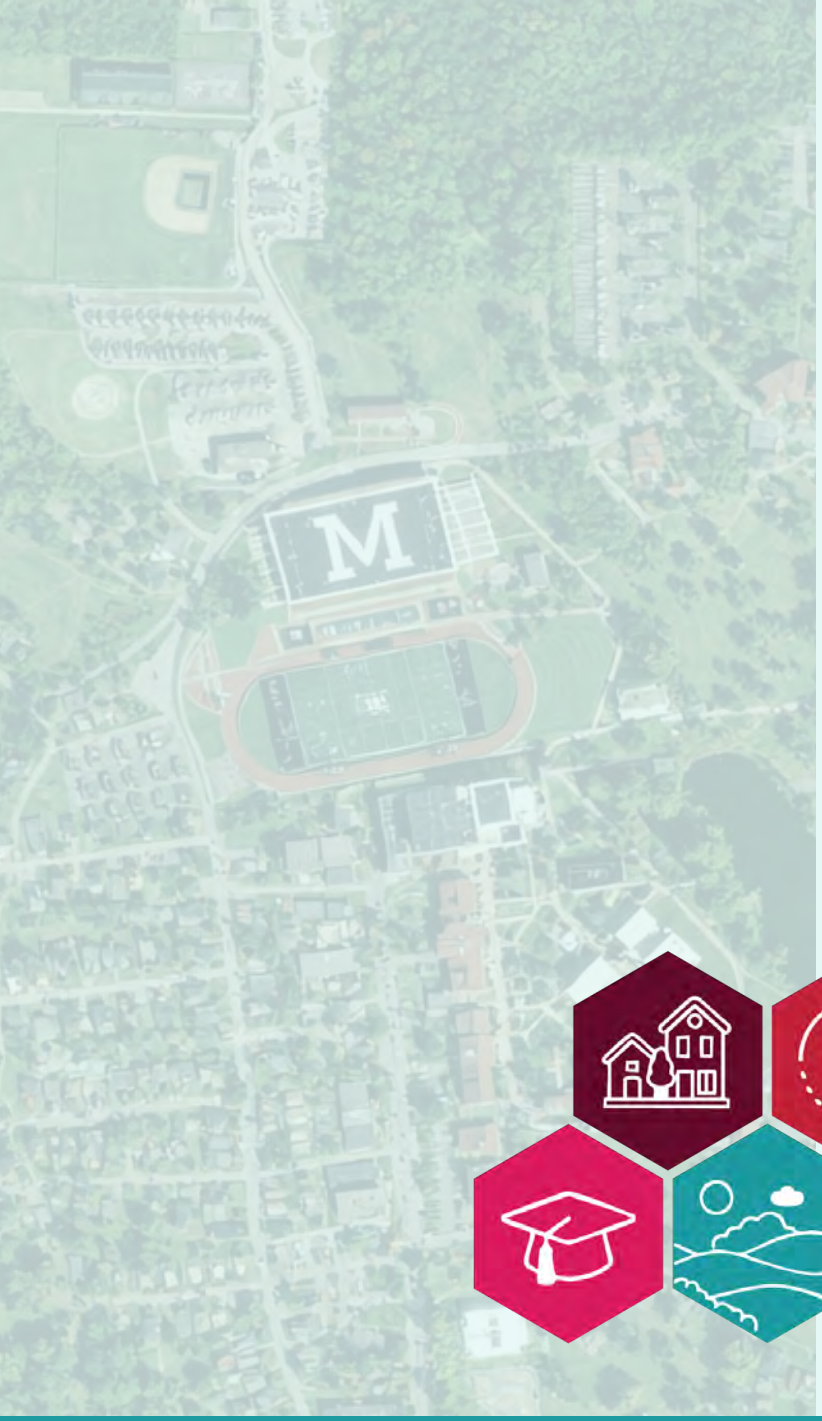


Village of New Concord, Ohio
Comprehensive Plan Update

2025 - 2035

Acknowledgments

This Plan would not be possible without the dedicated participation and collaboration of residents, Village staff, the Steering Committee, and all those who contributed their time, insights, and feedback throughout the planning process.

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verdantas

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01 Introduction

What is a Comprehensive Plan

A Comprehensive Plan is a long-range document intending to guide decision making to reflect the needs and desires of the community. A Comprehensive Plan is composed of a vision statement, goals, and objectives all supported by data analysis, community engagement, and best practice strategies. While a Comprehensive Plan is not law or regulation, adaptation by local government indicates that the document is legitimate and will be used as guideposts ensuring the community's decisions align with the outlined values and goals of the Comprehensive Plan.

The Plan helps to inform policy, regulation, and zoning decisions by addressing essential community needs. The Plan includes existing demographic and land use conditions to understand the existing conditions as well as information about future land use, development opportunities, infrastructure, and community character.

Comprehensive Plans typically have a 10 to 20-year outlook. Best practices involve yearly audits of the Plan. As communities are ever-changing, it is important to review goals, recommendations, and strategies and perform an official plan update every five years.

How Do We Use This Plan?

There are several ways to use a Comprehensive Plan, but the main purpose is to provide informed data and recommendations to guide well informed decision making for the Village. As the last Comprehensive Plan for New Concord was completed in 1992, this plan will serve as a comprehensive tool for understanding the existing conditions, wants, and needs of the Village today.

The existing conditions section provides detailed information on Village demographics, including population, housing and income trends, infrastructure, services, and environment. This section not only provides context of the status of the Village but also provides insight of trends and future needs of the Village.

Comprehensive Plan Uses

- ***Guide review of zoning amendments, special exception applications, and land development proposals.***
- ***Inform capital improvement planning.***
- ***Provide items to be considered when preparing the annual budget.***
- ***Increase ability to align economic incentives with strategic partners.***
- ***Assist in applying for government grants.***

The vision and goals outlined in this document were curated by the Steering Committee and reviewed by the public. These statements serve as starting points for the recommendations outlined in the document. The Implementation Table outlines each goal with actionable objectives, potential partners, timeframes, and funding opportunities. This table helps support the initiation of project and policy changes to make the goals a reality for New Concord.

The strategies and data analysis provided by the Comprehensive Plan are a catalyst for meaningful change in the Village. This guiding document supports zoning code updates, policy changes and creations, development opportunities, and resources enhancements. An additional benefit of an up-to-date Comprehensive Plan is the increased funding opportunities to complete these projects because of the documented community support and analysis available.

Implementation

Having an implementation framework is critical for ensuring that the Plan's recommendations become reality. The objectives and strategies noted for each goal will require the involvement of many entities with different missions, structures, and ways of conducting operations. They include but are not limited to government agencies, nonprofit organizations, informal stakeholder groups, businesses, residents, and more.

The Planning Process

The Comprehensive Planning Process occurred between July 2025 – May 2026. The processes utilized can be organized into four phases:



Community Engagement

Community engagement is a vital part of creating an effective Comprehensive Plan. Hearing from as many members of the community as possible allows for a better understanding of the values, strengths, and weaknesses of New Concord.

A robust community engagement plan was developed and used throughout the planning process. Engagement opportunities ranged from a community open house, online survey, pop-up event, and a project website. The variety of in person and online opportunities allows flexible engagement options as to not limit those who are involved.

Steering Committee Meetings

There were 6 total steering committee meetings throughout the planning process that were used to guide the development of goals, vision, and implementation.

New Concord Community Day Pop-Up | August 30, 2025

New Concord Community Day hosted on August 30, 2025, by the Friends of New Concord is an annual community event filled with activities for families and residents of all ages. After paying a small entrance fee all events and games are free, including a 5K run, live music, craft vendors, and food trucks. Verdantas staff hosted a pop-up event with two interactive boards. This served as an opportunity for community members to learn about the Comprehensive Plan process and share insights about community priorities.



Community Open House | March 25, 2026 at the Elementary School

There were approximately 40 interactions with 20 people interacting with the boards. Using sticky dots, participants indicated their preference of several statements. Topics ranged from Village priorities, housing needs, potential goals, and an interactive map. A full report can be found in the Appendix.

Past Planning Efforts

Previous planning efforts were performed in 1971 and 1992. While these plans are dated, they provide important context for trends, changes, and community identity. These plans show the changes made possible due to the planning process.

1971 Comprehensive Development Plan

This document provides detailed records of New Concord including land use and natural terrain, population, and the economy. The plan outlines standards of community services and the expected population changes. The plan also discusses community assets, liabilities, and goals. There are four main goals outlined in the plan:

1. A condition of man living in harmony with man.
    a. Establish regular town meetings or a public forum for airing citizens' views and for setting community plans.
    b. Establish the position of "community ombudsman" who should hear citizen's complaints and who would seek solutions to community problems.

2. A condition of man living in harmony with the natural environment.
    a. Retain stream valleys and steep slopes in a natural state.
    b. Retain natural vegetation where possible. Replace trees that are removed for any reason, even though not necessarily in the same spot.
    c. Require reclamation of mined land and removal of unproductive well apparatus and structures.
    d. Prohibit streets, buildings and structures from being constructed contrary to natural terrain and ecological factors.

3. A condition of community wholeness.
    a. Within the limitations of finances and facilities, provide the opportunities for community members to live, work, shop, and enjoy recreational activities.
    b. Within the limitations of finances and facilities, provide the community services that community members are willing to support.
    c. Provide the opportunity for young persons who would otherwise leave, to live and work in the community by creating diversified industries.
    d. Aid with the provision of housing for community members where possible.

4. A safe and functional community.
    a. Separate physically the community functions of working (industrial areas), shopping (commercial areas) and residential living.
    b. Establish a safe, functional and efficient system of streets.
    c. Establish a growth pattern based on function, aesthetics, economics, safety, and the provision of community services.

1992 Strategic Action Plan

The Strategic Action Plan prepared in 1992 lists 5 total strategies, each with several recommended actions to achieve each goal.

1. Enhance the Image of New Concord
    a. Improve the Visual Quality of Main Street Through Streetscape Enhancement
    b. Enhance the Entries Into the Village
    c. Enhance the College Entrance and Reinforce the College's Presence as an Integral Part of New Concord

2. Enhance the Quality of Life in New Concord
    a. Develop the "Village Green" as a Symbolic and Functional Center of the Community
    b. Provide for Open Space Linkage Throughout the Village

3. Enhance the Economic Base
    a. Package and Promote the Village
    b. Consider Creation of a John Glenn Museum
    c. Encourage Provision of Tourist/Guest Facilities
    d. Seek Funding Assistance From State Tourism Office
    e. Establish Muskingum College as a Conference/Seminar Location
    f. Develop Appropriate Mix of Businesses to Support Tourism

4. Control Development of State Route 83 Corridor South to Interstate 70
    a. Consider Annexation of Corridor
    b. Implement New Zoning and Architectural Controls
    c. Consider Development Incentives
    d. Consider Establishment of a Nonprofit Development Corporation

5. Eliminate Impediments to Growth and Development
    a. Expand water Supply Capacity
    b. Improve Control of System Storage
    c. Maintain a Meter Program
    d. Consider Ordinance Amendments
    e. Articulate an Annexation Policy

There have been notable changes in the Village that reflect these goals that were created nearly 35 years ago. The Village has expanded on streetscaping throughout the Downtown and has maintained a strong relationship with Muskingum University. Creation of the Village website and consistent branding of the Village creates a unified and recognizable image of the Village. Additionally, the Village has established a Tree Committee, Arts and Recreation District (NCAARD) and established a John and Annie Glenn museum. The Village's zoning code was last updated in 2018 and zoning map in 2016. New Concord's economic development page outlines ready-to-use utilities and incentives such as the Community Reinvestment Area Program.

The progress achieved since the 1992 Strategic Action Plan highlights the growth of the Village in the past 34 years. By updating and establishing new goals that reflect the modern needs and desires of the Village, the same notable growth can be achieved.

2025 Village of New Concord Community Survey

The 2025 Community Survey was conducted with the intention of being utilized for a future comprehensive plan. The survey process consisted of a stakeholder engagement event and public survey. The stakeholder engagement consisted of four meetings that were held at the Village office. Participants included members of Muskingum University, East Muskingum School District, senior Village staff, local businesses, and Village leadership such as Village Council. Coupled with the public survey that was available online and on paper, a series of recommendations were compiled to address challenges and areas of growth facing the Village.

Five main categories of recommendations were created:

1. Economic Development
    a. Develop and launch a business recruitment and incentive package highlighting
    b. Main Street and leveraging the University partnership.
    c. Initiate a comprehensive digital marketing campaign, including a unified village website and active social media presence.
    d. Host annual STEM and space exploration-themed events to leverage local heritage and attract visitors.

2. Housing
    a. Create a comprehensive village housing strategy, identifying sites for immediate development.

3. Infrastructure
    a. Secure funding and prioritize immediate restoration of the Liberty Street Bridge through state and federal grants.
    b. Implement planned infrastructure improvements outlines in the Village's Capital Improvement Plan and related studies.

4. Parks and Recreation
    a. Develop a comprehensive Parks and Trails Master Plan, identifying potential funding sources, including state grants.
    b. Formulate partnerships with county and regional park systems to expand recreational offerings and facilities.

