to recognize that our ability to attain the goals set forth in the vision is directly limited by our ability to provide water and sewer services.

The total County water consumption is about 5.5 MGD, with approximately 63 percent being retained for transportation to a POTW. The balance is being used in product generation and treated by individual or small batch plants. The water production of Cambridge and Byesville combined is in excess of 6 MGD, and the Cambridge WPCC has treatment of over 3 MGD currently unused. The challenge is then focused on the distribution and collection of the products.

Water is generally less expensive to transport than sewer; the pipes are often smaller and can be placed in the ground more shallowly and along any road grade. Sewer is generally more expensive due to the impacts of grade and depth required for gravity flow. However, in short-term analysis, many options include a small treatment or package plant. This option effectively changes the costs from capital construction to operation and maintenance costs. In recent years, this situation has become evident in several locations around Guernsey County.

Our ability to drive job growth with manufacturing will require redundant or many water lines to be replaced. Historically, most of the water systems adjacent to undeveloped land were installed to provide residential flow, not commercial or industrial. The challenge that faces the water purveyors is that since major development is driven by private interests, they have no way of knowing what areas are next to be developed. This makes development difficult to manage since resources are very limited and slow to come if they are available.

Actions

- Identify land and their property owners that are suitable for growth and development.
- Identify what improvements are needed in these areas to make them marketable for each use.
- Assign a lead group to develop plans of how to address the needs.
- Continue to improve ways to more efficiently provide services throughout the County.
- Continue to replace and upgrade interior infrastructure in preparation for future expansion.

Conclusion

- Funding will be the common challenge for replacement and expansion plans.
- Develop programs to retain customers by providing services and pricing in a fair manner.

Introduction and Overview (Transportation)

The Guernsey County major thoroughfare system comprises both rural and urban type roads and bridges to accommodate the present and prospective development and the important

primary and secondary traffic demands of both an intra-county and inter-county nature. The proposed county road system is to be developed by rehabilitating, modernizing and augmenting the existing network of county facilities.

Interstate Highways

The interstate highway system through Guernsey County east-west and north-south is critical to the area's development potential, putting Guernsey County within a two-hour drive of six major population centers in four directions. The county is a one-day drive from 60% of America's total population. No major upgrades are planned in the near future, though the need for improvements to certain aspects of the interstate system in Guernsey County are becoming increasingly apparent. Priorities for interstate access are listed below in no particular order:

- The I-70 interchange with State Route 209, specifically the south side of the interchange, is of major concern. The location of a truck stop immediately adjacent to the interchange has compounded the problem. Truck traffic has increased the congestion, tying up traffic in all directions. The most expeditious solution in discussion would be to construct a ramp from State Route 209 north to I-70 east right at the intersection with Dozer Road. This solution eliminates the requirement for trucks exiting the truck stop to cross five lanes of traffic to proceed eastbound on I-70. An additional possible solution would be to create a second access to the truck stop directly across State Route 209 from the I-70 eastbound off ramp. The access would allow truck traffic to exit the off ramp and proceed directly across State Route 209 to the entrance, which would parallel I-70 and lead to a back access point to the truck stop. This would eliminate the current traffic jam arising from trucks lined up to turn left from State Route 209.
- Completion of interchange #178 at Federal Mogul could provide access to more than 100 acres of development land. The upgrade would include the addition of access ramps, both east- and west-bound, and extension of a connector to Co. Rd. 15 (Claysville Road). Development land opened by this improvement would have high visibility with its existence directly adjacent to the interstate.
- The 400-acre County Home Farm, lying three miles from I-70 at St. Rt. 285, is becoming increasingly attractive as a potential development site. Critical to its utility will be providing a most expeditious transportation artery from the exit to either County Home Road to the east or Range Road to the west. Either or both of the roads will also require a major upgrade, depending on the final development plan.

Primary Thoroughfares

The primary thoroughfares consist of three main routes: existing U.S. Route 40 from Old Washington to the west county line; State Route 209 from Cambridge to Byesville; and U.S. Route 22 from Cambridge to the county line northeast of Londonderry. These routes, together with the Interstate Routes, form the backbone of the system for accommodating through movements and primary local movements about the county.

Secondary Thoroughfares

The secondary thoroughfare network is designed to provide connections between adjacent community trade centers. Improved access is also provided to the recreation areas including

the secondary entrances to Salt Fork State Park. The network consists of existing highways, existing highways to be widened, and new routes. Several potential highway improvements are being discussed to improve transportation arteries to critical points throughout the county. Among them are:

- Provide direct access to the State Hospital area from I-77. Portions of the State Hospital campus are owned by a consortium of local government authorities for development of a business/light industry park, necessitating more expeditious access from Interstate 77. This makes the business park more attractive to industry while minimizing traffic that currently must pass through downtown Cambridge.
- Improve State Route 209 corridor from current multi-lane area to I-77. As noted earlier in this plan, the objective of this improvement would be to improve access to the growing Byesville Industrial Park while diminishing the truck traffic through the Village of Byesville.
- Traffic, especially truck traffic, is increasing through the Village of Old Washington. The intersection of State Route 285 and County Road 900 in the center of the Village must be improved to provide adequate turn radius in each direction, along with increased visibility, thereby ensuring the safety of motorists and pedestrians alike.

Tertiary Thoroughfares

Tertiary thoroughfares are intended to round out the total system of thoroughfares and to provide the connections that are necessary between given points, but which it is anticipated will involve relatively minor volumes of traffic. These thoroughfares consist primarily of the county road system serving nearly every sector of the county. Maintenance of these secondary roads is mandatory for the smooth flow of traffic to remote areas of the county and represents a significant impact on the safety and welfare of the citizens in these areas. With input from the County Engineer's Office and several townships, the following priorities are established:

- There is a need to perform traffic counts for all the county highways to develop a ten-year plan for road and bridge improvements.
- Widening and resurfacing of county roads must be accomplished based on priorities determined by traffic volumes.
- There are seven bridges over Wills Creek which are critical to traffic flows in the areas they serve. Maintenance and replacement of these bridges must be done commensurate with priorities determined by the above-cited traffic studies.
- Ensure the intersections throughout the county are widened and/or upgraded to ensure improved access to rural areas for emergency vehicles.
- Townships have focused on the need for attracting business to some previously undeveloped areas. They have cited Lake Ridge Road and Rhinehart Road as two thoroughfares which, when improved, could offer attractive business access. In the process of prioritization, consideration may be given to potential for development along with current traffic volumes.

It is extremely important that there is a strong focus on bringing all county roads up to acceptable standards.

Selected Improvements for Development

Whitaker Road Improvements

Relating to continued development of the D.O. Hall Business Center and the Wal-Mart area, the upgrade of Whitaker Road becomes an important factor for expediting growth in those areas. Lying strategically adjacent to these primary commercial areas, initial steps have been taken to improve this artery by the installation of a 12-inch water service. The upgrade of this township road to state standards would provide a full loop service to the business park while creating additional road frontage for commercial and retail development. The project would involve raising low portions of the road to an elevation above the flood plain, widening to state standards, paving to a width complying with state requirements, and placement of a traffic signal at State Route 209.

Hartley Property Access

Situated on a plateau overlooking Southgate Parkway, a 73-acre parcel owned by the Hartley family, has long been in consideration for commercial development. The proximity and commanding view of the interstate system in four directions provides exceptional visibility to locals and travelers alike. With development ground at a premium, officials should look seriously at initiating the engineering and planning to provide highway access to the hilltop, along with water and sewer infrastructure and utilities. Previous discussions have identified two potential access routes with one of the two already roughly cut into the hill providing limited access.

Additionally, local transportation needs need to be improved to foster residential growth and commerce within the County. We have identified several roads that interconnect with State Routes that need to be improved for transportation within the County to be more efficient. The standard should be paved road with 12-foot lanes and 4-foot paved shoulders. Also, bridge and intersections should be realigned and/or widened to allow for increased safety. The roads identified are as follows: County Home Road, Guernsey Valley Road, North 8th Street Road, Fairground Road, Pennyroyal Road, Frankfort Road, New Gottengen Road, Vocational Road, Robins Road, Crane Run Road.

Appearance/Maintenance

Recognizing funding constraints, the committee acknowledges the need to maintain our thoroughfares to the highest degree of repair possible. Additionally, the area relies heavily on tourism, which implies the necessity to constantly monitor and maintain the appearance of our byways. This is especially important as we maintain the entrances to our municipalities from the interstates. It also mandates that our heavily-traveled highways are a priority for appearance upgrades.

Road Maintenance and County Growth

Vehicle transportation infrastructure has a relatively short life cycle with high maintenance cost. A typical asphalt road has an expected life between 8-10 years which depends greatly on the

amount of heavy truck traffic. These circumstances are very different than those discussed with water and sewer lines. With the short life cycle, it is likely that once a developer is done with their use of the road, the road will soon need repairs which will then be the burden of either the City, County, or Township.

The methods in place now have been designed to assure that no additional damage is caused to the road and it is brought back to the same condition as it was originally. The County has developed several documents to manage and protect the roads to be used by developers for the duration of their work. Examples of these documents are as follows:

*Hauling Permit, paved and unpaved
Road Use Maintenance Agreement (RUMA)
Private/Commercial Drive Permit
Open Cut or Boring Permit*

Parking Improvements - Downtown Cambridge

With plans in development to move Cambridge Administration and the Cambridge Police Department to the former Huntington Bank building, it has become necessary to provide parking and improved transportation around the Turner Avenue/Southgate Parkway intersection. Additionally, the anticipation of more than one hundred (100) jobs moving into a renovated Potter-Davis building when the Area Agency on Aging, Region 9 (AAA9) locates there will put even more stress on parking. The former Municipal Building on Southgate Parkway will be demolished, providing space for additional parking spots, but these would be gravel and positioned at different levels. Plans should include improving the site through leveling and paving the entire site to provide parking for approximately forty (40) Cambridge City administration employees. Plans should also include accommodating additional parking for AAA9 employees when the Potter-Davis project is complete. These improvements will also create considerable pedestrian traffic, necessitating sidewalk construction, eliminating the current situation, which requires employees to walk to work on the roadway of Turner Avenue. This off-street parking plan will also serve to preserve parking availability on downtown streets serving our small businesses located on Wheeling Avenue—Cambridge's premiere business district.

Rail

Rail in the county, as across the state, has experienced a diminished role, which is now a trend that appears to be recovering. In Guernsey County, track has been removed in some areas and left in disrepair in others. Rail going east from Cambridge has been replaced by a popular bicycle trail which was developed by the Community Development Corporation under the Trails Act. Rail south from Byesville was purchased by a private owner and is slowly being returned to service for freight hauling services. To date, approximately four miles of the nine mile right-of-way from Derwent to Cumberland has been upgraded, but major obstacles to further improvements exist in major upgrades necessary to make the bridges passable. It will require significant expense to accomplish the necessary improvements. This rail artery could take on significant importance if the development of AEP lands south of Cumberland into a mega business park even comes to fruition.

Evidence of the resurgence of rail in the area can be seen in increased usage by Colgate resulting in their own rail upgrades. Additionally, Island Aseptics benefits from the construction of a new spur to bring rail into their plant, thereby improving their transportation costs position.

Other local companies, especially gas- and oil-related companies, have expressed the desire to have rail access, and these requirements must be considered in the overall transportation requirements projected for the county. With the exploding amount of truck traffic on our highways, it is becoming apparent that the advantages of rail transportation are rising in the overall planning, both locally and statewide. Improving rail service in our area is a recognized priority:

- The provision of rail service to Cambridge's west end business park. Both Encore Plastics and Centria Coil Coatings have expressed interest in having rail access. The road bed still exists with minor relocation of surrounding structures.
- Rail to eastern portions of the county has been cited as a priority primarily to restore service from the area to the Ohio River. Developing ports on the river would offer an alternate to shipping routes, which could have long-term benefits to the transportation costs for local industries.
- Rail service to properties on U.S. Route 40 West would provide an invaluable asset for possible development of selected parcels. The Ohio Central main line runs through many of these parcels, which would expedite the construction of rail sidings necessary to provide rail service.

The development of an inter-modal rail facility should be considered as an option to expand rail utility in the county. Rail-to-truck transfer has been an often-discussed possibility to allow industrial facilities inaccessible by rail to, at least, have the advantages of a local transfer facility. The benefits of an inter-modal facility should grow increasingly attractive, with the development of a new port on the Ohio River which will transfer barge cargo to inland-bound rail cars.

Airport

The Cambridge Area Regional Airport Authority was formed under Ohio Revised Code, Section 308.2, entitled, "Creation of Regional Airport Authority."

The mission of the airport is to support and promote the economic development of the City of Cambridge, Guernsey County, and the surrounding area and to educate and train professionals of aviation. Local businesses and the increased oil and gas development have been the driving force behind the airports utilization in the last five years. Those businesses have different needs than those of five years ago. Common business jets are larger, demanding better airport infrastructure. The strategic plan of the airport is to meet these demands.

The City of Cambridge and Guernsey County fund operations and normal maintenance of equipment necessary for day-to-day operations as well as grant match funding. This is critical to the mission of the airport.

The Federal Aviation Administration (FAA) provides grant funding for aviation critical capital improvements. In 2019, the annual grant amount was \$150,000.00. It is allocated in accordance with the Airport's Capital Improvement Plan (ACIP). The ACIP is approved by the FAA each year.

Projects that have been completed in the last five years include:

- PAPI (Precision Approach Path Indicator lights) and REIL (Runway End Indicator Lights)
- Obstruction lights
- Property purchases
- Snow removal equipment
- Runway rehabilitation

Current project includes the installation of two more obstruction lights. Once completed, the FAA-required obstruction lights will have been replaced. In addition, more property will be purchased to remove obstructions on the approaches.

For larger projects, such as runway re-paving or taxiway construction, the FAA will provide additional funding. FAA grants come with a ten percent match requirement. The City of Cambridge and Guernsey County have historically provided the ten percent match requirement. In 2016, Runway 4-22 was re-paved and grooved over its entire length.

Beginning in Fiscal Year 2016, the State of Ohio began an airport grant program that is designed to provide half of the FAA match requirement and fund additional key airport capital improvements. The airport continues to submit grant applications for qualified projects that include obstruction removal and pavement maintenance.

Local community members and businesses provide funding for capital maintenance of buildings and equipment necessary for the long-term viability of the airport. This program started in 2017. The following projects have been completed:

- Access gate repairs
- Community hangar roof replacement
- Installation of a new 100LL fuel tank and dispenser

As a result of these efforts, the airport provides a manned, modern airport facility with state of the art/up to date GPS approaches, runway and fueling operations.

The Cambridge Area Regional Airport Authority continually evaluates the capital improvement needs of the airport, by the yearly submittal of the Airport Capital Improvement Plan to the FAA, scheduled updates to the Airport Layout Plan (ALP), and the constant awareness and updating of the local capital maintenance plan. These plans lead to improvements in the next five years as funding becomes available:

- Obstruction removal
- Apron rehabilitation re-paving
- Airport layout plan
- Construction of a heliport landing area
- Turnabouts on both ends of Runway 4-22
- Extension of Runway 22
- Construction of a taxiway from the end of Runway 4 to the terminal apron

Local Capital Maintenance Plan - Removal of abandoned 100LL underground tank and associated utilities

The Cambridge Area Regional Airport Authority has contracted with Delta Airport Consultants, Inc., to provide planning, engineering, and consulting services for airport development at the Cambridge Municipal Airport. Delta Airport Consultants, Inc.'s services include updating the existing Airport Layout Plan (ALP) document to meet current Federal Aviation Administration (FAA) standards and to accommodate the future demands of the aviation and surrounding communities.

Implementation Plan

Water and Sanitation Systems

Goal One Provide water/sewer to under-served areas of the County

Objective 1 Identify locations suitable for development

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Locate landowners and determine interest	- Identify land	Norm Blanchard	2020/ Ongoing
1.1.2	Fund development	- Develop a strategy to include all leveraged monies possible	Norm Blanchard	2023/ Ongoing
1.1.3	Develop private/public team	- Contact developers and find one interested in Guernsey County	Norm Blanchard	2025/ Ongoing

Implementation Plan

Transportation

Goal One Improve traffic flow at St. Rt. 209, Dozer Road, and I-70

Objective 1 Plan, design, and install improvements

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Partner with ODOT	- Meet with ODOT District Office	Norm Blanchard, G.C. Commissioners	Ongoing
1.1.2	Involve Economic Development from State	- Meet with OhioJobs	Norm Blanchard, Paul Sherry	Ongoing
1.1.3	Develop plans	- Convince ODOT to fund project	All	Ongoing

Goal Two Expand access at Exit #178

Objective 1 Open southern land for development

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Partner with ODOT	- Meet with ODOT District Office	Norm Blanchard, G.C. Commissioners	2020/ Ongoing
2.1.2	Involve Economic Development from State	- Meet with OhioJobs	Norm Blanchard, Paul Sherry	2022/ Ongoing
2.1.3	Develop plans	- Convince ODOT to fund project	All	2025/ Ongoing

Goal Three Improve Cambridge Downtown Parking

Objective 1 Review funding options

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Create development plan	- Engage stakeholders	City Engineer	January 2020
2.1.2	Determine cost	- Search funding sources	City Engineer	March 2020
2.1.3	Secure funding	- Apply to funding source upon City move to new location	City Engineer	April 2020

Transportation (Airport)

Goal One Extend and repair runway

Objective 1 Determine funding sources

No.	Strategy	Action	Responsibility	Time Frame
1.1.1	Obtain commitment from FAA	- Develop action plan	Terry Losego	Ongoing
1.1.2	Self fund improvements	- Develop construction plan and costs	Terry Losego	Ongoing
1.1.3	Determine if grant-funded improvements are best	- Evaluate funding availability and options	Terry Losego	Ongoing

Guernsey County Comprehensive Strategic Plan

Environmental Issues

Introduction

Guernsey County is located in east-central Ohio. The county was formed in 1810 and has an area of 338,170 acres, or about 529 square miles. The county is rich with natural resources. These resources include water, mineral, woodlands, soils, and fish and wildlife. Each resource area will be expanded on further. Solid waste and sewage sludge will also be addressed.

Water Resources

Almost all of Guernsey County is within the Muskingum River watershed. The creeks and rivers in Guernsey County drain mostly into Wills Creek, a tributary of the Muskingum River. Skull Fork, in the northeast corner of the county, is a tributary of Stillwater Creek, which drains into the Tuscarawas River. A small area of southeastern Spencer Township drains into Duck Creek, which flows into the Ohio River. There are over 524 miles of streams within Guernsey County and over 6,000 acres of surface water.

Water resources include both ground water and surface water. Both are utilized for drinking water sources. The two largest public water systems are the City of Cambridge and the Village of Byesville. The City of Cambridge uses water from Wills Creek for its source of water. Cambridge water plant has an average treatment rate of 3.5 million gallons per day, with a design capacity of 7 million gallons. The Village of Byesville's new Wetzler-Haynes filtration plant has an average treatment rate of 1.6 - 2 million gallons per day, with an expandable design capacity up to 4.5 million gallons.

Rural homeowners depend on wells, springs, or in some instances, county water for their source. The average private well in Guernsey County only supplies 1 - 3 gallons per minute of water for household use.

Adequate quantities and quality of water can be a challenge to land use planning in certain areas of the county.

Goal **To efficiently utilize the combined water resources of Guernsey County for the benefit of the county and its residents, while maintaining good quality water for public water supplies, and use for agricultural, industrial, commercial, municipal, recreational, and other beneficial uses.**

- Strategies***
1. The County should consider the physical capacity of the land and water to accommodate land uses when planning for the location type and density of development.
 2. Minimize soil erosion and sedimentation by encouraging soil conservation techniques. Educational programs and technical assistance should be provided in voluntary erosion abatement.