5. Communication and Community Engagement
    a. Launch a "Village Connect" digital platform and mobile application to streamline information dissemination.
    b. Establish quarterly community forums and annual surveys to continuously engage stakeholder and adapt strategies based on community feedback.

History

The Village of New Concord is in Muskingum County, located between Zanesville and Cambridge, approximately 75 miles east of Downtown Columbus and 75 miles west of Wheeling, WV. The Village occupies 1.5 sq mi, or roughly 960 acres. The area was first settled by Scots-Irish from Western Pennsylvania, who came into the area by Zane's Trace, the first road into Ohio. The Village's early development dates to 1827 and the expansion of the National Road (U.S. Route 40). Transportation routes have always been an integral part of New Concord's historical development, as the National Road and construction of railroads made the Village a vital business center. Today, the presence of I-70 continues to inform development patterns and the context of New Concord within the region.





Context

The history and past success of both the Village of New Concord and Muskingum College, now University status, are closely intertwined. Muskingum College was established in 1837, and the Village was formally incorporated shortly after in 1838. What was once a small college has grown into a modern university, educating over 3,000 undergraduate and graduate students each year. Education continues to serve as a cornerstone of the local community and economy.

Numerous plans have informed the direction and development of New Concord throughout the years. The Village's first comprehensive plan came in 1971 and was later updated in 1992, along with a strategic action plan that was completed in the same year. The New Concord Parks and Recreation Master Plan was developed in 2002 to establish a comprehensive vision for the future of New Concord's parks and natural areas. Regionally, the Muskingum County Hazard Mitigation Plan, developed in 2023, is also a plan that informs the future of the Village.



Figure 1.1 - Aerial Map

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02 Existing Conditions

Population

New Concord's population has seen a slight increase since 2010 after a period of population decline from 2000 to 2010. The Village's population in 2000 was approximately 2,651 residents compared to the estimated 2,459 residents in 2010. However, 2023's population was nearly that of 2000's at 2,623 residents, which demonstrates the fluctuation of residents within the Village throughout the past two decades.

Muskingum County has a population of 86,382 and the Village's population accounts for just 3.04% of the entire county. Regional population trends of the past 20 years share similar patterns to New Concord with Muskingum County seeing slight population increase and the State of Ohio seeing a more significant increase in population, as seen in Table 2.1, below.

Population projections support the County's relatively stagnant recent growth, with an estimated 2050 population of 75,670. This represents a 12.43% decline in population, as displayed in Figure 2.2.

	2000	2010	2020	2023
New Concord	2,651	2,459	2,530	2,623
Muskingum County	84,585	85,951	86,033	86,382
Ohio	11,353,140	11,512,431	11,675,275	11,780,046

Figure 2.1 -
Population change in New Concord, Muskingum County and the State of Ohio from 2000 to 2023

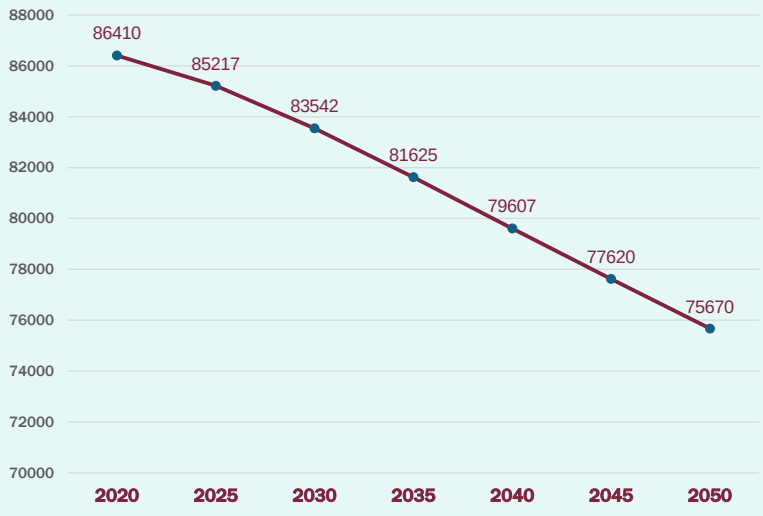


Figure 2.2 -
Muskingum County population trend and projected decline through 2050

The age distribution data (Figure 2.3) shows that there is a large concentration of young people making up the total population of the Village. Observing the age distribution of the 2023 population shows that a majority of the population, approximately 773 residents, are between the ages of 20 to 24 years old, followed by 423 residents between 15 to 19 years old. These two age groups account for approximately 45.60% of the total population, a byproduct of the presence of Muskingum University. The third largest age cohort is 65 and older, indicating a relatively unbalanced age mix in the Village that leans towards students or older residents.

When looking at the population according to sex, the population of New Concord leans slightly female. Of the total population of New Concord, approximately 1,398 residents are female, accounting for 53.3% of the population, compared to 46.7% for the male population (Figure 2.4).

Examining racial demographics reveals that a vast majority of residents are white. 2,303 of the total 2,623 residents (87.8%) identify as white alone. 109 residents (4.2%) identify as Black or African American alone and 103 residents (3.9%) Hispanic or Latino (Figure 2.5).

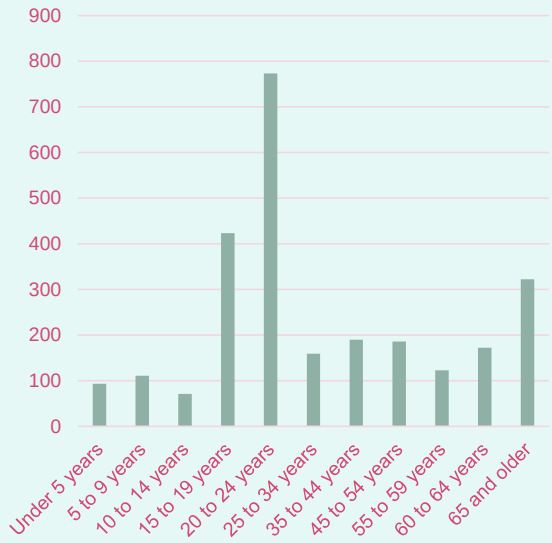


Figure 2.3 - Age Distribution

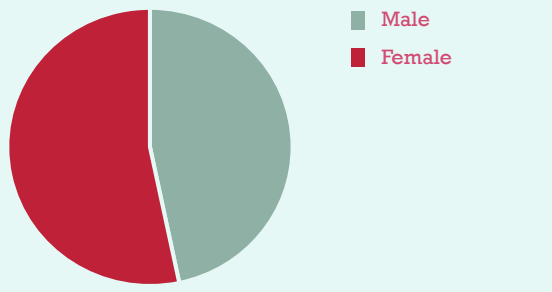


Figure 2.4 - Gender Distribution (2023)

Housing -
Physical Characteristics

There are approximately 721 housing units in New Concord. Of the total units built, 36.50% were built in 1939 or earlier. The Village experienced a housing boom from 1970 to 1979 with 20.90% of units being built in this ten-year period. More recently, housing construction has slowed considerably, with only 10 units being constructed since 2010. A complete breakdown of housing structures by decade built can be seen in Figure 2.6.
Beyond the age of the housing stock, other physical characteristics such as average size,

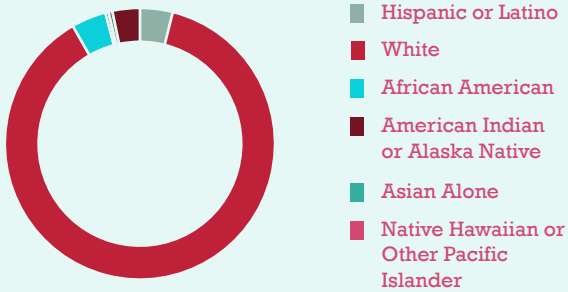


Figure 2.5 - Race Demographics

number of bedrooms, and physical condition can be used to better understand the housing situation of the community. The average size of a home in New Concord is 1,803 sq ft and the average lot size is 0.43 acres. Referring to Table 2.7, one can see that the most common number of bedrooms for homes in New Concord is three, while 1-bedroom and 5+-bedroom homes are uncommon. Additionally, there is a relatively even split between single-story (46.2%) and two-story (44.7%) homes, with a small portion of homes being split level as well (8.3%).

When it comes to housing conditions (Figure 2.8), New Concord's homes are overwhelmingly considered to be in average condition (68%), followed by good condition (20%). Very few homes are rated as very good (3%) or poor (1%). As of 2021, the entire Village has been designated as a Community Reinvestment Area (CRA). This economic development tool is important for the Village to incentivize continuous property improvements and renovations to existing buildings, as well as constructing new ones.

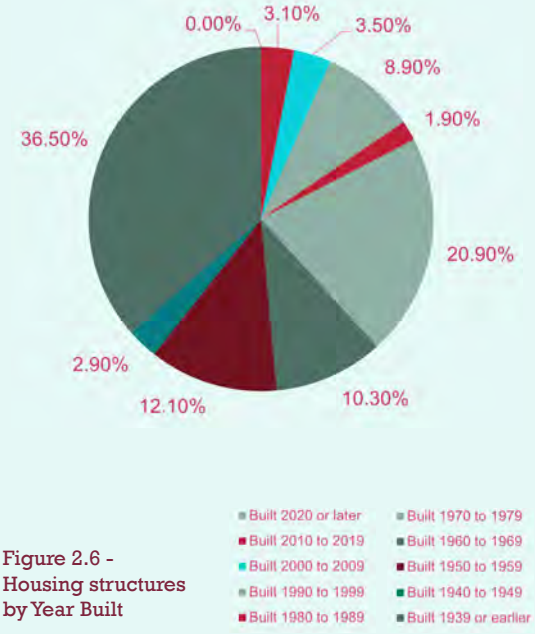


Figure 2.6 - Housing structures by Year Built

1 Bed	6
2 Beds	50
3 Beds	240
4 Beds	140
5+ Beds	8

Figure 2.7 - No. of Bedrooms for Home

Housing -
Occupancy and Value

The housing units in New Concord are 96.4% occupied, leaving just 26 total units vacant. The high levels of occupancy could be a result of Muskingum University.

In terms of housing tenure, New Concord has an even split of owner-occupied and renter-occupied homes. This differs substantially from that of Muskingum County, which has owner-occupancy rate of 69% and a renter-occupancy rate of 31%. This difference in housing tenure can likely be explained by the student population of Muskingum University, which contributes to New Concord having a larger share of renters. (Figure 2.9)

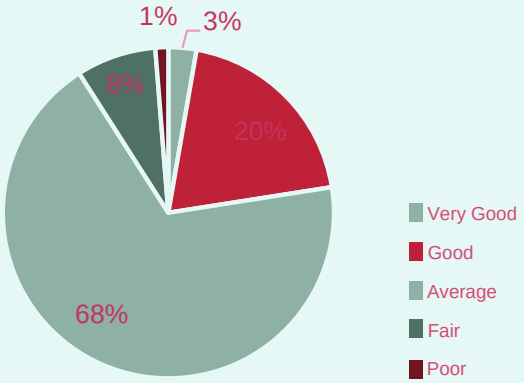


Figure 2.8 - Housing Condition

Median owner-occupied home value in New Concord is $194,400, as of 2023, and has increased by $45,600 since 2010. The median home value for Muskingum County is $170,100, making New Concord's home value significantly higher than the County's. (Figure 2.10)



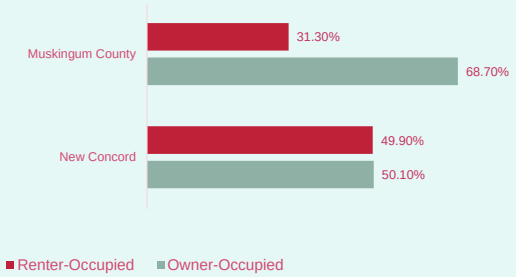


Figure 2.9 - Occupancy Type

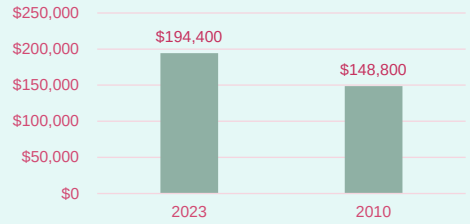


Figure 2.10 - New Concord Home Value

Income and Employment

Median household income in the Village has increased significantly since 2010 and has outpaced that of the County. In 2010, the median household income in New Concord was $47,167 compared to $72,120 in 2023, a 52.90% increase. The County saw a similar increase in the same period going from $39,538 in 2010 to $59,203 in 2023, a 49.74% increase. (Figure 2.11)

Employment sectors are categorized by U.S. Census data. The top employment industry in New Concord is educational services, and health care and social assistance, employing 38.6% of the population. The second most common employment sector is arts, entertainment, and recreation, and accommodation and food services, which employs 14.5% of the population. The third highest is retail trade at 9.9%. (Figure 2.12)

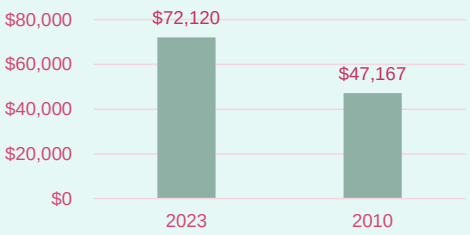


Figure 2.11 - Median Household Income

Industry	Percentage
Educational services, and health care and social assistance	38.6%
Arts, entertainment, and recreation, and accommodation and food services	14.5%
Retail Trade	9.9%

Figure 2.12 - New Concord Top Industry

US Census OnTheMap data displays the number of people migrating to and from New Concord for employment. While Map 2.13 shows an arrow, it is not indicative of the direction of migration, but the total number of employees commuting. The map shows that 1,518 workers are employed within New Concord's boundaries but live outside of the Village. Conversely, there are 805 New Concord residents that commute outside of the Village for their job. There are 110 people who live and work within Village boundaries. (Figure 2.13)

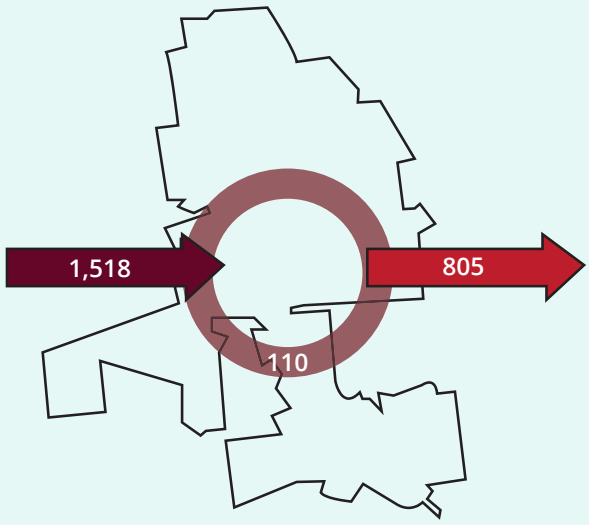


Figure 2.13 -
Number of people migrating to and from New Concord for employment

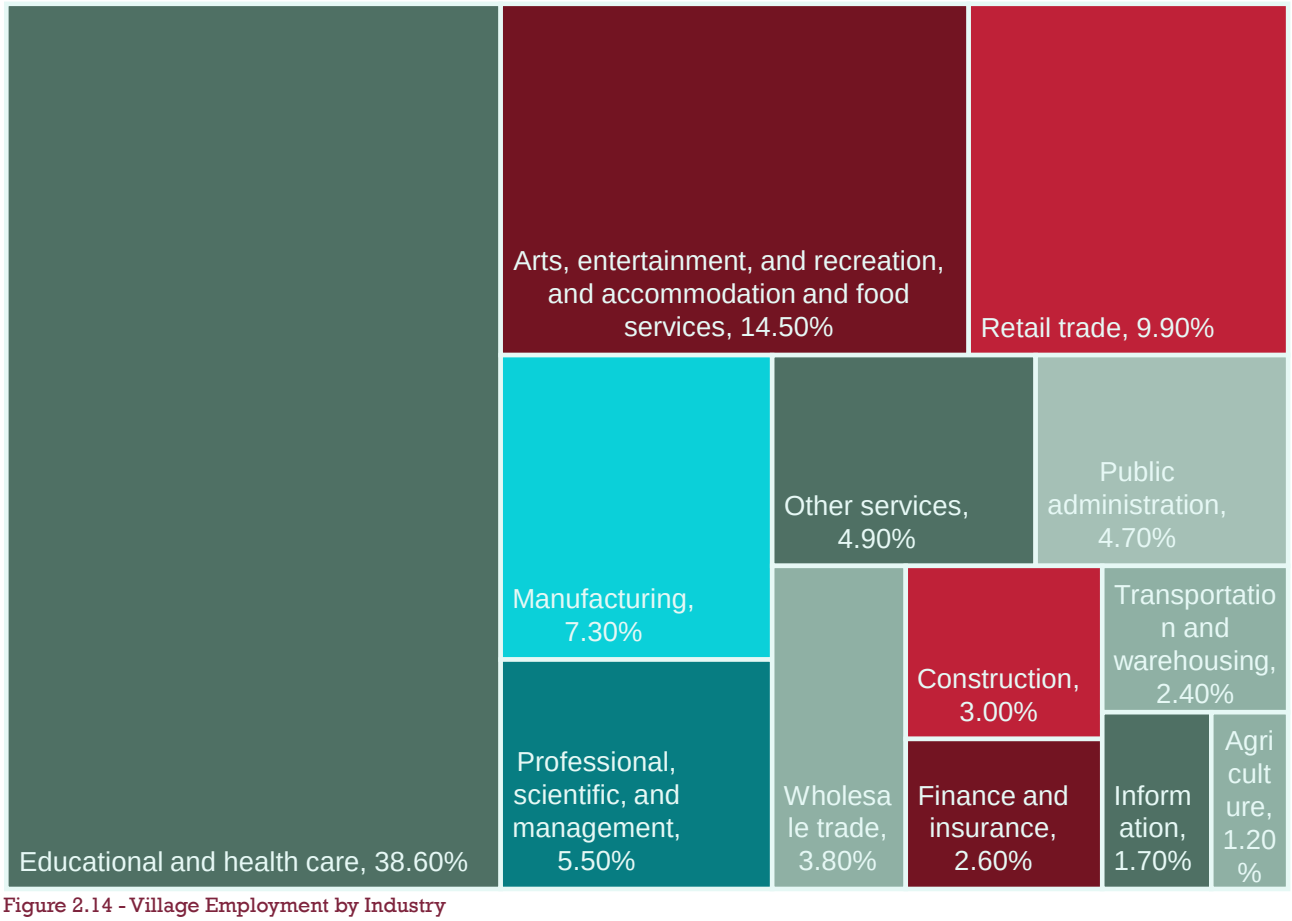


Figure 2.14 - Village Employment by Industry

Historic Preservation

There are several buildings within New Concord that are important to the Village's history and require historic preservation. The Architectural Review District Overlay was established to preserve the architectural integrity of historic structures located in Downtown New Concord. This overlay district stretches along Main Street from the western Village boundary and extends east to Liberty Street.

Harper's Cabin is a historical site on West Main Street. This log cabin has been home to many notable historical figures such as William Rainey Harper, whom the cabin is named after, his brother Frank, and William Oxley Thompson.

The John & Annie Glenn Museum is an American history museum inside the childhood home of American astronaut and politician John Glenn.



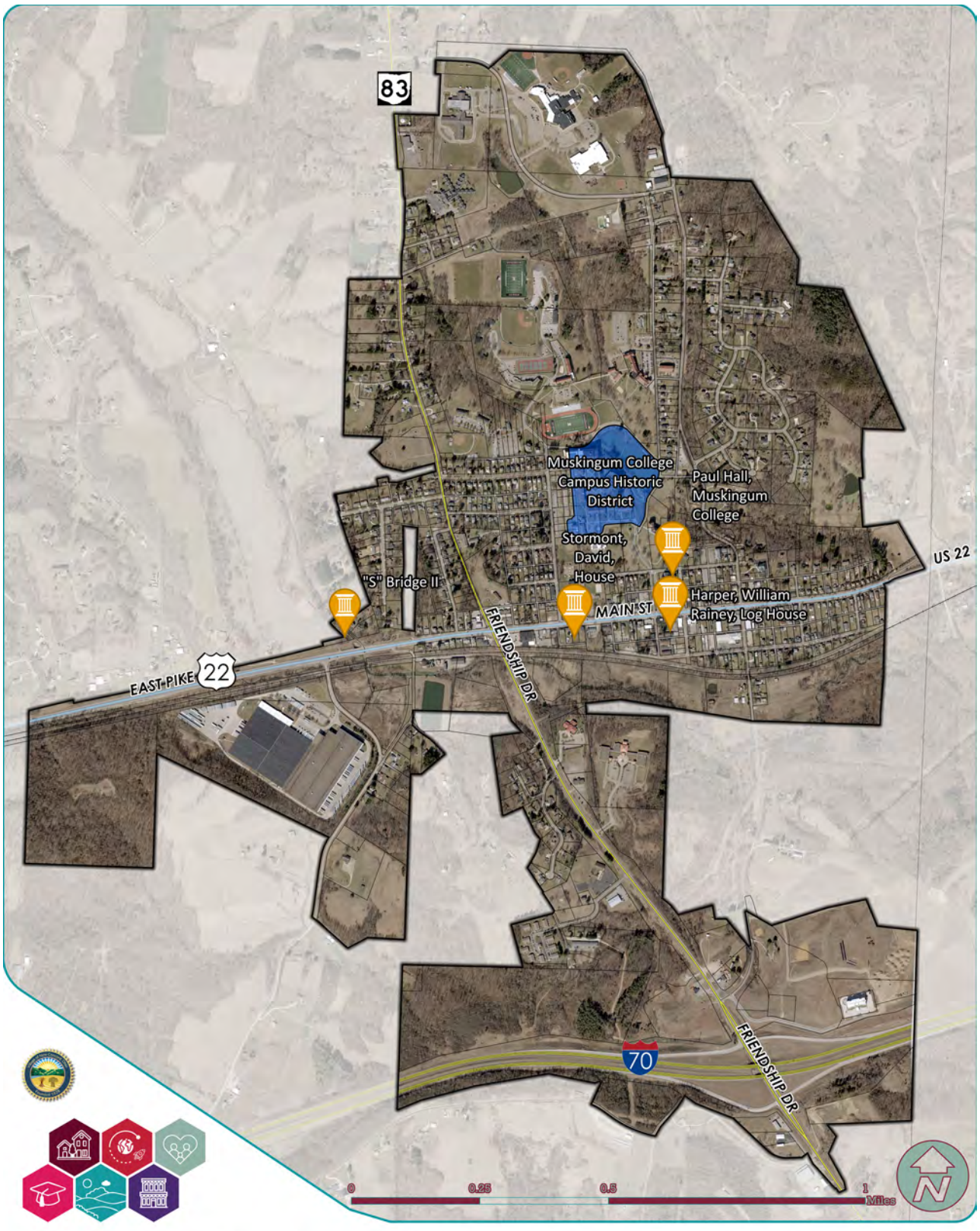


Figure 2.15 - National Register of Historic Places Map

Economy

The regional and local economies are greatly influenced by larger macroeconomic trends and policies at all levels that affect how businesses locate and expand. Underpinning current economic conditions are larger economic trends of high interest rates and tariff uncertainty, with healthcare and logistics being consistent growth sectors. The regional economic profile of Muskingum County is relatively diverse. While 46% of industries in the County belong to the private sector, substantial portions exist within Education and Health Services (12%) and Trade, Transportation and Utilities (13%).

The regional and local economies are greatly influenced by larger macroeconomic trends and policies at all levels that affect how businesses locate and expand. Underpinning current economic conditions are larger economic trends of high interest rates and tariff uncertainty, with healthcare and logistics being consistent growth sectors. The regional economic profile of Muskingum County is relatively diverse. While 46% of industries in the County belong to the private sector, substantial portions exist within Education and Health Services (12%) and Trade, Transportation and Utilities (13%).

While it is sometimes difficult to track local economic activity accurately, certain data tools such as ESRI, can provide estimates on local economic conditions. New Concord has an estimated 99 businesses, including government offices, libraries, and non-profits, with an estimated total of 1,661 employees. Businesses generate $126 million in sales, although it is difficult to determine what those sales represent, and whether they circulate into the community and improve the local economy. The Village's local economy is saturated with low-income jobs, such as those in grocery stores and gas stations.

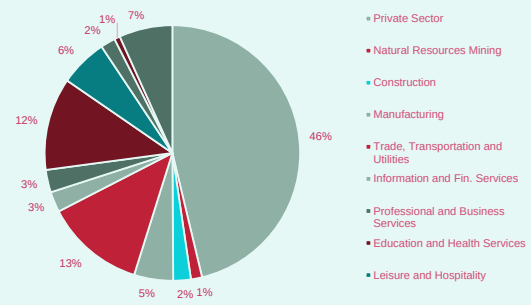


Figure 2.16 - Regional and Local Economy

New Concord's economy is also heavily reliant on local institutions such as Muskingum University and East Muskingum School District as major employers, which can be seen in the employment trends of the Village. This in turn also makes the local economy heavily reliant on the availability of highly educated people. There is a limited presence of strong blue-collar jobs, typically union jobs with better wages, that can adequately anchor the local economy. Revenue for the Village comes from the 2.25% income tax that took effect on January 1, 2024.

Total Local Employees	**1661**
Muskingum University	400
Becket House	135
Classic Fare Catering / Aramark	100
Muskingum University Library	94
Muskingum University Library	85

Figure 2.17 - Local Employees (accounts for 49% of Total Jobs)

Local businesses within New Concord include Christy's Main Street Memories, Margaret Lane Antiques, Riesbeck's, Farus Funeral Home, as well as an assortment of local dining establishments, such as Creno's Pizza, Chapman's Coffeehouse, and Scott's Diner. Some notable regional employers include 5 B's Inc., Genesis HealthCare System, Halliburton, Kellog's, Muskingum University, Dollar General Corp, and Spectrum.

Tourism plays an important role in the regional economy, as Muskingum County is ranked third in Southeast Ohio for tourism, generating $272 million worth of economic impact and employing 3,200 tourism related jobs. The John & Annie Glenn Museum and ecotourism activities centered around The Wilds, a conservation center, are important assets that contribute to regional tourism.