3. Guernsey County should continue to support watershed management practices that protect and enhance water quality and quantity.

Mineral Resources

The largest visible impact to land is surface mining. According to the Soil Survey of Guernsey County, by 1991, about 12,000 acres of land in Guernsey County had been affected by surface mining. About 60 percent of the land was mined before the 1972 Reclamation Law.

The most up-to-date information for production was provided by the Ohio Department of Natural Resources, Division of Mineral Resources Management.

Industrial mineral production is limited to one site in Guernsey County, Spencer Township. The site produces 250,000 tons of limestone annually which has and should remain stable. In 2009, coal production in Guernsey County amounted to about 400,000 tons. The Division of Mineral Resources Management has received several new applications for mining, and they expect the number of applications to increase in future years. In 2015, oil and gas production in Guernsey County included 6,911,458 barrels of oil and 47,289,296 mcf of natural gas.

The area of Guernsey County most affected by underground mines is large portions of Jackson, Valley, and Richland Townships. The southern half of Center Township and the southeast corner of Cambridge Township also have areas of underground mines. These underground mines cause concerns regarding land development because of the potential for mine subsidence. Previously strip-mined land that was mined prior to the reclamation law is estimated to be in excess of 3,000 acres. This land is considered to be abandoned mine land.

There are no underground mines currently active in Guernsey County. A coal permit has been issued for surface and underground mine for two sections of Washington Township and a surface permit for four sections in Millwood Township. There is an approved coal application for surface mine in two sections of Wheeling Township and three pending coal applications—two for surface and one for waste disposal in Knox, Millwood, and Londonderry Townships. Most mineral and coal production is surface mined in the northwest and southeast portions of the county.

In 2009, a major natural gas pipeline traversed the county. The REX (Rockies Express) pipeline poses both opportunities and challenges to development.

The advent of developing technologies in oil and gas exploration may have an impact on the Guernsey County environmental resources. Marcellus and Utica shale deposits within the county could be potentially beneficial economically to the landowners and the community. Extraction of these resources could also pose challenges to development and add to environmental concerns if Best Management Practices are not followed.

Goal **To plan for and protect mineral and aggregate resources for future use.**

- Strategies*
1. Work with the Ohio Department of Natural Resources, Division of Mineral Resources to identify areas with resources that may impact development.
 2. Work with county, state, and federal agencies to minimize the negative impacts such as erosion and water degradation of water quality as a result of mineral extraction.

Forests/Woodlands

The location of Guernsey County in the un-glaciated part of Ohio lends itself to large tracts of woodlands and forested areas. In 1980, about 165,000 acres or nearly 50 percent of the county was wooded. In 1991, woodland acres were estimated by the U.S. Forest Service to be 184,000 acres. By 2014, the woodland acre estimate increased to 214,000 acres or over 65% of the land in the county. The wooded acreage occurs mainly as privately owned stands of timber and farm wood lots. The woodland is mainly mixed hardwoods. The dominant woodland species are white and red oak, yellow poplar, pine, and aspen.

Forests and woodlands provide numerous benefits to the community. Forest products in 2012 contributed \$54.9 million of Guernsey County's output. Woodlands provide not only economic benefits, but aesthetic and wildlife habitat as well.

Goal **Protect and enhance our forest resource.**

- Strategies*
1. Forest management and harvesting activities in Guernsey County should be conducted according to industry Best Management Practices (BMP's).
 2. Education efforts targeted toward forest landowners should be coordinated to enhance the quality of woodlands in Guernsey County through conservation and management practices such as timber stand improvement and invasive species control.

Soils

From the ground up, everything starts with soil. Guernsey County was the final county in the state to receive a printed soil survey. Every acre of land in the county has a soil type associated with it and characteristics of its own. There are 71 different soil types with 115 map units in the county. The soil survey contains information from woodland management to agricultural yield expectations to wildlife and septic. Copies of the soil survey are available at the Guernsey Soil and Water Conservation District.

Flooding and wetness are the major management concerns affecting farmland and development in areas on flood plains and stream terraces. Many of the soils in these areas can be drained and used for agriculture. Erosion, slope, hillside slippage, a high shrink-swell potential, a moderate depth to bedrock, and slow permeability are the major management concerns in the uplands.

About 60,000 acres or about 20 percent of the county soils are considered to be Prime Farmland. More information about this can be found in the Agriculture section of this document.

Goal **Anticipate and plan for the potential impacts of soil types to identified development.**

- Strategies*
1. Encourage the continued use of the Soil Survey of Guernsey County and other soil resources available on the web such as Web Soil Survey and Soils Datamart when areas are identified for potential development.
 2. Continue to involve the Guernsey Soil and Water Conservation District in assisting with evaluation of sites from a soil resource prospective.

Fish and Wildlife Habitat

Guernsey County, located in the hill country of un-glaciated Ohio, is a mix of forest land and farmland. This mix of habitat provides ideal food and cover for a wide variety of wildlife species. Whitetail deer, wild turkeys, squirrels, rabbits, and fur bearers, to name a few, can be found throughout the county. Salt Fork Lake in its entirety and portions of Piedmont and Seneca Lakes are located in Guernsey County. These lakes, plus other ponds, streams, and wetlands, provide aquatic habitat for bass, catfish, sauger, and pan fish, to list some of the prevalent species. Waterfowl and assorted shore birds can be found on or around the lakes, ponds, and wetlands of the county. Bald eagles and osprey also can be found nesting around area lakes. Guernsey County has abundant public land available for wildlife enthusiasts. Salt Fork Wildlife Area and State Park, Buffalo Fork Wildlife Area, James Wildlife Area and portions of Egypt Valley Wildlife Area, Seneca Lake Park, and Piedmont Lake Park provide over 20,000 acres for wildlife recreation. These public lands, along with private lands, draw thousands of visitors annually to Guernsey County, providing a huge boost to the local economy.

Healthy fish and wildlife populations are dependent on the quality and quantity of their habitat. Awareness of the needs of fish and wildlife should be exercised when planning development or land use changes within Guernsey County.

There is only one animal listed for Guernsey County as federally endangered, and that is the Indiana Bat. Ohio includes bobcat, black bear, northern harrier, yellow-bellied sapsucker, timber rattlesnake, and eastern massasauga as endangered. Threatened species in Ohio that are in Guernsey County include barn owl, dark-eyed junco, bald eagle, osprey, spotted turtle and Blanding's turtle.

Goal **Maintain a diverse and balanced habitat for fish and wildlife.**

- Strategies*
1. Encourage management practices on woodland acres that provide habitat for wildlife.
 2. Encourage management practices that protect or enhance water quality that benefits fish habitat.
 3. Should be aware of potential wildlife/human conflicts when development replaces habitat.
 4. Consider impact of development on threatened or endangered species.

Solid Waste Disposal

At the current time, there are no licensed solid waste disposal landfills located in Guernsey County. Solid waste disposal continues to be an issue that needs to be addressed.

Goal **Reduce solid waste output of Guernsey County.**

Strategy Work with Solid Waste District to educate community on the benefits and opportunities for recycling.

Sewage Sludge Disposal

Sewage sludge disposal is regulated by the Ohio EPA. There are two main producers of sewage sludge in Guernsey County: the City of Cambridge and the Village of Byesville. The City of Cambridge uses four methods to either dispose or beneficially reuse sludge generated at the treatment facility. The majority of sludge generated is shipped to Quasar where it is anaerobically digested to create methane gas which in turn is burned to generate electricity. The City also composts sludge with wood chips to make Class A Exceptional Quality organic material used for reclamation in the city. If necessary, the City still has the option to land apply in accordance with their permit. The last option available is to dispose of the sludge in a licensed solid waste landfill. The Village of Byesville currently land applies their sewage sludge. The Village of Byesville installed a filter press to reduce the volume of sludge and will begin composting to aid in additional treatment. Byesville will be land applying dry sludge after this.

Sewage sludge can be a resource used to enhance productivity of lower fertility land.

Goal **Utilize sewage sludge disposal and/or compost to enhance the productivity of the land.**

- Strategies**
1. Encourage the land application of sludge and/or compost according to OEPA guidelines and standards.
 2. Educate the general public on the benefits of utilizing sewage sludge and compost as a soil amendment.

Implementation Plan

Environmental Issues

Goal One To efficiently utilize the combined water resources of Guernsey County for the benefit of all users

Objective 1 Watershed management, physical capacity, pollutant control

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	The County should consider the physical capacity of the water resources when planning the location, type and density of development	- Predetermine potential locations for various types of businesses requiring water resources	CIA/CIC	Ongoing
1.1.2	Minimize soil erosion and sedimentation by encouraging soil conservation techniques	- Work with local MSWCD, GCSW, NRCS, and OSU Extension personnel with outreach and planning assistance	Guernsey Co. Engineer	Ongoing

Goal Two To plan for and protect mineral and aggregate resources for future use

Objective 1 Identify and minimize negative impacts to development and water quality resources

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Work with the ODNR, Division of Mineral Resources to identify areas that may impact development	- Review prospective development sites with ODNR	CIA/CIC	Ongoing
2.1.2	Work with county, state, and federal agencies to minimize the negative impacts of erosion and water quality as a result of mineral extraction	- Review existing operational violations and submit comments on proposed permits	Guernsey County Commissioners	Ongoing

Goal Three Protect and enhance our forest resources

Objective 1 Promote landowner education to enhance woodland quality and ensure proper harvesting activities

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Forest enhancement and harvesting activities in Guernsey County should be conducted according to industry Best Management Practices (BMPs)	- Outreach program intended to educate the logging industry with regard to BMPs	Guernsey County Commissioners	Ongoing
3.1.2	Education of forest landowners should be coordinated to enhance the quality of woodlands in Guernsey County through conservation and management practices	- Outreach program for landowner education	Guernsey County Commissioners	Ongoing

Goal Four Maintain a diverse and balanced habitat for fish and wildlife

Objective 1 Encourage management practices to enhance woodland use to the benefit of fish and wildlife

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
4.1.1	Encourage management practices on woodland acres that provide habitat for wildlife	- Outreach program for landowner education	Guernsey County Commissioners	Ongoing
4.1.2	Encourage management practices that protect and/or enhance water quality	- Outreach program for landowner education including potential regulatory alternatives	Guernsey County Commissioners	Ongoing
4.1.3	Consider impact of reduced wildlife habitat including threatened or endangered species due to development	- Review development possibilities with ODNR	Guernsey County Commissioners	Ongoing

Guernsey County Comprehensive Strategic Plan

Law Enforcement/Safety Services

Introduction and Overview

The Guernsey County Sheriff's Office began April 23, 1810. To date, 46 men have served as the Sheriff. There have been five jails since the county started, three of which were located behind the court house, one that was located in the old Brown High School a half block away from the court house, and the current jail that is located at 601 Southgate Parkway. The current jail was built between 1992 and 1994. Prisoners were moved into the building in April 1995. A consulting firm was contracted to do a size study in the early 1990's to recommend the amount of inmate beds the county would need. Their study revealed the county would need 66 beds and that would be sufficient until 2010. No consideration was used for growth, changes in laws such as the creation of a felony of the fifth degree, and future economic challenges. After occupying the jail, it took exactly two months for the jail to reach capacity. The average daily population usually stands around 85 inmates. The most recent census placed Guernsey County with over 41,000 residents. With the intersections of I-70 and I-77 and two large recreational lakes, the population of the jail has consistently been approximately two-thirds felony. The jail budget is \$1,433,743.98 for 2017, with a staff of 19 that includes the jail administrator, two cooks, a janitor, and 15 corrections officers. The sheriff's budget for 2017 is \$2,071,601.51, with a staff of 30.5 that includes the full-time operation of Emergency 911 with 11 dispatchers, 1 civil clerk, 1 administrative secretary, 3 school resource officers, 1 court deputy, 21 road deputies, and the Sheriff.

In 2005, the county was facing a major budget shortfall, and the Commissioners placed an across-the-board reduction to all county offices. This resulted in the Sheriff's Office losing nine employees. Since 2005, three of the corrections staff have returned; however, two positions still remain unfilled. In addition to that, the office has experienced eight retirements of command personnel. In a para military operation such as law enforcement, command structure is very much needed through complex investigations, emergency operations, and day-to-day process.

The Cambridge Police Department recently moved into the new City Administration Building located at 814 Wheeling Avenue in Cambridge. They do not have jail responsibilities. The residents have passed two levies that augment the police department budget.

The Byesville Police Department is located in the rear of the Byesville Municipal Building, 212 Main Avenue, Byesville. In addition to this, the Guernsey County Sheriff's Office was asked to spearhead Region 8 homeland security for southeast Ohio, which consists of ten counties and numerous police departments. All meetings are hosted by the Guernsey County Sheriff's Office, with regional staff required.

With the cutback in personnel and the extra responsibility required from homeland security and the Village of Byesville, the Sheriff and his staff have initiated both short- and long-term objectives. These objectives do not affect just the safety of Guernsey County citizens, but they fulfill expectations from the public that the law enforcement community has and is preparing for future issues confronting our communities.

Goals

- Goal 1** Increase the capacity of the County Jail facility by twenty (20) additional beds. This increased capacity will allow the judicial system to use incarceration more frequently in sentencing, an option which does not always currently exist due to overcrowding with the current jail capacity.
- Goal 2** Upgrade in-house computer system (with the passage of S.B. 77, current system will no longer handle the extra load required). This is ongoing in the Sheriff's Office; however, Cambridge Police Department was able to upgrade to new computers and servers with their move into the new building.
- Goal 3** Critical to officer safety, (communications) will attempt to incorporate Marcs radio with secure feature in both the portable radio and the car for every full-time deputy. *Completed*
- Goal 4** Secure three more road deputies, one for each shift in order to account for increased call volume, arrest rates, and community safety.
- Goal 5** Return the command structure to the Sheriff's Office; i.e., the title of Captain, a lieutenant and sergeant on each shift. Also return the detective positions of sergeant, which saved overtime dollars. *Completed*
- Goal 6** Locate four security and traffic cameras in the four corners area of the county, then continue to add security cameras that officers and dispatch can view from their patrol units and dispatch. This will add to officer response. Then expand this into the private sector.

Emergency Management

Introduction

The purpose of this section is to serve as a framework for decision making over a five-year period (2015-2020). It outlines a disciplined effort to produce fundamental decisions that shape what the Emergency Management Agency plans to accomplish by selecting a rational course of action.

This plan identifies actions, activities, and planning efforts that are currently active and critical for continued success in the management of the county-wide emergency operations and provides for periodic review and updates.

Mission Statement

The mission of the Guernsey County Emergency Management Agency (EMA) is to maintain a high level of preparedness, to protect the citizens of Guernsey County, to mitigate loss of life and vital assets prior to, during, and after a disaster, and to facilitate the speedy recovery of Guernsey County following a disaster. We strive to accomplish this through a continuing program of outreach, coordination, planning, training, and exercising for all hazards and for all four phases of emergency management: 1) mitigation; 2) preparedness; 3) response; and 4) recovery.

Vision

All of Guernsey County's elected officials, emergency response agencies, emergency support agencies, and private sector resource providers work together to improve emergency management strategies through partnerships, innovative and streamlined programs, and collaborative policymaking.

EMA Planning Responsibilities

The Emergency Management Agency is responsible for performing technical work in the development, implementation, and management of county-wide disaster preparedness, response, recovery, and mitigation. To accomplish this task, the EMA develops and maintains the following documents and facilities:

- Emergency Operations Plan (EOP)
- Hazard-Specific Annexes to the EOP
- Continuity of Operations Plan
- Hazard Identification and Risk Assessment
- Hazard Mitigation Plan
- County-wide Standard Operating Guidelines
- Mutual Aid Agreements
- Primary Emergency Operations Center

Goals and Objectives

Strategic goals represent the vital areas of the County's emergency operation, planning, and management. They are derived from the foundational mission and vision statements of the Guernsey County Emergency Management Agency. For each goal statement, a set of objectives were identified. These objectives are intended to ensure that the goals are achieved within the next five years. Although this strategic plan does not specifically outline goals and objectives beyond five years, some goals will continue to be enhanced and changed during the life cycle of this strategic plan.

Goal 1 Strengthen inter-agency coordination through the formation of partnerships and collaboration with other organizations to maintain a comprehensive emergency management program involving all stakeholders.

- Objectives*
- 1.1 Develop, maintain, and enhance relationships with all levels of government, local community and faith-based organizations, business and industry, and voluntary organizations with a mission toward preparedness.
 - 1.2 Develop and maintain a joint public information center in conjunction with the emergency operations center to support the coordinated release of vital information to meet the needs of the media and citizens.

Goal 2 Ensure county-wide compliance with the National Incident Management System (NIMS).

- Objectives*
- 2.1 Serve as the county's single point of contact for overall NIMS implementation.

- 2.2 Conduct one NIMSCAST (NIMS Capability Assessment) annually to evaluate compliance with NIMS requirement.
- 2.3 Continue to conduct ongoing basic NIMS and Incident Command System (ICS) training to responders and volunteers as required.
- 2.4 Offer Intermediate and Advanced Incident Command System (ICS) training for supervisors and managers, as needed.
- 2.5 Complete NIMS-compliant typing and inventory of county resources.

Goal 3 (Mitigation) Implement programs to lessen or eliminate the impact of potential disasters and emergencies.

- Objectives*
- 3.1 Review, update, and enhance the Guernsey County All-Hazard Mitigation Plan. *Completed in 2018 - Update will again be due in 2023*
 - 3.2 Expand outdoor warning sirens to cover areas of dense population.
 - 3.3 Maintain a county mass notification system that features self-registration by community members who wish to receive emergency notifications via home and mobile devices.
 - 3.4 Continue to seek funding for the purpose of mitigating flood-prone structures to include buy-outs, elevations, and dikes.

Goal 4 (Preparedness) Strengthen preparedness, response, and recovery capabilities through planning, training, resources management, and public education.

- Objectives*
- 4.1 Maintain all-hazard plans, ensuring that multi-agency and jurisdictional plans are developed through a coordinated and collaborative planning process and integrate the standards provided by the National Incident Management System in all planning documents as required.
 - 4.2 Integrate the needs of “vulnerable” populations in emergency planning and information sharing.
 - 4.3 Develop and secure mutual aid agreements with and between local community- and faith-based organizations, government agencies, the private sector, and private non-profits for resources and possible reimbursement of costs.
 - 4.4 Enhance and maintain emergency management capabilities through training and exercises by the development, implementation, and sustainment of a comprehensive training and exercise program that provides for a multi-hazard and multi-discipline approach through coordination and collaboration to reduce agency training and exercise costs and to share resources when appropriate.
 - 4.5 Support the collaboration of local public information officers in disseminating preparedness information during all phases of emergency management through the use of a Joint Information System.

4.6 Increase public education, information, and awareness to ensure better preparedness by the residents to protect themselves and their families, properties, and businesses.

4.7 Promote volunteerism that supports emergency response activities and provide training and exercise opportunities for citizen preparedness.

Goal 5 (Response) Ensure all emergency response capabilities are coordinated, unified, and standardized.

Objectives 5.1 Enhance communications capabilities and technologies to ensure operability and inter-operability for all stakeholders, and system redundancy to ensure continuity of operations.

5.2 Continue to seek funding to ensure first response community has the equipment necessary for multi-discipline response in an all-hazard environment.

5.3 Support the enhancement of regional specialized units for all-hazard response.

5.4 Enhance coordination and response activities through a system of resource typing, inventoried resources, and credentialing.