Another important aspect of the regional economy is New Concord's convenient location along I-70, just 75 miles east of Columbus. The Columbus area acts as a magnet for business and industry. New Concord's position and convenient access to this major metropolitan area aids in the resilience of the local economy. The presence of I-70 also presents opportunities as a desirable destination for large-scale commercial development and the provision of amenities and lodging to capture flyover revenues. Additionally, I-77, a major north-south corridor, is located only nine miles from the Village.

Environment

New Concord's topography is mostly flat, with some terrain belonging to gently rolling hills that are primarily occupied by farms and wooded areas. Hills are found mainly in the northern boundary of the Village. Various small creeks and ponds surround the Village, as well as run through it.

Fox Creek runs along the west side of the Village and curves around the south of New Concord. Muskingum County Auditor's GIS shows that the area surrounding the creek is a 100-year floodplain, meaning it is at risk for stormwater flooding. Understanding where these floodplains are can influence future land use. Floodplain data is particularly useful for flood insurance purposes and helps steer future development away from high risk areas.

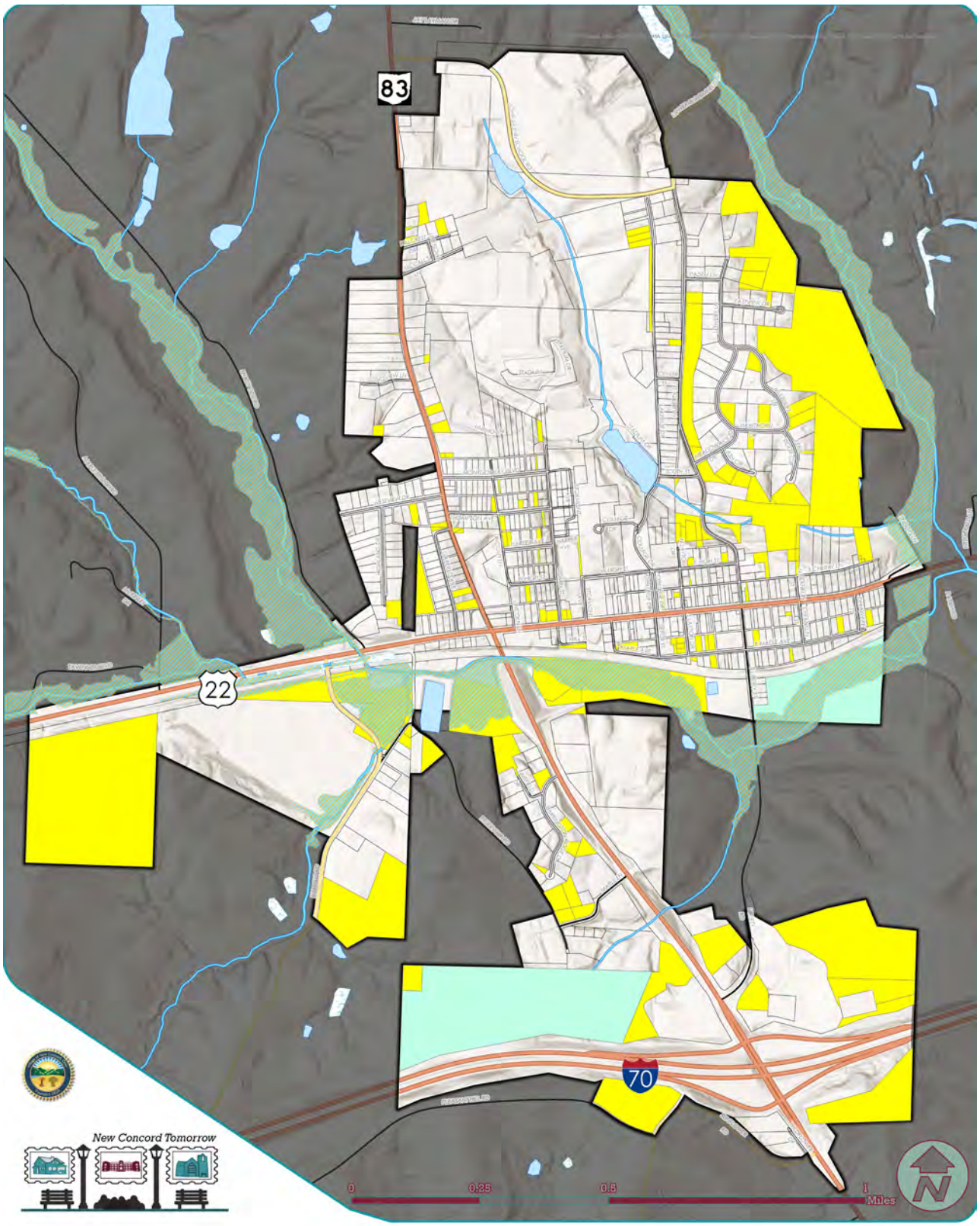


Figure 2.18 - Environmental Hazards Map

Land Use & Development Patterns

Land use reflects development patterns of the Village. Understanding current land uses allows for better understanding of the existing conditions. Land use types are general categories of how land is being used while land use codes are more specific categories within the use types. Land use is not the same as zoning. Zoning codes are used to dictate what land use is allowable while land use describes the function of the land.

Vacant Land is the single largest category of land use, accounting for 31% of land within the Village, followed by Residential Land at 26.3%. Conversely, the smallest land use types are Agriculture and Commercial, with 1.8% and 7.2%, respectively. Single Family Dwellings is the largest individual land use type at 20.2%, followed by Colleges and Universities at 13.7%.

LAND USE TYPE	ACRES	PERCENT OF TYPE	PERCENT OF TOTAL
AGRICULTURAL USE	17.6	100%	1.8%
Total Agriculture	***17.6***	***1.8%***	
SINGLE FAMILY DWELLING	198.6	76.7%	20.2%
TWO AND THREE FAMILY DWELLING	5.2	2.0%	0.5%
MULTIFAMILY RESIDENTIAL	33.5	12.9%	3.4%
OTHER RESIDENTIAL STRUCTURES	21.7	8.4%	2.2%
Total Residential	***259.0***	***26.3%***	
RETAIL	8.9	12.6%	0.9%
OFFICE	12.1	17.1%	1.2%
FOOD AND BEVERAGE	2.1	2.9%	0.2%
MEDICAL , NURSING, AND FUNERAL HOMES	10.0	14.2%	1.0%
BANKS, SAVINGS AND LOANS	0.7	1.1%	0.1%
HOTELS AND AUTOMOTIVE	14.1	20.0%	1.4%
OTHER COMMERCIAL STRUCTURES	22.7	32.2%	2.3%
Total Commercial	***70.6***	***7.2%***	
MANUFACTURING AND ASSEMBLY, LIGHT	25.2	34.5%	2.6%
WAREHOUSE/MULTI-TENANT	47.9	65.5%	4.9%
Total Industrial	***73.1***	***7.4%***	
EXEMPT BOARD OF EDUCATION	84.2	80.7%	8.5%
EXEMPT MUNICIPALITIES AND COUNTY	18.8	18.0%	1.9%
EXEMPT STATE AND FEDERAL	1.1	1.1%	0.1%
Total Governmental Institutional	***104.3***	***10.6%***	
CHURCHES AND CEMETARIES	21.1	13.5%	2.1%
COLLEGES AND UNIVERSITIES	134.8	86.5%	13.7%
Total Non-Government Institutional	***155.9***	***15.8%***	
AGRICULTURAL VACANT LAND	97.6	32.0%	9.9%
COMMERCIAL VACANT LAND	67.0	21.9%	6.8%
INDUSTRIAL VACANT LAND	11.9	3.9%	1.2%
RESIDENTIAL VACANT LAND	105.9	34.7%	10.7%
Total Vacant Land	***305.3***	***31.0%***	
TOTAL	985.7		

Figure 2.19 - Land Use Type Breakdown

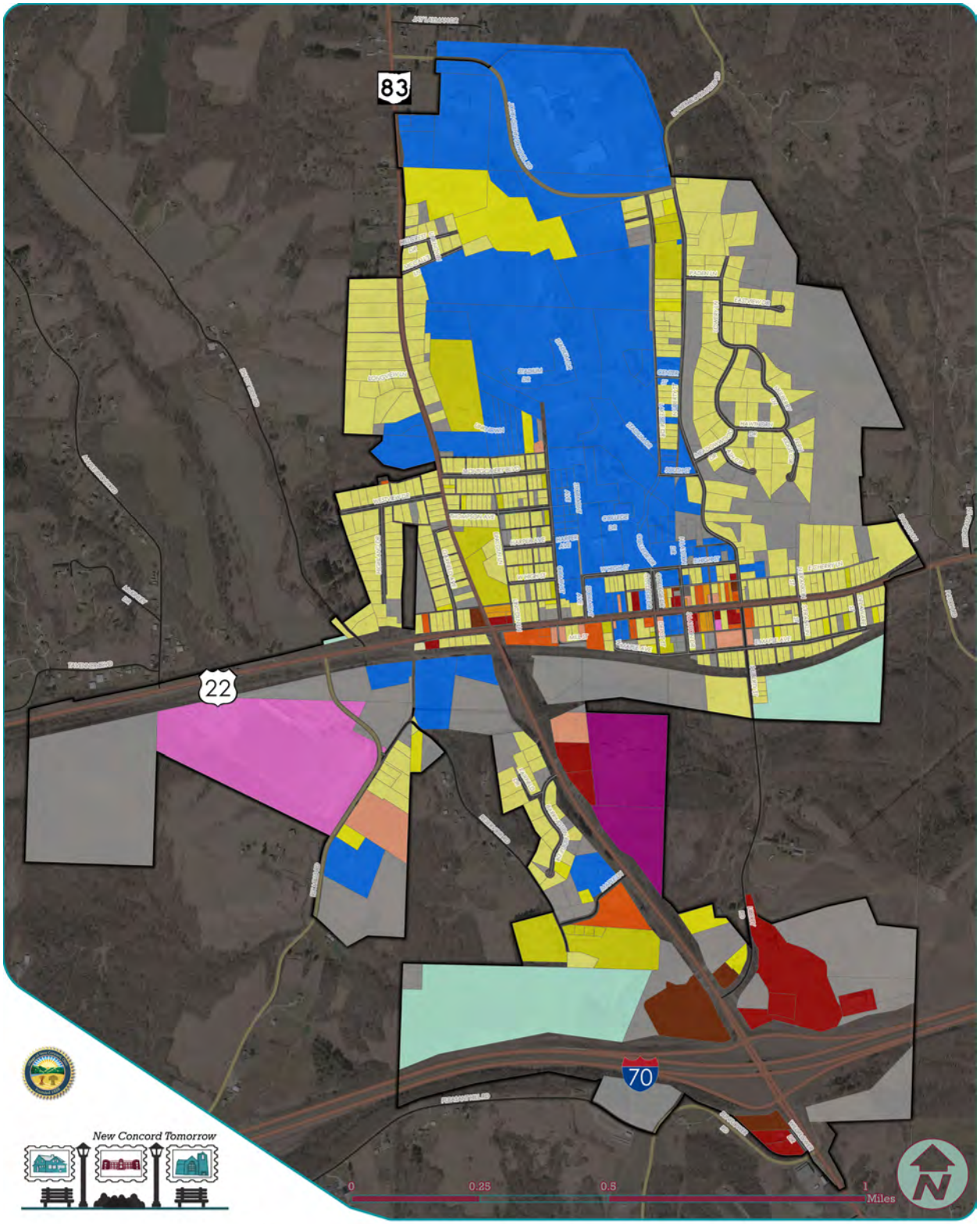


Figure 2.20 - Current Land Use Map

Parks and Open Spaces





The New Concord Skate Park is located on John Glenn School Road providing residents with a paved area with various ramps to skateboard or bike. There is also a basketball court and picnic tables. The Skate Park is located next to the New Concord Area Pool and is maintained by the Village.

New Concord War Memorial Park, maintained by the Village, is a public park with open green space, picnic tables, trash cans, a memorial marker and a flagpole. The park is dedicated to veterans and all who have served in the armed forces.

The Village of New Concord Reservoir Park surrounds the new Concord Reservoir that is utilized by the New Concord Water Department. This park includes open green spaces, wooded areas, and public trails.

Schools

Muskingum University, previously named Muskingum College until 2009, was originally established in 1837. Muskingum University is centrally located in New Concord's municipal borders on a 200-acre campus. The university has 60+ majors for traditional students, adult students, and master's and doctoral programs. It acts as a major economic pillar and employer of the Village.

MUSKINGUM
UNIVERSITY

The East Muskingum Local Schools District is the school district for kindergarten through twelfth grade public schools. The Local Schools District office is in New Concord along with four of the five schools. The East Muskingum Local Schools District has three schools located in proximity to each other.

John Glenn High School is located along the northern border of the Village, with baseball, soccer, and football fields north of the building.

East Muskingum Middle School is directly west of the high school. This school is for students' grades six through eight.

Larry Miller Intermediate School is located southeast of the high school and middle school. There is a playground and outdoor basketball court located next to the intermediate school for students in grades three to five.

New Concord Elementary School is located more centrally within the Village's borders, near West Main Street. This school is dedicated to kindergarten through second grade students.