Goal 6 (Recovery) Develop and enhance county-wide recovery operations planning.

Objectives 6.1 Foster public and private partnerships to address all aspects of recovery.

6.2 Establish a Community Recovery Group.

6.3 Develop long-term recovery annex to County's emergency Operations Plan.

6.4 Enhance existing Continuity of Operation Planning and Continuity of Government.

6.5 Encourage and assist with Disaster Response and Continuity of Operations planning in the business and private sector.

Implementation Plan

Law Enforcement/Safety Services

Goal One Increase the capacity of the County Jail facility by 20 beds
Objective 1 Provide opportunity to use incarceration more frequently in sentencing

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Build a strong data base justifying need	- Present proposal to the Commissioners	Sheriff	September 2015/ Ongoing
1.1.2	Explore funding or housing alternatives	- Work with City and County to explore all options	Sheriff	August 2015/ Ongoing

Goal Two Increase office computer capability
Objective 1 Upgrade in-house computer system

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Explore opportunities for funding the upgrade	- Look for grant options or internal funding sources	Sheriff	June 2015/ Ongoing
2.1.2	Determine equipment and hardware need	- Select vendor for source of equipment	Sheriff	July 2015/ Ongoing

Goal Three Strengthen inter-agency coordination
Objective 1 Form partnerships with other organizations to maintain EMA Program

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Develop, maintain, and enhance relationship with government and private organizations	- Schedule initial and periodic meeting with all appropriate organizations	Emergency Management Director	June 2015/ Ongoing
3.1.2	Develop and maintain a joint public information center	- Coordinate with local media to ensure timely dissemination of information	Emergency Management Director	July 2015/ Ongoing

Goal Four Ensure compliance with the National Incident Management System (NIMS)
Objective 1 Serve as the County's single point of contact for NIMS implementation

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
4.1.1	Position the EMA Office to provide leadership and guidance for emergency preparedness	- Coordinate with first responder to streamline emergency responses	Emergency Management Director	July 2015/ Ongoing

Guernsey County Comprehensive Strategic Plan

Health Care

Introduction

Health care in Guernsey County is provided by the Cambridge-Guernsey County Health Department, a diverse base of independent physicians, Guernsey Health Systems and the Muskingum Valley Health Center..

Mission

The mission of the Cambridge-Guernsey County Health Department is to continually strive for improved quality of life for all individuals in Guernsey County by promoting health, preventing disease and injury, and assuring a safe, clean environment.

Guernsey Health Systems' mission is to provide high-quality, comprehensive, affordable, patient-centered health care in a caring and safe environment while addressing community needs.

Expansion of the existing Muskingum Valley Health Center will bring a variety of affordable services, including dental and behavioral health to compliment those provided by Guernsey Health Systems.

Overview

Cambridge-Guernsey County Health Department

Public Health is defined as the science and practice of protecting and improving the health of a community. Many of the duties of the Health Department involve health issues that are faced everyday—such as ensuring the safety of food at local restaurants or protecting local drinking water. Public Health also has an active role in other areas such as preparing for emergencies and disasters, and preventing injuries as well as the spread of disease. This is accomplished through preventive medicine, health education, control of communicable diseases, application of sanitary measures, and monitoring of environmental hazards. Public Health epitomizes what the community does collectively to assure healthy conditions for our residents. Through an effective, organized and sustained effort, the Cambridge-Guernsey County Health Department provides many essential services that promote health. These services include:

- Assessing the health needs of our community
- Health education programs on topics such as nutrition, infectious diseases, bioterrorism and pandemic flu preparedness
- Providing preventive health services such as screening exams and testing
- Developing, enacting, and enforcing regulations that directly impact our health such as food and water safety, sewage regulations, and safe workplaces

- Conducting research on health topics such as childhood obesity and smoking cessation, as well as communicable disease control and surveillance
- Child Passenger Safety/Infant, Child, and Adolescent Immunizations
- Family planning and contraception
- Promoting and improving the health of women, infants, and children
- Food service licensing, inspections, and food-borne illness investigations
- Adult and Childhood Vaccinations
- General Medical Clinic for school/sports/employment physicals as well as acute and chronic conditions
- Working with the court system to address drug issues, including rehabilitation

Overview

Guernsey Health Systems

Guernsey Health Systems (GHS) is a not-for-profit health system comprised of Southeastern Med hospital, Superior Med physician group, and United Ambulance. It is managed by OhioHealth, a large health system based in Columbus, Ohio.

- **Southeastern Med** is a community hospital with its primary campus located at 1341 Clark Street, Cambridge, Ohio. The 98-bed hospital is a Joint Commission-accredited acute care facility with over 80 physicians. The hospital operates in close collaboration with Ohio Health to provide multiple health services, including:
 - Emergency services
 - Fast-Track clinic staffed with Board-certified emergency-trained physicians
 - General surgery
 - Orthopedics
 - Cancer services
 - Telestroke machine
 - Cardiology and vascular services
 - Urology
 - Otolaryngology
 - OB/Gyn childbirth center
 - Lab and diagnostic imaging services
 - Cardiovascular/pulmonary rehabilitation
 - Outpatient mammography screening
 - Respiratory therapy
 - Numerous wellness and health education services.

The hospital owns and operates a facility on Brick Church Road that houses a general practice office, Occupational/ Physical Therapy, Sports Medicine, and Occupational Medicine.

- **Superior Med** is an employed physician group with clinical offices in Cambridge, Ohio. Primary and specialty care practices include ENT, Family Medicine, Orthopedics, Pediatrics, Podiatry, Pulmonology, Sleep Medicine, and Urology.
- **United Ambulance** is based in Cambridge with satellite locations in adjoining Noble County and Byesville.

GHS is Guernsey County's largest employer with approximately 700 associates. The system serves New Concord to the west in Muskingum County, Caldwell to the south in Noble County, Barnesville to the east in Belmont County, and Newcomerstown to the north in Tuscarawas County, in addition to the primary market of Guernsey County. The overall population of the primary and secondary markets for Southeastern Med is approximately 97,000 lives.

Overview

Muskingum Valley Health Center

The Muskingum Valley Health Center (MVHC) has been providing medical services to Guernsey County residents from a temporary location for several years. This location on the Cambridge medical campus will now become a permanent footprint as construction begins on a new, three-story, 50,000 sq. ft. medical facility. Rather than competition with Guernsey Health Systems, MVHC will serve to complement those services offered by GHS. MVHC physicians will help take some of the pressure off of the SEORMC Emergency Room as some emergency services will now be available across the street at the new MVHC facility. Medical services will expand upon those currently offered at Southeastern Med to include comprehensive dental and various behavioral health care programs.

Vision

Cambridge-Guernsey County Health Department

The vision of the Cambridge-Guernsey County Health Department is to promote a healthier community by enhancing health policies, improving the environment, and being the source of information for better health.

To achieve the vision of the Health Department and to fulfill the core public health functions, the following goals have been set by the Board of Health and the Cambridge-Guernsey County Health Department staff:

- Control communicable disease and prevent epidemics
- Promote health, safety, and healthy lifestyle choices and behaviors through education
- Identify community health problems
- Provide personal and community health care services
- Respond to disasters and assist in recovery
- Coordinate community resources to meet health needs
- Protect the environment from environmental hazards
- Enforce laws and regulations that protect health and ensure safety

The Cambridge-Guernsey County Health Department has a variety of programs available through the Environmental Division, Nursing Division, and Health Education Division to

accomplish this mission. Through these divisions, we offer a variety of services for adults and children as well as community health programs. Our services are made available to all Guernsey County residents.

Vision

Guernsey Health Systems

Located at the crossroads of southeastern Ohio, GHS is a center for health care excellence in the region. GHS recognizes that: 1) maintaining access to affordable, quality health care is critical to the success of our community; 2) as the county's largest employer, GHS plays an integral role in the community's financial health. GHS vision is to be the health care provider of choice in the region we serve, for patients, physicians, and associates.

The 2016 Community Health Needs Assessment was completed by the hospital in collaboration with numerous community agencies and leaders to identify the most important health issues in our area. A new assessment will be completed in Fall 2019.

Initial priorities set by leadership and the Board from the 2013 assessment were:

1. Access to health services
2. Nutrition, obesity and physical activity
3. Cancer
4. Heart disease and stroke

Implementation Plan

Health Care

Goal One Assess the health needs of our community

Objective 1 Complete a community needs assessment (CHNA)

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Complete and share findings of GHS CHNA and Guernsey County Health Dept. assessment with health care committee members	- Share findings through Six-County MRDD from Health Dept., Senior Citizens Center, Job and Family Services, Drug and Alcohol Abuse Council, AAAA, school nurses, United Way, etc.	GHS CEO	Q3, Q4 2019
1.1.2	Ongoing meetings of group to share successes and ideas	- Meet a minimum of at least semi-annually to discuss community health	GHS CEO	Q3, Q4 2019

Goal Two Build new Cancer Center

Objective 1 Complete revised architect drawings, finalize location, secure funding, and begin build

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.1	Complete building design and finalize location	- OhioHealth facility reps and M & A architects to finalize plans with GHS team	GHS CEO and Oncology team	Q2 2019
2.1.2	Finalize financing to fund project	- Work with legal rep, Amanda Gordon, to vet optimal option to finance project	GHS CEO and CFO	Q2, Q3 2019
2.1.3	Begin build of new Cancer Center	- Send out bids to various contractors and establish final selection and start	GHS CEO, CFO and Oncology team and Board	Q4 2019 Q1 2010

Goal Three Establish a permanent Muskingum Valley Health Center presence

Objective 1 Construct a 50,000 sq. ft., three-story medical facility on the Cambridge medical campus

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Monitor building construction	- MVHC building rep will ensure compliance	MVHC CEO	Q3 2019 - Q4 2020
3.1.2	Secure necessary equipment to provide for planned services	- Prepare space, purchase orders, etc.	MVHC CFO	Q3 2019 - Q4 2020
3.1.3	Create staffing plans	- Evaluate staffing needs and search for personnel as needed	MVHC HR	Q1-Q4 2020

Guernsey County Comprehensive Strategic Plan

Social Services/Family Support

Introduction and Overview

Guernsey County, Ohio's, social services and faith-based organizations have a long history of strong community partnerships and collaboration. Over the past several years, social service providers have increasingly recognized that families seeking assistance often face multiple, complex needs and that they require the services of more than one program. For example, Temporary Assistance to Needy Families (TANF) workers who have focused on helping move clients into jobs, often find that in addition to needing basic job skills, their clients may face substance abuse, domestic violence, or mental health issues that interfere with successfully obtaining and keeping a job. Child welfare workers are increasingly recognizing that in addition to mental health, substance abuse, and domestic violence challenges, their clients frequently need economic supports and assistance to more effectively manage their lives and provide adequate care for their children as well as the older adults within and outside of their immediate family.

The goal is generally to provide services and supports to families to help them move towards greater independence while promoting the health and well-being of all family members. The service array is intended to focus not only on immediate, crisis needs of families, but also to provide prevention and early intervention services that help families avoid reaching a crisis.

The purpose of the Social Services subcommittee was to evaluate and review the influx of the oil and gas industry in Guernsey County and to determine what, if any, impact it has on social services and faith-based organizations in our region. Guernsey County operates in accordance with an integrated social services system in our small rural Appalachian community. A comprehensive list of local social service, profit, non-profit, and faith-based organizations were invited to participate in several meetings to discuss and evaluate the subcommittee's objective of determining what impact, both positive and negative, the oil and gas influx in our area would have on our services, programs, and more importantly, the individuals and families who were served.

The Social Services subcommittee identified that there are a variety of factors that come into play when conducting a comprehensive county-wide strategic plan to address the issue at hand, and the group felt that there were five reoccurring themes in each of our meetings and discussions they wished to review and develop a comprehensive strategic plan. These primary themes include:

Primary Themes

- Long-Term Impact on Social Services and Community Faith-Based Programs
- Housing (Unaffordable Rent and Lack of Affordable Housing)
- Education/Job Training (Lack of Job Skills/Locally Skilled Workforce)

- Drugs (Increased Drug Use Results in Job Insecurity, Increased Crime and Increased Social Services Reliance/Dependency)
- Giving (Opportunity to Increase Philanthropic Giving)

Long-Term Impact on Social Services and Community Faith-Based Programs

No one fully knows the long-term impact that the oil and gas industry will have on Guernsey County's social services and community faith-based organizations. Each of the identified themes and components may vary in emphasis and may be approached in different ways, but they are core components, which are also associated as the key concerns and opportunities that must be reviewed and addressed in an effort to maintain Guernsey County's integrated systems of social service delivery.

Housing

Perceptions about housing and housing-related issues also varied among the organizations, and are clearly correlated with the amount of energy-related activity occurring in each social service or faith-based organizations area or township. In particular, given the temporary nature of much of the oil and gas workforce, the availability of rental housing is a critical aspect. One important measure is the current vacancy rate and a trend whereby landlords have raised rent prices, evicted tenants (which comprise of the local workforce), and as a result of new unaffordable rent, this has caused them to become homeless or temporarily displaced. Availability and cost of housing is probably the most significant boom-related issue in Guernsey County. One interviewee described the housing situation as simply "Stressed. Completely stressed." Another stated "It's the key issue for every organization in the community."

The general lack of housing and shortage of affordable housing connect to more specific problems, including price gouging, substandard living conditions and homelessness; and difficulties in hiring because of a lack of available housing. The subcommittee pointed to the centrality of the housing issue in relation to rising prices, substandard conditions, and increased rates of homelessness. In counties across the State, rent increases have forced vulnerable individuals to leave their home communities. Either voluntarily or through eviction, many have moved into substandard arrangements, including overcrowding or other risky living arrangements.

The shortage creates hiring challenges for companies generating the wealth, for construction companies who could help build housing, and for social service agencies. As more employees are essential to meet the rapidly growing demand for law enforcement, emergency response, public health, social services, public works, and medical services, it is important that Guernsey County is prepared to address any housing issues and crises.

The subcommittee noted the potential for an increase in child protection and foster care cases stemming from environmental issues, including substandard living conditions, a preexisting and increasing day care shortage, and a shrinking supply of foster homes. These observations have been reinforced by human service center workers and in legislative testimonies conducted in other states where shale and Utica shale play is also underway. Human service workers reported increases in child protection and foster care cases involving families "increasingly from out of state." There was only minimal discussion from the subcommittee about domestic violence issues. However, current trends indicate troubling increases in domestic violence issues are already disproportionate to potential population increases.

Although concerns about housing and social challenges dominated the discussion, there were frequent references to the oil boom's benefits. These included economic development, partnerships with oil companies, decreases in traditional social welfare and cash assistance programs, and the potential for building long-term community capacity.

Despite the housing crunch, perceived lessons from past booms have resulted in communities being reluctant to invest in the infrastructure necessary to build more adequate housing.

Objective

- A. Goal Objective Take actions to resolve housing/rental crisis.
1. Create an accessible list of housing services
 2. A list of housing services and opportunities will be available to all members of the community
 3. Booklet made for renters on available/affordable housing
- Work with the Housing subcommittee to design and create a free rental housing booklet for middle- to low-income families and individuals of all ages to assist them in finding affordable housing throughout Guernsey County.
 - Encourage and support local applications requesting State and Federal Housing Funds and Housing Construction Grants.
 - Provide "budget planning" education and assistance.
 - Educate public.
 - Communicate.
 - Work with fair housing to build affordable housing.
 - Transition hotels to apartments.
 - Educate renters about opportunities to buy instead of rent.
 - Advocates for taxes in legislature to keep oil and gas tax locally to help with infrastructure/expenses.
 - Advocate for rural housing (not just housing within Cambridge)
 - Communicate within Social Service organization to work together to meet transitional housing needs.
 - Establish communication tool/venue.
 - Overcome territorial (agency) boundaries.

- Work with churches.
- Housing styles for accessibility (first floor or one floor).
- Quality of life.

Education-Job Training

Schools were discussed the most in detail in the subcommittee meetings. Participants discussed the issues of the local under-paid workforce competing with energy sector jobs, as well as paying wages sufficient to allow local workers and non-workers to afford housing and other costs of living in the community. Just as significant a challenge, however, are the specific characteristics of the children that have accompanied the boom.

Some 400 workers are typically needed to construct and maintain a well for its lifetime. They have about 150 different occupations and work at different times during the well's three phases. The total number of hours worked by these individuals on a single well over the course of the year is the equivalent of 11.5 full-time jobs.

The rapid inflation in wage levels is an important impact issue, particularly for the types of businesses and local government agencies that do not directly benefit from oil and gas activity.

Workforce Development is so complex and critical to our local economy and social services infrastructure; we support a system that is financially responsible, easy to access and utilize, and provides training that businesses demand and workers need. The education system in Ohio needs to better react to business need and implement necessary changes more quickly. Ohio needs to work within all systems to promote the values of high character and lifelong learning so that our workers are ready to adapt to the ever-changing economy. Public and private resources must be laser focused on providing Guernsey County workers with the skills they need. It is only then with a strategic alignment of our workforce development system to the needs of business that we will be better able to help businesses and workers compete and succeed.

Many job seekers have needs beyond that of finding a job, such as applying for government services, adjusting to reduced income, or facing foreclosure. Guernsey County's strong social services and community faith-based networks are a point of connection to ensure that people get the services they need as seamlessly as possible.

Objective

- | | | |
|----|-----------------------|---|
| B. | <u>Goal Objective</u> | Improve the education and training skills of our local "workable" workforce and their work ethic. |
| | 1. | Through improved/increased education and training opportunities. |
| | 2. | Reducing drug use. |
| | 3. | Community motivation and participation. |

4. By providing other supportive and intervening social services which improve job and housing retention while improving self-sufficiency and financial independence and decreases the demand the reliance upon social services providers.

- Work with other community planning subcommittees to collectively address common issues and concerns identified in order to create and reinforce community collaborative partnerships that create viable solutions, improvements, and promote economic/employment growth.
- Serve as a community partner with the Education subcommittee and local school systems to help support increased/improved community education.
- Serve as a community partner with the area colleges, trade schools, and universities to help support and advocate for an improved/workable workforce and improved local work ethic.
- Serve as community partners to the local government, health care/hospital, public safety, and other subcommittees that are committed to helping reduce and eliminate drug use, drug sales, and other drug-related dependencies and abuses within our community.
- Committed to helping reduce and eliminate drug use, drug sales, and other drug-related dependencies and abuses within our community.

Drugs

One of the most distressing woes shared by numerous organizations is dealing with the correlation of unemployment to substance abuse. Many oil and gas industry employers cannot find workers able to pass a drug test. This type of cultural belief system and workplace mentality impacts a wide range and scope of social services organizations. These programs are real issues facing Ohio's workforce and significantly affect our local employers' ability to find qualified workers.

Objective

- C. Goal Objective Serve as community partners to the local government, health care/hospital, public safety, and other subcommittees that are committed to helping reduce and eliminate drug use, drug sales, and other drug-related dependencies and abuses without our community.
1. Develop and sign pledges and MOUs agreeing to work with a variety of government and community partners to help reduce and eliminate drugs throughout Guernsey Co.
 2. Make referrals and/or provide leads that connect clients with rehabilitative help and/or make inquiries and take action that leads to reduced drug trafficking, reduced sales, and reduced use in our communities.

3. Provide and distribute anti-drug campaign, rehabilitative resources, and other educational materials that encourage reduced drug use and sales.
4. Increase community partnership and advocacy efforts to include all socio-economic cohorts and age groups with the Guernsey County Drug and Alcohol organization.

Giving

Guernsey County has experienced many years of socio-economic hardship, job loss, and high levels of unemployment until the oil and gas industry has prompted a new job resurgence and created new methods of wealth in our community.