Village Facilities & Services

The New Concord Fire Department is located on West Main Street. The department has been operating as a paid 24/7 fire station since 2014, and has continued to provide fire suppression, emergency medical response, fire prevention, and educational services to the Village and surrounding areas. The Fire Station maintains a 9-vehicle fleet and a fire prevention trailer. Shane Barkley is the current Fire Chief.

New Concord's Police Department is located at the Village Hall on West Main Street. The Police Department is committed to the safety of all residents and businesses. Administrators and Officers provide educational programs and information to ensure Village well-being. The Police Department is staffed by Police Chief Mindy Peck and four officers.

The Muskingum County Library System's New Concord Branch Library is located on West Main Street. The library hosts various events and services for residents of all ages.

New Concord Cemetery is located along State Route 83, locally known as Friendship Drive. The cemetery is open from 9 a.m. to 9 p.m. daily. The cemetery is maintained by the Village under ordinance 2025-6-1, which outlines rules and regulations to uphold the "protection of lot and grave owners, and for the proper conduct and good order."





The New Concord Area Pool is maintained by the Village and is located on John Glenn School Road. The pool operates seasonally for the summer months from 11 a.m. to 6 p.m., Monday through Saturday and 12 p.m. to 6 p.m. on Sundays. Pool passes are required and available to be purchased for daily or seasonal admission. Announcements can be found on the New Concord Area Pool Facebook page. The pool hosts various events throughout each season, including Moonlight Swims and Dog Days. The pool is available for rental through Village Hall.



The New Concord Area Arts and Recreation District (NCAARD) provides programs and events for all age groups to support arts and recreation within the Village. NCAARD is supported by the Village, Muskingum University, and East Muskingum School District. Their services can be categorized by fitness, community, and after school.

Infrastructure & Utilities

New Concord's Water and Wastewater Department is responsible for providing potable water to residents. The water treatment has been operating since 1914 to provide drinkable water that meets and exceeds Ohio EPA drinking water standards. Water service is provided for over 2,600 residents. The water plant operates about 18 hours per day to meet this demand. The wastewater plant is responsible for treating effluent water through a rigorous process to meet and exceed all Ohio EPA and federal NPDES water standards.



Village Government

Village Mayor Robert Dickson is responsible for working closely with the Village Council and Village Administration. The mayor also presides over Village Council meetings and enforces all zoning resolutions and ordinances.

Village Council currently consist of six members. Each councilmember is elected for a four-year term to serve as the legislative branch of the Village. Council meetings are being held on the second Monday of every month in Village Hall at 6:30 p.m. and are open to the public. There are four Council Committees composed of the council members to address specific issues relating to their committee. Committees include finance, infrastructure, safety, and policy.

The Village Administrator oversees the development and management of the Village budget, water and wastewater treatment plants, operations department, and management and review of planning and development activities. The Village administrator acts as a coordinator between the Mayor, Village Council, and Department Heads. The current Village Administrator is Dalton Flinn.

The Fiscal Officer is responsible for overseeing the funds of the Village. This includes recording revenues and tracking expenses. Debbra Whitehair is the current Fiscal Officer.

The Planning Commission is made up of 5 total members: the mayor, one council member, and three New Concord residents. Monthly meetings are held on the third Thursday of each month at 7 p.m. at the Village Hall. Similarly to Council meetings, these meetings are open to the public. The Board of Zoning Appeals reviews requests for variances from the Village's zoning code and works with the Village Administrator and Zoning officer. This board is composed of members of the planning commission.

The Village presently has four advisory boards which assist with governing the and managing various aspects. These boards have advisory authority, providing input and recommendations to Village Council and Planning Commission regarding their specific areas of expertise.

01 **The Design Review Board** reviews changes to homes and businesses located in the Architectural Review District (ARD) within Village limits. This board is made up of five village residents.

02 **The Tree Committee** is composed of at least three New Concord residents that review requests to remove trees. Currently, the Infrastructure Committee of Village Council is serving on the Tree Committee.

03 **The Harper Cabin Board** is currently composed of five members who oversee tour information of the Harper Cabin.

04 **Muskingum County Tax Incentive Review Board** currently has a vacancy for a New Concord representative.

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03 SWOT Analysis

Conditions Analysis

Conducting a SWOT analysis allows for comprehensive understanding of the Village's goals. Strengths, weaknesses, opportunities, and threats, or SWOT, are the four categories used to classify internal and external threats and opportunities. Results from the SWOT analysis are compiled from Steering Committee meetings, Open Houses, and other engagement events to help guide the goals and policy objectives and recommendations of this Comprehensive Plan.

Strengths

- East Muskingum Schools
- Muskingum University Location
- Regional Connections

Weakness

- Lack of Employer Diversity
- Funding
- Local Transportation Network

Opportunities

- Downtown
- Vacant Parcels
- I-70 Interchange
- New Concord Elementary

Threats

- Stagnant and Aging Population
- Fiscal
- Lack of Housing

Strengths

East Muskingum Local School District – New Concord is served by the East Muskingum Local School District. The District also servers the Village of Norwich and the Townships of Rich Hill, Norwich, Highland, Perry, and Monroe Townships in Muskingum County, as well as Adams, Westland, and Knox Townships in neighboring Guernsey County. All of the District's schools are located in New Concord, with the exception of Perry Elementary. The District is highly sought after in the region, with many students enrolling from outside of the District area.

As of 2025, East Muskingum Local School District achieve a performance score of 87 out of 100, placing it in a tie for 140 out of 607 school districts in Ohio. The District achieved a four star rating out of five overall. Scores were high on "Gap Closing" and Graduation, indicating exceptional educational equity and graduation rates. Only "progress" had a low score, indicating shortfalls in student growth opportunities. East Muskingum Schools outperformed all but one district (Granville, Licking County) in Muskingum County and neighboring counties. These scores indicate the exceptional level of the School District and its important role as a community strength, bringing families to the area.

Muskingum University – New Concord is home to Muskingum University, a liberal arts university founded in 1837. It has formed the center of the community since its establishment, as a hub of education, a base of employment, an attraction for people from across the world, and as a physical centerpiece of the Village.

The University boasts 1,670 total students for the 2025-2026 academic year and over 100 faculty. These students live in the community, spending money at businesses and also using utilities and transportation infrastructure. Faculty, as well as staff like administrators, janitors, food service workers, and others, often live in the community or nearby, and pay income tax to the Village, supporting Village operations.

The University ranks well among various metrics, including U.S. News & World Report's annual Best Colleges rankings, achieving a #7 ranking in Best Value Schools and #13 ranking for Social Mobility.





Location – New Concord is located in close proximity to desirable locations and destinations. Downtown Columbus is 70 miles away, just over one hour away by car. As the nation's 15th largest city (2024 est: 933,263) and 32nd largest metro area (2024 est 2,225,377), such proximity offers strong job prospects to residents of New Concord. Proximity to Columbus also creates opportunities for the Village in attracting residents who work in or near Columbus, but who want lower-cost housing or a more rural setting. With the emergence of hybrid work schedules, commuting an hour each way two or three times a week is acceptable to people desirous of rural living.

New Concord is also proximate to regional centers of population and industry. Newark, Ohio's 16th largest city and Licking County seat (2024 est 50,393), is 45 miles northwest. Ohio's 65th largest city and Muskingum County seat, Zanesville (2024 est 24,916), is 16 miles west. Both of these communities provide ample commercial and employment opportunities that are more proximal than Columbus. These regional hubs also typically house large and specialty retailers not found in small towns.

Rank	City	20224 Population (Est)	2020 Population	Change
1	New York, NY	8,478,072	8,804,190	-3.70%
2	Los Angeles, CA	3,878,704	3,898,747	-0.51%
14	Charlotte, NC	943,476	874,579	+7.88%
15	Columbus, OH	933,263	905,748	+3.04%
16	Indianapolis, IN	891,484	887,642	+0.43%
53	Cleveland, OH	365,379	372,624	-1.94%
65	Cincinnati, OH	314,915	309,317	+1.81%
Rank	Metropolitan	2024 Population (Est)	2020 Population	Change
1	New York-Newark-Jersey City, NY-NJ	19,940,274	20,081,935	-0.71%
2	Los Angeles-Long Beach-Anaheim, CA	12,927,614	13,200,998	-2.07%
30	Cincinnati, OH-KY-IN	2,302,815	2,249,797	+2.36%
31	Kansas City, MO-KS	2,253,579	2,192,035	+2.81%
32	Columbus, OH	2,225,377	2,185,825	-0.64%
33	Indianapolis-Carmel-Greenwood, IN	2,174,833	2,089,653	+4.08%
34	Cleveland, OH	2,171,877	2,185,825	-0.64%

Figure 3.1 - Population Centers Table

Regional Connections – Served by I-70, New Concord is connected easily to not just Columbus, but national hubs like Pittsburgh and Cleveland, both of which are two hours' drive. This wider connection provides opportunity for business development in automotive-centric industries like tourism, as well as light manufacturing and assembly. With roughly 36,000 vehicles per day, I-70 is an attractive connection for businesses.

New Concord is also served by smaller regional highways. U.S. 40/U.S. 22 (they run concurrently with one another) and SR-83 provide connections to regional and local destinations. These highways are not just vital links; they are strengths that can be leveraged. SR-83, with nearly 4.000 vehicles per day, gives access to Coshocton to the north, a regional hub, as well as Hocking Hills tourism areas to the south. U.S. 40/U.S. 22 is a major intra-state highway that serves as a parallel connector for I-70 from Denver, CO to Washington, PA, seeing between 6,000 and 7,000 vehicles per day through the Village.

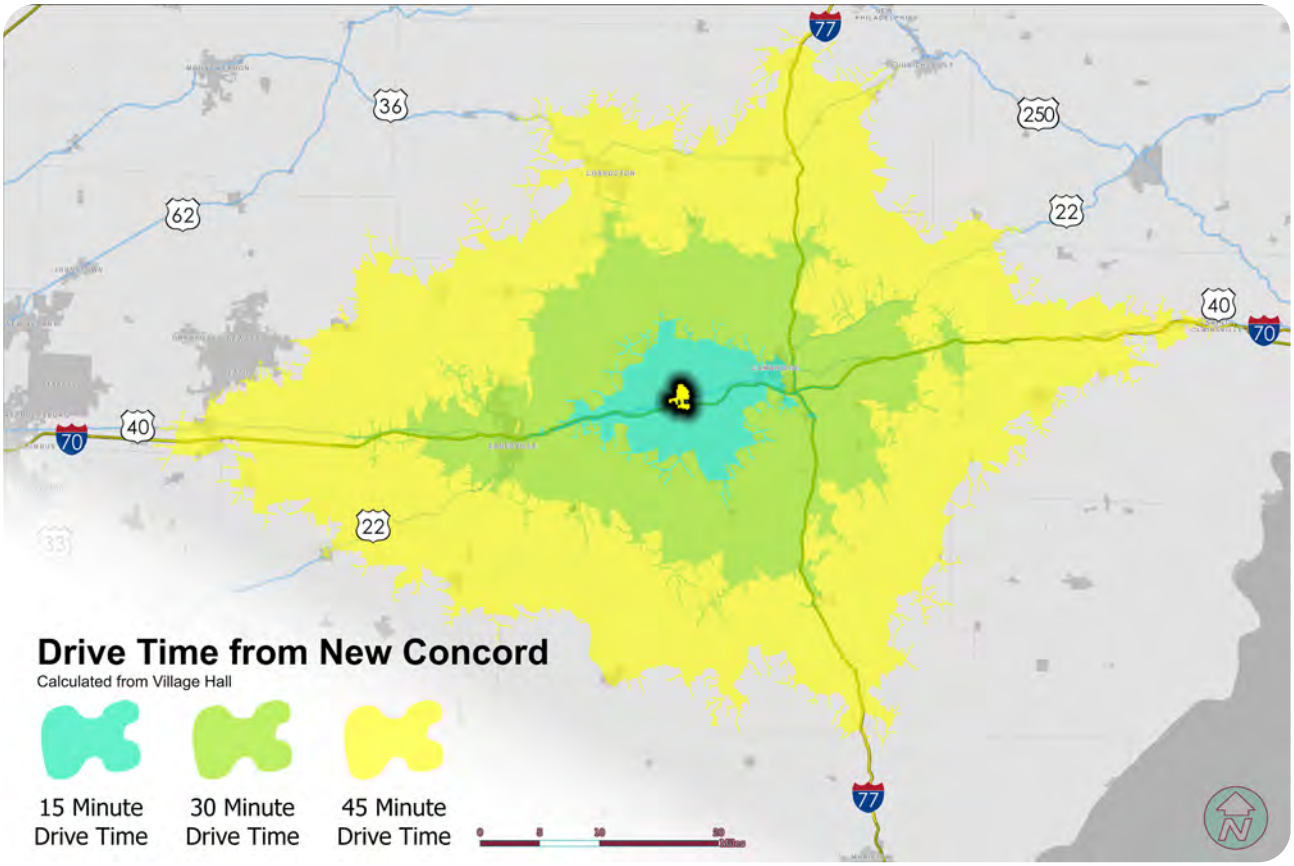


Figure 3.2 - Regional Connection

Weakness

Lack of Employers – New Concord has an economy driven by a single employer and sector in Muskingum University. While this focus on education was beneficial, it is now potentially damaging. Between 2010 and 2021, undergraduate enrollment fell by 17% at colleges and universities across the nation, equating to two million less students by 2021. This represents a threat to both the University and the Village. In fact, at least 48 public or private non-profit colleges have closed or announced closures since the COVID-19 Pandemic began in March 2020, while a further 40 have announced intentions to merge with another school.[1] Coupled with the potential for up to 80 additional closures over the next five years[2], there is a real threat to the community if the University falls on hard times or begins to face stiffer headwinds..

There are other small employers within the community outside of education, though not at a scale that could absorb shocks to other industries. These businesses include NFI (logistics), Genesis Health (medical), Riesbeck's (retail), and Sheetz (automotive/ gasoline). East Muskingum Schools and the Village are also prominent employers in the community, though they are tied to the fortune of the wider business community.

Funding – New Concord's financial outlook is tenuous. Aside from a lack of growth in residents and businesses, the Village has dealt with budget shortfalls due to internal strife. This has led to funding challenges, contributing in part to the need for the Village to raise the income tax rate from 1.5% to 2.25% in 2024.

Despite a strong income tax base from Muskingum University, the Village lacks other strong income tax sources. The small population, many of which are college students, does not help income tax generation. Even property taxes, which make up a small amount of tax revenue, is stifled due to the University (a non tax-paying entity) owning large swaths of land in the Village.

Local Transportation Network – As a small town in rural Ohio, provision of non-motorized transportation options can be challenging. Residents and stakeholders discussed concerns related to sidewalks and paths throughout the Village, specifically maintenance. Sidewalks are often damaged and do not get repaired, leaving them with cracks, holes, and heaves that makes sidewalks treacherous. In addition, the non-motorized network lacks connectivity, with many streets lacking sidewalks altogether.

1 Federal Student Aid Office and State Higher Education Executive Office (SHEEO), made publicly available by The Hechinger Report.

2 Kelchen et al. (2024) Predicting College Closures and Financial Stress. Federal Reserve Bank of Philadelphia

Opportunities

Downtown – New Concord was one of many towns founded in Ohio in the early 1800s. Situated along the National Road (now U.S. 40), it grew as a stop along the first gateway to the west. Few of the original buildings remain, though the downtown benefits from many of the qualities that create vibrant centers of activity.

The Village lacks vibrant development and establishments in its downtown. Residents have complained during this process of a lack of dinner and nighttime dining options, as well as a lack of establishments serving alcohol. Downtown is also difficult to navigate without a car, and even more difficult to access from outside of the immediate area. Public gathering spaces, pedestrian areas, and café spaces are also absent from downtown, leaving visitors with few places to gather and leaving the downtown streetscape feeling empty.

New Concord Elementary – The elementary school is located just off of Main St. in the downtown area. It is an older building, constructed in the 20th century and updated many times since then. The building is showing its age, requiring modifications to provide modern functions and becoming more of a financial liability with each passing year. With school districts consolidating buildings and moving to a campus format, the lifespan of the building as a school is limited. To appropriately prepare for a transition to a new building, the Village should start planning now to understand the future use of the property. Given its location downtown, it is prime real estate for housing development.

A previous attempt to plan for the future of the site was met with public backlash. A developer had intended to purchase the site and develop housing. However, there was little public engagement beforehand, with no consultation being done with the local community. The project was abandoned after meeting stiff headwinds. Any further attempts to plan for redevelopment of the site must be done in conjunction with the community to ensure their needs are met and their concerns are addressed to the extent possible.

Vacant Parcels – New Concord has numerous parcels that are functionally vacant, containing no structures and having no primary use. These parcels are located along developed roads which contain in their right-of-way a full suite of utilities. Such vacant parcels represent a burden on the taxpayers of the Village as vacant parcels among developed parcels create higher cost burdens on existing property owners through reduced tax revenue. By developing infill parcels, the operation and maintenance burden is more adequately spread across property owners, driving down costs for all involved and helping the Village maintain safe and efficient utility service and road maintenance.

I-70 Interchange – The Friendship Dr. (SR-83) interchange with I-70 has the potential to drive economic development and housing for the Village. It is equipped to handle large amounts of traffic, with room for expansion and signalization, should traffic warrant such improvements. A Sheetz with truck fueling, another gas station, and a hotel already occupy the area immediately north of the interchange, bringing new traffic. Since 2016, traffic entering or existing I-70 has increased by about 33%, during which Sheetz and the hotel were added.

The area around the interchange provides some of the best property for greenfield development at a larger scale in New Concord. With such easy access to both downtown and the highway, the area is primed for multi-family, light manufacturing, and commercial office/employment development. Uses like this can provide income taxes and increased property taxes to fund the village and provide additional customers for downtown businesses, as well as more attainable housing for young professionals withing to stay in the Village.

Threats

Stagnant and Aging Population – New Concord reached a maximum population of 2,700 residents in the 2000 Census, roughly aligning with high-water marks for enrollment at Muskingum University. Since then, New Concord's population has slowly contracted. The 2,361 people that call New Concord home are aging, much like the region and the nation. New residents are not moving in at a pace to maintain the population, and the University is shrinking amidst a wider enrollment cliff in high education. A shrinking population can lead to numerous problems. Without a strong base of employers, young workers and professionals are less likely to locate to New Concord; it is also harder to retain newly-graduated students from the University. Small businesses also have a more difficult time starting and surviving when the population is small and shrinking. Both of these instances lead to a lack of amenities, which further drives population loss to areas that are more amenity rich. Stagnant or shrinking population also affects public services and schools, as there is less tax revenue for funding.

Fiscal – The Village is in a situation where fiscal sustainability is in doubt, due to a mix of inflation increasing costs and decreasing revenue in relation to costs. To combat this, the Village needs to increase tax revenues where possible, without further income tax hikes. The Fire Department plays a large role in this, as they provide service to the Village, as well as contract service to surrounding townships. Because service is on a contract basis, those communities can pull back at any time, leaving the Fire Department to carry the bill for excess equipment and staff needed to serve those communities. Departments in this position often do not fully staff or purchase equipment because of this uncertainty. Avenues like a Fire District, which under ORC can levy taxes to fund, would provide much more stability and provide all entities a seat at the table. Other services like water and police can assist in increasing efficiencies and defraying the cost of service. The police department can work on a close partnership with Muskingum University, which has its own police department staffed by certified law enforcement officers. Water and sewer utilities can ensure rates are in line with costs of maintenance and capital improvement to reduce strain and reliance on grant funding, loans, and the general fund.

Lack of Housing – New Concord suffers from a lack of housing in two ways. First, there is limited housing supply in the Village. With only 478 homes, the majority of which are at least 50 years old, there is very little housing stock to choose from. Second, there is a lack of housing diversity in the Village. Aside from dormitories on campus, there is very limited multifamily and attached single-family housing.

For older adults looking to downsize, aside from a couple of retirement homes and elder care facilities, there are no real places for older adults to age in the community. Older adults are either stuck with a large home that is difficult to take care of, or they must move from the community, uprooting their social life and network in order to find more suitable housing. Independent senior living developments and additional attached single-family housing would solve this issue. Developing attached single family homes would also help cure the lack of housing options for young people and couples with no children.

Spotlight - Ohio's University Towns

Gambier (Kenyon College)

Population: 2,213 (2020) *Enrollment: 1,877 (2021)*

Gambier was settled in 1824 and incorporated in 1870. Nestled in between the farmlands and forests along the Kokosing River in the Knox County hills, Gambier could be described as a College with a town. Kenyon College blends with the Village to such a degree that there are university buildings interspersed with downtown businesses. Chase and Gaskin Avenues are parallel one-way streets running the center of Downtown, with a median and path, called the Middle Path, offering a safe space to walk. This is indicative of the walkability of the Village.



Granville (Denison University)

Population: 5,946 (2020) *Enrollment: 2,400 (2024)*

Among the rolling hills of Licking County, Granville was settled in 1804 by Welsh immigrants and settlers from Massachusetts. Denison University was founded soon after and grew with the Village. Granville's historic walkable downtown is home to stores, art galleries, restaurants, pubs, and breweries, making it a vibrant destination within the region. Annual events like Big Red Weekend, 4th of July Festival, Jazz Fest, and the Christmas Walk bring tourists to the Village throughout the year, showcasing its historic downtown.

Denison University boasts alumni like Steve Carrel, Jennifer Garner, and Michael Eisner, and attracts students from across the world. Many of its buildings meld seamlessly into the Village streetscapes, encouraging connection between Village and University.



Oberlin (Oberlin College)

Population: 8,555 (2020) *Enrollment: 2,785 (2019)*

Founded in 1833, the community and the College were established and grew together as an early religious and egalitarian community. Oberlin's claims to fame include a key stop on the Underground Railroad, actively pushing for the Temperance Movement, and for hiring the first professional football coach, John William Heisman (namesake of the Heisman Trophy). The City's walkability and active downtown bring visitors to the Northern Ohio community all year, including during the beautiful fall season.



What Can New Concord Learn?

These College towns all share some commonalities with one another and with New Concord. These communities based their initial successes on the college and its ability to attract people and businesses. From there, the communities grew into diverse hubs of activity that offered reciprocal support to their colleges. Businesses developed around walkability, streetscapes, historical charm, and the integration between the college and the town. New Concord needs to embrace the University and physically connect it to the community. Walkability, interactive streetscapes, and public gathering spaces need to be encouraged to allow the Village and the University to thrive together.

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04 Aspirations

Vision

A vision statement is an essential piece of a comprehensive plan. The vision statement is a "big-picture" concept that captures what community members most value about their community, and the shared image of what they want their community to become. It inspires community members to work together to achieve their vision. A thoughtful vision statement helps form a forward-looking strategic framework that provides a holistic perspective necessary to make rational and often incremental decisions on community issues as they arise.

The following statement represents New Concord's vision for the future:

New Concord is a mosaic of communities, institutions, and values that represent the radiant nature of the community. From the University, to the historic downtown, to strong schools, rural roots, and the history of John Glenn, New Concord is a vibrant community where you can live, learn, work, and raise a family.

This vision statement highlights the elements that make the Village special. Rural roots are especially important, as is the small-town nature of the community. Education is vital to the community, as Muskingum University anchors the Village and East Muskingum Schools provide high quality education. History, both in John Glenn and in the built environment, are important to New Concord and should be honored and built upon, while remaining focused on a sustainable and attractive future that entices new residents and businesses to make New Concord their home. During the Open House, community members had the opportunity to give their input on the vision statement to further tailor it to the Village's overall vision for the future. The final vision statement is representative of Village residents and stakeholders.

The following section outlines goals for the Plan that provide the framework for policies and strategies that will help achieve this vision.

Goals

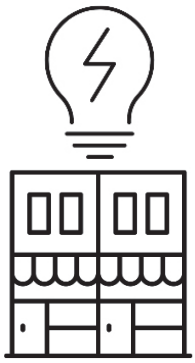
Goals are general statements of desired outcomes of the community. While often broadly written, goals should be stated and paired with specific objectives that can be measured so that it is possible to assess whether progress has been made in achieving them. Similar to the vision statement, the following goals were established by the Steering Committee with guidance from the consulting firm. Participants at the Open House contributed to these goals through their interaction with display boards.

This section includes policies and detailed strategies related to each of the goals, which are considered to be the best means to achieve the Village's vision. These policies address a number of planning elements such as future land use, economic development, natural features, open space, utilities, and transportation.

Some strategies are a continuation of ongoing activities, others can be achieved with redirection of available resources while others will need to be addressed through cooperative efforts between the Village and other public entities or through public/private partnerships.

The following five categories and their accompanying goals support the aspirations in the vision statement and frame a clearer picture of what the future of the Village should look like.





01. Energize Downtown

New Concord has a traditional downtown corridor with a mix of small businesses, larger entities, new buildings, and historic structures. The Village should activate downtown through streetscape improvements, active transportation policies, and economic development initiatives. With the U.S. 22 / U.S. 40 alignment running directly through downtown, there is ample traffic volumes, while the roadway design limits speeding and keeps speeds at 25 MPH, encouraging a strong and active downtown area.

1.1 Improve the User Experience

1.1.1 Develop a map of the official downtown area
1.1.2 Work with local students and organizations to develop a public art program
1.1.3 Attain "Certified Local Government" status through the State of Ohio and establish the downtown area as a national historic district
1.1.4 Develop a signage plan for the Village to unify wayfinding and monument signs through themes, materials, and colors

1.2 Foster Connections Between Downtown and Muskingum's Campus

1.2.1 Activate the streetscapes between Main St. and the University
1.2.2 Update zoning regulations along High St. and Cherry Ln. to encourage more mixed-use or varied-density development
1.2.3 Encourage and host more events that connect downtown with campus
1.2.4 Expand homecoming weekend into downtown, modeled after other regional liberal arts universities

1.3 Support Businesses

1.3.1 Facilitate a business partnership among downtown businesses
1.3.2 Develop a partnership among surrounding small town downtowns
1.3.3 Host periodic business roundtables to coordinate efforts with local businesses and understand their needs
1.3.4 Review downtown parking requirements and other similar standards for compatibility with historic downtown development and best practices in community development



02. Practice Good Governance

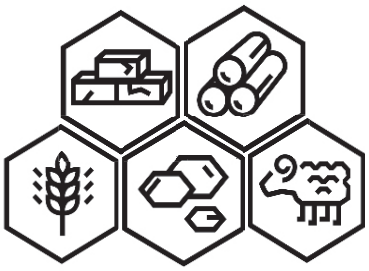
As a small community, New Concord is more constrained than larger communities, both in terms of monetary capital and work capacity. This makes it all the more important to enact policies and develop frameworks which protect the financial sustainability of the Village. Developing processes which ensure the health, safety, and welfare of the community, while establishing New Concord as a well run entity, will ensure the long-term viability of the Village.