Studies have projected employment growth, wealth creation, and an increase in Ohio's gross State product from development of the Utica shale (Kleinhenz and Associates 2011); conservative estimates point to the support of about 40,000 jobs and \$5.8 billion in output in 2013. The Ohio Department of Jobs and Family Services reports that in the fourth quarter of 2012, employment in core shale-related industries increased by 17.7 percent (1,319 jobs) compared to the same quarter in 2011. At the same time, employment in ancillary industries (e.g., freight truck delivery and environmental consulting) declined by 0.1 percent (77 jobs).

There are conflicting statistics about the number of jobs created in counties that are home to drilling and midstream projects, but there is no doubt that these counties experienced a boost of economic activity—sales receipts for 2013's first quarter were 14 percent higher (\$4.1 billion) compared to 2012's first quarter (\$3.6 billion) (Hill and Kinahan 2013).

There are many acres of land under drilling leases owned by public and institutional entities, schools, governments, and private businesses. These property owners are paid lease bonuses for granting drilling rights to oil- and gas-producing companies and receive royalty payments as a percentage of production value if a well drilled on their property produces hydrocarbons.

Increased wealth has introduced challenges such as a growing demand for financial services, financial management, and family wealth planning for those who have become "rich overnight." In addition, anecdotal stories of charitable donations from those in core shale counties indicate philanthropic development in these communities, but there are few management resources to support and guide such efforts.

The current social services and community and faith-based climate in Guernsey County is that non-profit organizations and churches have seen little, or no, philanthropic giving or oil and gas residuals, which would benefit their mission and cause.

The drilling boom of Utica is predicted to extend over the next 10 years, and the associated wealth accumulation and increased spending may be expected over, minimally, the next 20 years.

The Social Services subcommittee adamantly believes that there is great potential and long-term rewards for Guernsey County residents and non-profit leaders to take a much more active and engaged role in creating, marketing, and generating philanthropic and corporate giving opportunities, especially within the oil and gas energy industry.

Objective

- D. Goal Objective To increase philanthropic giving in Guernsey County.
1. Create an increased awareness about corporate giving and donations among the oil and gas industry and philanthropic opportunities for oil and gas landowners who've retained lease agreements and/or earned royalties through the Foundation of Appalachian Ohio and the Cambridge/Guernsey Foundation.
 2. Serve as advocates in support of local oil and gas tax dollars to remain local and support Guernsey County infrastructures and social services assistance programs; i.e., Federal, State, and Local Tax Law Legislation and Advocacy.
 3. Participate in community events in order to promote and encourage individuals and communities to become more active and engaged in philanthropic giving.
- Invite oil and gas company representatives to our respective organizations (Management, CEO's).
 - Participate in community events to educate about philanthropic giving and engage smaller local townships and communities.
 - Volunteer time—ask oil and gas not just for money.
 - Educate oil and gas about philanthropic and donation opportunities.
 - Educate community about opportunities.
 - Tax-deductible giving.
 - Educate public about the impact of local oil and gas tax dollars going to the State level and depleting local levies and support measures.
 - Sustainability through giving of organizations.

Summary

Utica Shale development significantly affects predominantly rural communities with relatively low population density, little economic and social diversification, and limited local governance capacity. Guernsey County is currently experiencing this particular type of development, but we believe our community is better poised and better prepared than most to handle and adapt to anticipated influxes and change. Most similarly-sized communities cannot easily absorb change, and the development has been associated with challenges to social and family services, emergency response services, and law enforcement. Increased communication capacity, enhanced equipment and training, and most importantly, additional individuals are needed to provide these services.

Crime impacts social services in that more often than not, families seeking assistance often face multiple, complex needs and that they require the services of more than one program. Most temporary workers do not bring their families to the Utica region, but hosting communities should be ready for the associated challenges reported by townships in the Marcellus play, such as accommodating incoming children (e.g., in schools and day care) and hiring more staff for family and social services. The biggest complication is the cost of increased emergency, social, and community services and whether the demand for these services occurs before local budgets can generate the income to fund them.

Shale development occurs largely in rural areas, where small municipalities and townships experience major social impacts. The rapid short-term influx of out-of-state workers has direct and significant consequences, such as changes in the community's culture and quality of life as well as cost-of-living and tax increases to cover the need for enhanced physical and social infrastructure.

An open community dialogue combined with state government assistance for educational and infrastructure needs can help capture the benefits and avoid a boom-to-bust cycle by establishing procedures and mechanisms for local control and sustainable long-term planning.

Most shale-related regulations are stipulated at the state government level, which is also where most tax benefits accrue (only a small share of increased state tax revenue comes to municipalities). Small communities often do not have the personnel and funding to respond to the challenges they face and lack land zoning regulations and appropriate strategies to address the changes associated with shale development.

Public policy changes are needed so that as Guernsey County is directly affected by shale development, our county and townships should receive an appropriate share of economic benefits that currently accrue at the state and national levels. Appropriate policies can also promote local control and monitoring as well as training to help residents in affected communities acquire the skills that are needed in order to benefit from employment opportunities. State and municipal governments should support the creation of an inventory of major assets and resources, comprehensive plans including regulations, and zoning and land development ordinances to bolster local control. The strength and influence of the Social Services and Community and Faith-Based network and infrastructure in Guernsey County should be actively engaged and involved in all aspects of the development, implementation, and support of a county-wide effort and plan to address the impacts of the oil and gas influx we're experiencing. How well we maximize our community relationships and partnerships and proactively collaborate to better prepare our community will be a momentous effort and a testament of our success and ability to positively adapt and embrace economic and societal change.

Implementation Plan

In support of Guernsey County's overall mission to maintain and expand the vision of this 2019 edition of the Guernsey County Comprehensive Strategic Plan, the Social Services subcommittee has identified five themed areas which have been discussed and expanded into a series of primary objectives and tasks as are reflected and included in the social services matrix which follows. It should be noted that while each strategy has a target completion date, many continue to be under development or are under review for more appropriate assignment. Many of these objectives also possess the stature for long-term development and implementation, and therefore, will be ongoing after initial action has been fully achieved.

Implementation Plan

Social Services/Family Support

Goal One Significantly increase long-term philanthropic and corporate giving from oil and gas companies, as well as land leasers, to Guernsey County social services, non-profits organizations, charities, and churches

Objective 1 Educate and create a greater awareness about philanthropic and community giving opportunities

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Provide a workshop/training on "how to" establish and create an endowment fund within an organization and encourage a culture of giving	- Arrange for OSU Extension and/or the Foundation of Appalachian Ohio to provide a workshop on how to create an endowment fund within your social service organization	OSU Extension Office/Foundation of Appalachian Ohio	May 2015/ Ongoing
		- Create a local alternative funding source that supports new and existing programs and fills gaps resulting from funding shortfalls and budget cuts	Cambridge/ Guernsey County Fund; United Way	June 2015/ Ongoing
1.1.2	Develop and create creative marketing outreach tools and strategies to better connect and encourage the oil/gas industry to support philanthropic/corporate giving to social service organizations and churches	<ul style="list-style-type: none"> - Hotel front desk "Welcome Package/Brochure" - "I am Guernsey County" television commercials - Restaurants, including Coupon Monthly; surveys; ref. cards/brochure racks; business cards; menus - Newspaper, including local education/awareness and featured agency articles - Radio - Mailers - Facebook - Web page (Social Services) - Youtube video - Links on existing web sites - Visitors guide (survey) - Message/telemarketing - Welcome Wagon 	Social Services Subcommittee; Chamber of Commerce; VCB; media outlets	May 2015/ Ongoing
1.1.3	Participate in community events in order to promote and encourage individuals and communities to become more active and engaged in philanthropic giving	<ul style="list-style-type: none"> - Obtain monetary contributions/pledges - Recruit volunteers and promote local volunteerism - Promote non-profits at "Shale-a-Bration" 	Individual Non-Profit Organizations; Churches; Chamber of Commerce	Ongoing

No.	Strategy	Action	Responsibility	Time Frame
1.1.4	Create new alternative local funding support pools and program expansion funding options for social services organizations	<ul style="list-style-type: none"> - Advocate for severance income tax revenues to "stay local" in order to help sustain local infrastructure and support mechanisms - Creation of new endowment funds (individual non-profit organizations, churches, and charities; United Way "Future Program" endowment fund 	Community Advocates/ Legislators	Ongoing

Goal Two Advocate for the creation of a new and improved rental housing/apartment booklet designed for middle- to low-income families and individuals of all ages; and create rental housing marketing tools that will assist newcomers/visitors and locals better connect and secure affordable, available, fair housing and ultimately help them find a place to live

Objective 1 Create a booklet designed for renters in search of available/affordable rental housing that will be available to all members of the community

No.	Strategy	Action	Responsibility	Time Frame
2.1.1	Work with the Housing Subcommittee to design and create a free rental housing booklet for middle- to low-income families and individuals of all ages to assist them in finding affordable housing throughout Guernsey County	<ul style="list-style-type: none"> - Housing Subcommittee - Cambridge Management Corporation (Metro Housing) - Landlord Association - Spectrum Publications - Realtors/brokers 	Housing Sub-Committee/ Roundtable	Ongoing Ongoing
2.1.2	Provide ongoing training and education to residents who find it difficult or challenging to secure affordable housing and/or transition from renting to home ownership	<ul style="list-style-type: none"> - Work with GMN Tri-Co. and other agencies that provide viable housing counseling and home ownership options - Individual social services groups and churches commit to serve as referral agencies to connect potential renters and homeowners with help and assistance - Work with GCDJFS to host job, housing, and budgeting trainings and workshops throughout the county at non-traditional locations 	GMN Tri-County; Housing Sub-Committee; Housing Authority; DJFS; PRC: Prevention, Retention, and Contingency	Ongoing