2.1 Develop a Grant Strategy

2.1.1 Outline grant opportunities each year and prioritize them to focus energy
2.1.2 Leverage regional and state level partnerships to apply for and assess grant opportunities
2.1.3 Prioritize grants that repair and upgrade utility and transportation infrastructure

2.2 Embrace Sustainable Policies and Practices

2.2.1 Develop a 5-year Capital Improvement Plan (CIP)
2.2.2 Preserve floodplain areas south of downtown through appropriate zoning and designation as natural space
2.2.3 Review utility service fees, connection fees, impact fees, and other fee structures to ensure the current fees cover costs of service and improvements
2.2.4 Audit all variances and conditional uses granted by the Village to identify areas for update and improvement within the zoning code to more closely align with the existing development patterns



03 - Reimagine Village Identity

New Concord's identity is a mosaic of historical achievements, namesakes, and important stakeholders. The Village should move past monolithic points of identity and embrace the multiple ways in which identity can be viewed and interpreted. Through branding, policy, and communications, a multi-faceted identity can help telegraph the Village as a wonderful place to live, with strong educational roots, high-quality services, and easy access to the wider region.

3.1 Market the Village

3.1.1 Develop a marketing plan for the Village in conjunction with local and regional partners and local businesses
3.1.2 Advertise vacant properties through the Village website to market opportunities
3.1.3 Restart the Community Improvement Corporation (CIC) that exists but is dormant, to help improve the Village through marketing and economic development
3.1.4 Collaborate on tourism and business marketing to highlight the Village

3.2 Develop a Clear Identity

3.2.1 Develop landscaping and design standards for new development and redevelopment that accurately conveys the values and design of the community
3.2.2 Encourage events like farmer's markets, concerts, and other temporary events/ uses to reinforce community identity
3.2.3 Establish clear branding that makes the Village easily recognizable
3.2.4 Adopt a complete streets policy to identify New Concord as a community that values safe and accessible transportation and supports economic development



04 - Leverage Partnerships and Encourage Community

As a small community, the Village needs partnerships to thrive. With strong players in the community like East Muskingum Schools and Muskingum University, New Concord should prioritize formal partnerships to enhance the Village as a place to live and work. Organizations like community non-profits and economic development corporations offer community-oriented services that can strengthen the community and improve quality of life.

4.1 Strengthen Ties with Stakeholders

4.1.1 Leverage social media platforms as official outlet to inform residents and communicate with them

4.1.2 Create an official volunteer organization, or partner with existing entities, within the Village to assist with events and general activities with events an general activities within the Village

4.1.3 Provide a periodical newsletter from the Village to connect with residents and businesses, and convey valuable information

4.2 Focus on Service and Amenities

4.2.1 Paint and mark all pedestrian crossings

4.2.2 Explore development of fire district to serve the surrounding Townships and strengthen fire and EMS services

4.2.3 Work in partnership with Muskingum University Police on joint operations and joint facilities, improving safety coverage throughout the Village and increasing efficiency

4.2.4 Identify a site for a new park that can act as a community gathering space and civic center for events

Develop a trail connection to New Concord Reservoir

4.3 Think Regionally

4.2.1 Leverage proximity to tourism hotspots like Hocking Hills and The Wilds into retail development and overnight accommodations

4.2.2 Partner with neighboring communities on shared events and marketing campaigns

4.2.3 Work with OMEGA and MORPC on regional planning initiatives and attend meetings to gain visibility for the Village

4.2.4 Identify similar communities in the region with which to collaborate and share best practices for success



05 - Grow the Village

To build an enduring and financially-viable community, New Concord must diversify its local economy and grow its tax base. Policies and regulations should be enacted to increase the population and expand the tax base to adequately fund and sustain the Village into the future. Zoning and future land use policies should align to create a climate that is both welcoming to businesses and protective of the existing Village.

5.1 Encourage Development in Appropriate Areas

5.1.1 Update the zoning code to allow for a wide array of uses and to ensure orderly development within the Village
5.1.2 Strategize build-out of existing developments prior to supporting new development
5.1.3 Update the zoning map
5.1.4 Create a register of vacant non-residential properties that are served by utilities that can be marketed as "shovel ready" for development

5.2 Ensure Connectivity and Accessibility

5.2.1 Work to rebuild the Liberty Street bridge
5.2.2 Create roadway improvements that will slow traffic
5.2.3 Ensure all sidewalk and path crossings are ADA-compliant
5.2.4 Encourage the County to develop a Roadway Safety Action Plan
5.2.5 Amend development standards to require active transportation infrastructure

5.3 Encourage Housing Development

5.3.1 Identify and catalogue existing vacant residential lots currently served by utilities to advertise those properties for infill development
5.3.2 Review and update zoning regulations related to residential development to ensure current zoning standards agree with past and desired development patterns
5.3.3 Help LMI residents access funding and grant services for property repairs and maintenance
5.3.4 Develop a packet for prospective housing developers and owners of vacant residential land that clearly and simply outlines the development process
5.3.5 Encourage higher-density residential development at the I-70 interchange

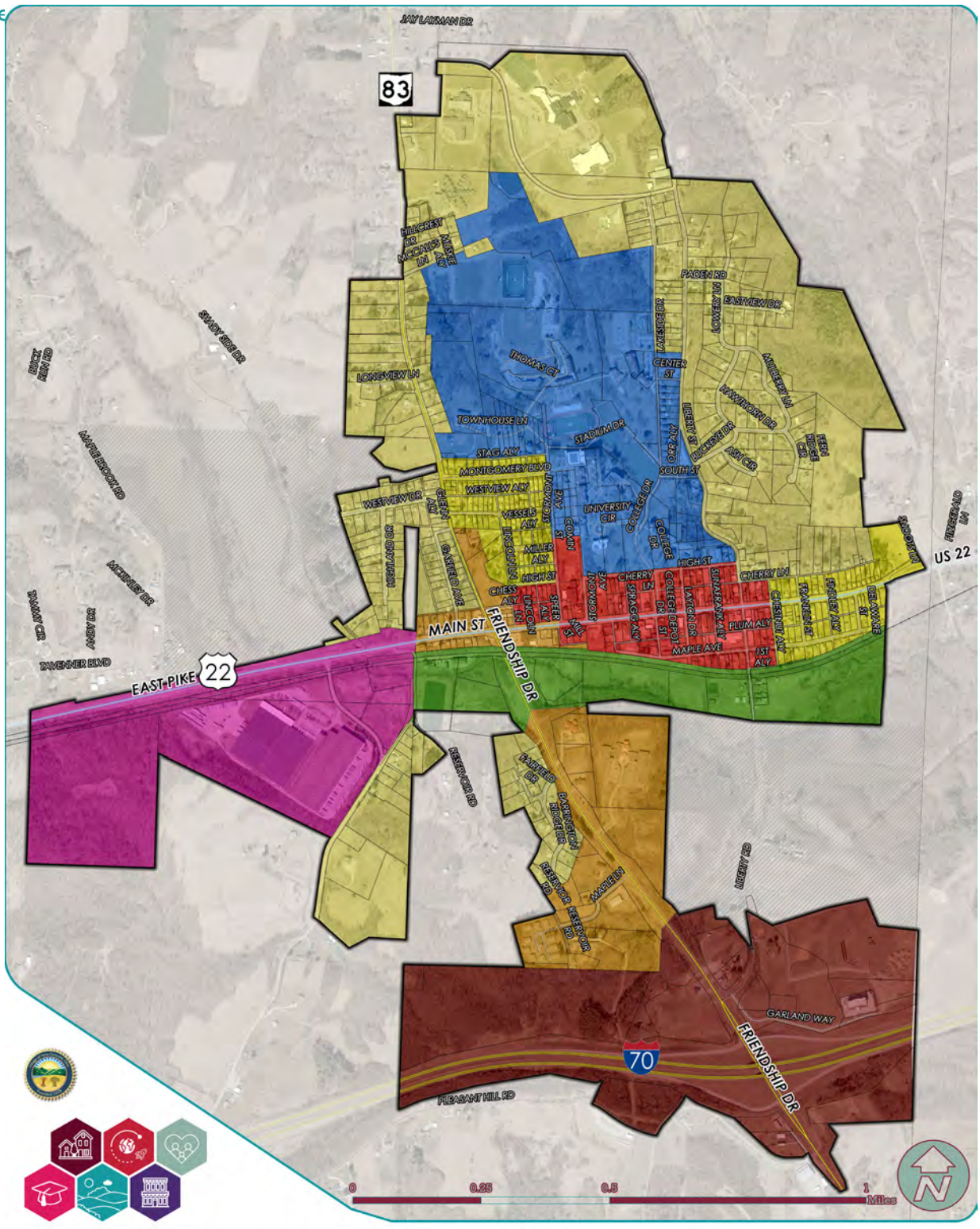
Future Land Use

The Future Land Use (FLU) map represents one of the core products of a comprehensive plan. As the primary means of visual representation of future development patterns, the FLU lays the framework for what development will look like in the Village for years to come, informing policy changes and development decisions. The FLU is also a geospatial representation of the goals, objectives, and strategies set forth in the plan. Boundaries between use areas in the FLU map are not absolute, and do not always adhere to existing property lines. There may be room from blending use areas to respond to market conditions, topography, and to create a more natural transition between development types. Boundaries between uses should therefore not be considered absolute boundaries.

The FLU is not a standalone document; it requires the descriptions of the future land use types to fully comprehend. Categories for future land uses offer guidance and provide classes and types of development that are desirable for a given area. The land use types take into account the following:

- **Land Uses & Mixes**
- **Residential Density**
- **Infrastructure Needs**
- **Non-Residential Density**
- **Size & Scale of Buildings**
- **Design Aspects**

Finally, the FLU identifies gateway areas. These areas represent points of ingress/egress to the Village and provide an opportunity to welcome residents and visitors while conveying New Concord's values through design. The Future Land Use Map for New Concord is pictured on the next page.



Future Land Use Map - Village of New Concord

Village Residential	Village Corridor	Highway Hub
Neighborhood Residential	Activity Center	Conservation
University Village	Employment	Potential Growth Area

Figure 4.1 - Future Land Use Map

Activity Center

Purpose: To act as the Village center and main node, providing an environment that supports the downtown, buttressing existing businesses and encouraging new uses and buildings that respect and draw upon the historic uses and buildings of New Concord.

Uses: Retail, Food & Beverage, Commercial Services, Multi-Family Residential, Mixed-Use, Institutional

General Design: Active streetscape with wide sidewalks and decorative elements, space for ground-floor businesses, public art

Land Use Mix
60% Commercial, 40% Residential





Village Corridor

Purpose: Representing long corridors along US-22/US-40 and SR-83 outside of downtown, Village Corridor is intended to provide a mix of commercial employment, retail, and residential uses that are walkable and connected to the greater Village. Uses are larger scale than those found in downtown.

Uses: Retail, Commercial Services, Multi-Family Residential, Single-Family Residential, Low-Impact Industrial

General Design: Active streetscape with wide sidewalks and street trees, varied setbacks for commercial uses, walkable residential uses

Land Use Mix
30% Employment/Industrial, 30% Commercial, 40% Residential





University/Village (UV)

Purpose: To allow for the development of uses and buildings in support of educational activities, including dormitories, housing, event venues, athletic fields, and supporting businesses.

Uses: Education, Student Housing, Single-Family Attached Housing, Retail

General Design: Unified signage plan and design guidelines required, highly accessible for non-motorized transport, extensive plantings

Land Use Mix
80% Institutional (including dormitories and athletics facilities/fields), 10% Residential, 10% Commercial





Employment (EM)

Purpose: Employment areas provide fertile ground for creation of good jobs which add value and wealth to the community. These uses, located adjacent to railroad right-of-way and other uses or features undesirable to residential and retail uses, should be low impact in terms of air and noise pollution.

Uses: Light industrial, light manufacturing, fabrication & assembly

General Design: 1-2 story structures, pedestrian accessibility

Land Use Mix
80% Employment/Industrial, 20% Institutional





Highway Hub (HH)

Purpose: Located in close proximity to major transportation routes and can generate flyover revenue as well as create employment. Businesses such as gas stations, fast food, hotels, storage facilities, and some industrial uses like distribution and logistics hubs are commonly located here. Well-designed multi-family residential may also be sited in this area.

Uses: Retail, Food & Beverage, Tourist Accommodations, logistics and warehousing, multi-family residential

General Design: Auto-centric, less pedestrian friendly, easily accessible for travelers

Land Use Mix
60% Commercial, 30% Industrial,
10% Residential





Village Residential

Purpose: Areas of older residential development, Village Residential properties tend to be smaller, creating a denser residential environment, with attached and detached single-family, as well as limited multi-family. The area is walkable with easy access to schools and commercial amenities. Village Residential also has opportunities for infill development.