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
2.1.3	Provide "budget planning" education and assistance	- Develop and offer budget planning and education classes for individuals experiencing difficulties with securing housing; require rental assistance or desire to transition from "renter" to "home owner"	DJFS; PRC: Prevention, Retention, and Contingency; GMN Tri-County; Housing Authority; Banks; OSU Extension; volunteers	Ongoing

Goal Three Improve our local "workable" workforce and their ethics through improved/increased education, reduced drug use, community motivation, and by providing other supportive and intervening social services, which improve job and housing retention while improving self-sufficiency and financial independence and decrease the demand and reliance upon social services providers

Objective 1 Work with other community planning subcommittees to collectively address common issues and concerns identified in order to create and reinforce community collaborative partnerships that create viable solutions, improvements, and promote economic/employment growth

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.1	Serve as a community partner with the education subcommittee and local school systems to help support increased/improved community education	- Develop MOUs with each of the county-wide school systems - Initiate and support "creative learning opportunities", which address the aforementioned focus areas and support the overall health, well being, and independence of individuals and families, including Project More; MADD/DADD; DARE; Family and Children First Council; tutoring; latch key after school programs; volunteering	Education Subcommittee; DJFS; CIC; County-wide Schools; Social Services Organizations; churches; Non-profit organizations; charities	Ongoing
3.1.2	Serve as a community partner with the area colleges, trade schools, and universities to help support and advocate for an improved/workable workforce and improved local work ethic	- Develop MOUs with each of the local colleges, training schools, and universities - Refer and connect the unemployed and underemployed to Ohio Means Jobs-Guernsey County to potential job fairs, job trainings; classes and job readiness providers that can assist them with finding a job, or provide them with skilled training, which will enhance their overall job marketability and work availability and readiness	Education Subcommittee; DJFS; CIC; County-wide Schools; Social Services Organizations; churches; non-profit organizations; charities; schools; businesses	Ongoing

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
3.1.3	Serve as community partners to the local government, health care/hospital, public safety, and other subcommittees that are committed to helping reduce and eliminate drug use, drug sales, and other drug-related dependencies and abuses within our community	<ul style="list-style-type: none"> - Develop and sign pledges and MOUs agreeing to work with a variety of government and community partners to help reduce and eliminate drugs throughout Guernsey Co. - Make referrals and/or provide leads that connect clients with rehabilitative help and/or make inquiries and take action that leads to reduced drug trafficking, reduced sales, and reduced use in our communities - Provide and distribute anti-drug campaign, rehabilitative resources, and other educational materials that encourage reduced drug use and sales 	Guernsey Co. Sheriff; Police; Guernsey Co. Drug/Alcohol; SEORMC; Social Services Organizations; churches; non-profit organizations; charities; schools; businesses;	Ongoing

Guernsey County Comprehensive Strategic Plan

Community Engagement

Overview

The Guernsey County Long-Range Strategic Plan for Community Engagement is developed to support and drive management and growth of strategic plans that will take Guernsey County through the next five to twenty years and beyond. This plan, which will depend heavily on the culture of the community and its leadership, should be a framework for moving the community forward in its plans and execution of those plans.

The development team assessed current assets of the County. Guernsey County has a long history of gas and oil extraction, as well as coal mining and agriculture. Hardscrabble work has been the backbone of the economy in this rural Appalachian community. We are also a great manufacturing community.

The raw natural beauty of the area will always be important to recreation on land and on our waterways, which is valued by residents and visitors alike.

There is a "humbleness" and conservative nature in Guernsey County residents. We love the country, we love our families, and we demonstrate commitment to the community through extensive volunteerism and civic involvement at every level. We cherish relatively low crime, low cost of living, small businesses, and a friendly community. At the same time, we strive for accessibility to metro markets and resources that can help us keep pace with advanced technologies and developments. We really want the best of both worlds and want to find a way to get the right balance without giving up what we cherish.

An influx of monies from harvesting gas and oil is welcome, but with conditions. We have more millionaires, wealthy farmers, and more tax money in the city and county. We want this to mean that we will invest in the future with this money—increase donations to worthy causes, fix old buildings, improve and rehabilitate what is important to the community. We want to build upon what made us who we are—churchgoers, stewards of the land, hard workers with a rich quality of life, living where we hope our children and their children will want to live.

Because we are good at community involvement and we know what we want, we should harness the commitment from residents that got us where we are—and take ourselves to the next level.

The Community Engagement Plan outlines two goals:

1. Guernsey County recognizes the positive attributes of the County.
2. Residents and businesses rally to be engaged and involved in the community to make positive changes.

Implementation Plan

Community Engagement

Goal One Guernsey County residents recognize the positive attributes of the County

Objective 1 Raise public awareness of all the good things currently happening and being planned for the County

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.1.1	Promote positive outcomes and successes in the communities... deepen resident knowledge of community	- Host regular meetings on various topics and subject experts to communicate activities and plans	Chamber of Commerce, media, public and private partnerships	2019 and Ongoing

Objective 2 Guernsey County citizens speak confidently and with pride and a positive self-image of the County

<i>No.</i>	<i>Strategy</i>	<i>Action</i>	<i>Responsibility</i>	<i>Time Frame</i>
1.2.1	Utilize Community Ambassadors to promote the good in the community and influence and inspire residents	- Collaborate with VCB, Main Street, United Way, police and service organizations to develop Ambassador program	Chamber of Commerce, VCB, Main Street, United Way, police, other service organizations	2019

Guernsey County Comprehensive Strategic Plan

Population Characteristics

The following describes the general population of Guernsey County. Some information was compiled from the 2010 U.S. Census, while other information was provided by the Office of Policy, Research, and Strategic Planning. Data was analyzed to determine descriptive attributes of the population such as age, racial composition, and educational attainment.

Overview

The 2010 population in Guernsey County was 40,807, as reported by the 2010 U.S. Census. Population projections for Guernsey County were released by the Ohio Dept. of Development for the years 2020 through 2040, indicating that Guernsey County is expected to experience average growth over the next 20-year period. This projected population is a favorable 7.5% increase over the 20-year period. While past population trends do not seem to indicate growth potential, the increased activity in the gas and oil shale drilling and production could appear to bode well for a population spike. Population figures are shown below:

<u>Total Population</u>		<u>Projected</u>	
1850	30,438	2020	38,750
1900	34,425	2030	37,310
1950	38,452	2040	36,390
2000	40,792		
2010	40,087		

Population by Age

<u>Population by Age</u>	<u>2010 Number</u>	<u>2018 Number</u>	<u>Percent</u>
Total population	40,332	39,414	100.0%
Under 5 years	2,456	2,368	6.0%
5 to 17 years	7,425	6,547	16.6%
18 to 24 years	3,234	3,135	8.0%
25 to 44 years	9,855	8,927	22.6%
45 to 64 years	11,140	11,277	28.6%
65 years and more	6,222	7,160	18.2%

Median Age = 42.4 years

Educational Attainment

<u>Educational Attainment</u>	<u>2010 Number</u>	<u>2018 Number</u>	<u>Percent</u>
Persons 25 and over	27,217	27,364	100.0%
No high school diploma	4,529	4,291	15.7%
High school graduate	12,343	11,687	42.7%
Some college, no degree	4,948	4,950	18.1%
Associate degree	2,299	2,625	9.6%
Bachelors degree	1,923	2,355	8.6%
Masters degree or higher	1,175	1,456	5.3%

Largest Areas of Population

<u>Largest Areas</u>	<u>Census 2010</u>	<u>Census 2018</u>	<u>Actual Change</u>
City of Cambridge	10,635	10,360	- 275
Cambridge Township	3,935	3,828	- 107
Jackson Township	2,782	2,696	- 86
Village of Byesville	2,438	2,362	- 76
Adams Township	2,036	2,022	- 14
Westland Township	2,073	2,000	- 73
Valley Township	1,816	1,764	- 52
Center Township	1,711	1,669	- 42
Richland Township	1,529	1,486	- 43
Wills Township	1,207	1,181	- 26

Racial Composition

<u>Population by Race</u>	<u>2010 Number</u>	<u>2018 Number</u>	<u>Percent</u>
Total population	40,332	39,414	100.0%
White	38,541	37,713	95.7%
African-American	506	494	1.2%
Native American	152	80	0.02%
Asian	151	129	0.02%
Pacific Islander	0	0	0.0%
Hispanic (may be of any race)	360	441	1.1%
Other	359	138	0.3%
Two or more races	623	860	2.0%
Total minority	1,967	2,068	5.2%

Employment by Industry Sector (2018)

<u>Industry</u>	<u>Employment Number</u>	<u>Change Since 2012</u>
<u>Private Sector</u>	13,034	+ 12.5%
Goods-Producing	4,335	+ 19.6%
- Natural Resources/Mining	524	+124.9%
- Construction	942	+ 54.9%
- Manufacturing	2,869	- 3.0%
Services-Providing	8,699	+ 9.3%
- Trade/Transportation/Utilities	2,678	+ 10.5%
- Information	91	- 8.1%
- Financial Services	375	+ 17.6%
- Professional/Business Services	608	- 15.4%
- Education/Health Service	2,498	+ 17.4%
- Leisure/Hospitality	1,651	+ 5.7%
- Other Services	347	0.0%
<u>Federal Government</u>	118	+ 5.6%
<u>State Government</u>	492	- 9.8%
<u>Local Government</u>	1,656	- 1.7%

Summary

During past decades, the population of Guernsey County showed a slow, but steady increase of 1.5 to 2.0 percent every ten years. However, this trend reversed during the decade of 2000 to 2010, with a decrease of approximately seven hundred (700) residents. Even more significant is the projected 9% loss of population from 2010 through 2040. This has an unfavorable impact on the area's ability to attract new retail enterprise or entice major developers to build "spec" homes within the county to provide housing for new residents. The lack of a variety of retail options is an impediment to attracting new population growth, yet is difficult to recruit new retail/commercial business to the area without the population to provide a strong customer base. These are challenges which must be addressed consistently in the coming years.