Uses: Single-Family Residential, Multi-Family, Institutional

General Design: Lighted sidewalks with street trees, mix of detached homes, townhomes, and 2-story apartments. Schools and playgrounds.

Land Use Mix
70% Residential, 20% Institutional,
10% Parks & Open Space





Neighborhood Residential

Purpose: These residential areas represent slightly larger lots, many with newer homes. Neighborhood residential provides a larger lot size in a more uniform layout, with similar lot sizes and home designs. This area is completely detached single-family.

Uses: Detached single-family residential, parks, churches, schools

General Design: Traditional suburban-style neighborhood with 1 and 2 story homes, sidewalks, street trees, and parks.

Land Use Mix
90% Residential, 10% Institutional/Parks





Parks & Conservation

Purpose: Parks & Conservation areas are intended to provide natural and recreational amenities to the community through land conservation and active parkland. Floodplains and wetlands within this area should be kept as natural as possible, with boardwalks and hiking trails offering recreational enjoyment.

Uses: Natural areas, open space, conservation, parks

General Design: Active parks with equipment and sports fields, natural areas with hiking trails and/or boardwalks, interpretive signage.

Land Use Mix
100% Parks and Open Space





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05 Policies & Strategies

Planning Parameters

During the planning process, the Steering Committee noted and discussed a number of factors that influence the level of control the Village has to create its own destiny. These factors are important to keep in mind in both the understanding of the goals and objectives as well as the implementation of the policies and strategies.

- New Concord is a statutory local government that may exercise only those powers specifically delegated to it by the Ohio Revised Code. Municipal Corporations (cities and villages) under the Ohio Revised Code are authorized a variety of powers including the ability to organize and maintain police and fire departments, own and operate their own utilities, and maintain streets and public places. Within the purview of this plan, Villages can regulate and enforce zoning matters, pass ordinances (as long as they do not conflict with state laws), order the abatement of hazardous properties, and support economic development projects. With these powers, the Village of New Concord has the ability to turn the goals of this plan into a reality.
- Like every form of local government, the New Concord government must operate in a fiscally responsible manner if it is to be sustainable over the long run. To aid with this, the Village has the authority to impose a local income tax in addition to property taxes and funding from approved levies. Grant funding is another way the Village can fund specific projects without dipping into its general fund.
- The Village can regulate development in various ways, including through zoning, but must also rely on individuals and businesses to build and invest in the Village.
- A sustainable community is achieved through partnerships with the business community, citizens and local governments; as well as with the numerous other governmental and non-profit entities that help Village residents thrive.

Strategic Action Plan

It is intended that this Comprehensive Plan be used by the Village, as well as property owners and developers, when deciding where, when and how to make investments in the Village of New Concord. A viable implementation program is one that sets forth specific action items to ensure that the recommendations are acted upon. This section consolidates the various action steps identified for the wide array of goals, objectives and strategies, which can be found in the Appendix. It includes action items that are the responsibility of the Village either as the lead agency or in partnership with other entities.
The action steps generally fall into four categories:

- **Regulatory Control:** adopting/revising regulations and enforcement procedures, primarily the Village Planning and Zoning Code.
- **Administrative Actions:** including enacting or expanding programs.
- **Capital Improvement Projects.**
- **Partnerships and Collaboration:** including taking intentional action to collaborate with other organizations, and/or influencing county-level or other governmental agencies.

Regulatory Control

Zoning is the most important tool the Village has to implement the land use policies. As the Village continues to plan for the future, updating the Planning & Zoning Code periodically is the best practice and will serve the Village immensely.

Administrative Actions & Programs

Some of the following strategies do not include adopting or modifying laws but rather establish or redirect Village efforts. Some goal elements may require additional studies that go beyond the scope of a comprehensive planning process. These studies are identified for future consideration.

Capital Improvement Projects

A capital improvement is the addition of a permanent structural change or the restoration of some aspect of a property that will either enhance the property's overall value, increase its useful life, or adapt it to new uses. For local governments, capital improvement projects are investments in buildings and infrastructure, including the construction, repair, or replacement of buildings, roadways, bridges, and parks. Capital improvement projects are necessary to sustain, support, and grow healthy and functional communities and economies.

Partnerships and Collaboration

The Village is responsible for some of the implementation strategies. However, given the Village's public budget constraints, many actions will require the coordinated efforts of individuals and organizations representing the public, private, and civic sectors. This includes working closely with County agencies, such as the County Engineer, Jefferson County Board of Health, and Jefferson County Land Bank. Additionally, according to the Urban Land Institute, public/private partnerships are "the most effective means to intervene in an uncertain market." From an economic development perspective, partnerships share the financial risks between public and private entities. While the use of public funds in private development is often controversial, research indicates that communities that invest in strategic projects receive returns in jobs and recurring tax revenues.

Funding Support

Funding for Village improvements and services will always be a challenge given the everevolving availability of State and Federal grants. However, with a plan in place and the understanding of where to look, funding does not have to be as monumental of a barrier that it is sometimes made out to be. Any government entity today must leverage funding from a variety of sources, including federal, state, and local government programs, institutional/foundational support, and private partners. New Concord must explore both traditional financing strategies and innovative methods to keep the Village in good fiscal health and implement priority projects. The following are some funding mechanisms that can be used to explore funding strategies and opportunities.

1. Levy
Ohio Villages can impose a tax to fund expenses related to parks and recreational, fire service and other services and resources for residents.

2. Partnerships
Collaborating with non-profit organizations, private businesses, philanthropic foundations, healthcare entities, and other neighboring jurisdictions can provide additional funding and resources for the Village.

3. Joint Economic Development District
A Joint Economic Development District (JEDD) is a special-purpose territorial district created by contract between municipal corporations and townships in Ohio. The primary goal of a JEDD is to encourage economic development, create jobs, and improve the economic welfare of citizens.

4. Tax Increment Financing
Tax Increment Financing (TIF) is a public financing tool that can be used to support community improvements. A TIF allows for the increase in assessed value (increment) of property in an established Tax Improvement District (TID) to be exempt from property tax and reinvested into the development project. TIF can be used to finance costs related to public infrastructure, land acquisition, demolition, utilities, and more. This mechanism allows municipalities to stimulate growth through targeted public investments financed by future tax revenues. Using a TIF is a way for the Village to enhance its infrastructure and assets without raising property taxes.

5. Special Improvement District
A Special Improvement District is a specific area in which property owners pay an additional tax that is designated for specific services or improvements that exceed what is typically offered. Services and improvements that are paid for in a Special Improvement District may include but are not limited to snow removal, landscaping, lighting, signage, and seasonal amenities.

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06 Appendix

Implementation Table

Abbreviations

VC: Village Council VE: Village Engineer FO: Fiscal Officer EMLS: East Muskingum Local Schools ZMCCoC: Zanesville-Muskingum County Chamber of Commerce MCC: Muskingum County Commissioners MSWCD: Muskingum Soil & Water Conservation District OPWC: Ohio Public Works Commission ODOT: Ohio Department of Transportation SHPO: State Historic Preservation Office ZMCHD: Zanesville-Muskingum County Health Department USDA: U.S. Department of Agriculture ODNR: Ohio Department of Natural Resources OMEGA: Ohio Mid-Eastern Governments Association MORPC: Mid-Ohio Regional Planning Commission NEA: National Education Association CLG: Certified Local Government CHIP: Community Housing Impact and Preservation

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Cost: $=minimal or none, $$=low, $$$=medium, $$$$=high
Timeframe: Immediate=now, Short=within 2 years, Medium=2 to 5 years, Long=greater than 5 years
Priotity: L=Low M=Medium H=High

Goal 1. ENERGIZE DOWNTOWN. New Concord has a traditional downtown corridor with a mix of small businesses, larger entities, new buildings, and historic structures. The Village should activate downtown through streetscape improvement, active transportation policies, and economic development initiatives. With the U.S. 22 / U.S. 40 alignment running directly through downtown, there is ample traffic volumes, while the roadway design limits speeding and keeps speeds at 25 MPH, encouraging a strong and active downtown area.						
Goal/Objective/Strategy		Timeframe	Cost	Priority	Partners	Funding Sources (if required)
1.1 Improve the user experience						
	1.1.1 Develop a map of the official downtown area	Short	$$	H	VC, FO, ZMCCoC, local businesses	Bloomberg Philanthropies, NEA
	1.1.2 Work with local students and organizations to develop a public art program	Short	$	H	VC, Muskingum University, EMLS, SHPO	NEA, Ohio Arts Council
	1.1.3 Attain "Certified Local Government" status through the State of Ohio and establish the downtown area as a national historic district	Medium	$$	M	VC, FO, SHPO, ZMCCoC	CLG/SHPO assistance
	1.1.4 Develop a signage plan for the Village to unify wayfinding and monument signs through themes, materials, and colors	Short	$	L	VC, VE, FO, ODOT, SHPO	
1.2 Foster connections between downtown and Muskingum's campus						
	1.2.1 Activate the streetscapes between Main St. and the University	Medium	$$$	M	VC, VE, FO, ODOT, OPWC	OPWC, ODOT
	1.2.2 Update zoning regulations along High St. and Cherry Ln. to encourage more mixed-use or varied-density development	Short	$$	M	VC, FO	
	1.2.3 Encourage and host more events that connect downtown with campus	Immediate	$	H	VC, ZMCCoC, Muskingum University, EMLS	
	1.2.4 Expand homecoming weekend into downtown, modeled after other regional liberal arts universities	Short	$$	H	VC	
1.3 Support businesses						
	1.3.1 Facilitate a business partnership among downtown businesses	Immediate	$	H	VC, ZMCCoC, FO	
	1.3.2 Develop a partnership among surrounding small town downtowns	Short	$$	M	VC	
	1.3.3 Host periodic business roundtables to coordinate efforts with local businesses and understand their needs	Medium	$	H	VC, ZMCCoC, FO	
	1.3.4 Review downtown parking requirements and other similar standards for compatibility with historic downtown development and best practices in community development	Short	$$	H	VC, FO, VE, SHPO, ZMCCoC	

Goal 2. PRACTICE GOOD GOVERNANCE. As a small community, New Concord is more constrained than larger communities, both in terms of monetary capital and work capacity. This makes it all the more important to enact policies and develop frameworks which protect the financial sustainability of the Village. Developing processes which ensure the health, safety, and welfare of the community, while establishing New Concord as a well run entity, will ensure the long-term viability of the Village.						
Goal/Objective/Strategy		Timeframe	Cost	Priority	Partners	Funding Sources (if required)
2.1 Develop a grant strategy						
	2.1.1 Outline grant opportunities each year and prioritize them to focus energy	Immediate	$	H	VC, FO, ZMC-CoC, MCC	
	2.1.2 Leverage regional and state level partnerships to apply for and asses grant opportunities	Short	$$	M	VC, FO, MCC OPWC, ODOT	OPWC, ODOT programs
	2.1.3 Prioritize grants that repair and upgrade utility and transportation infrastructure	Short	$$	H	VC, VE, FO, OPWC, ODOT	OPWC, ODOT, USDA
2.2 Embrace sustainable policies and practices						
	2.2.1 Develop a 5-year Capital Improvement Plan (CIP)	Short	$$	H	VC, FO, VE, MCC	
	2.2.2 Preserve floodplain areas south of downtown through appropriate zoning and designation as natural space	Medium	$$	M	VC, FO, MSWCD, OPWC, ODNR	ODNR grants
	2.2.3 Review utility service fees, connection fees, impact fees, and other fee structures to ensure the current fees cover costs of service and improvements	Short	$	H	VC, FO, VE, utilities, MCC	
	2.2.4 Audit all variances and conditional uses granted by the Village to identify areas for update and improvement within the zoning code to more closely align with the existing development patterns	Medium	$	M	VC, FO, VE, ZMCCoC	

Goal 3. REMINAGINE VILLAGE IDENTITY. New Concord's identity is a mosaic of historical achievements, namesakes, and important stakeholders. The Village should move past monolithic points of identity and embrace the multiple ways in which identity can be viewed and interpreted. Through branding, policy, and communications, a multi-faceted identity can help telegraph the Village as a wonderful place to live, with strong educational roots, high-quality services, and easy access to the wider region.						
Goal/Objective/Strategy		Timeframe	Cost	Priority	Partners	Funding Sources (if required)
3.1 Market the Village						
	3.1.1 Develop a marketing plan for the Village in conjunction with local and regional partners and local businesses	Short	$$	H	VC, FO, ZMCCoC, MCC	
	3.1.2 Advertise vacant properties through the Village website to market opportunities	Immediate	$	H	VC, FO, ZMCCoC	
	3.1.3 Restart the Community Improvement Corporation (CIC) that exists but is dormant, to help improve the Village through marketing and economic development	Short	$$$	M	VC, FO, ZMCCoC, MCC	
	3.1.4 Collaborate on tourism and business marketing to highlight the Village	Short	$$	M	VC, ZMCCoC, MCC	
3.2 Develop a clear identity						
	3.2.1 Develop landscaping and design standards for new development and redevelopment that accurately conveys the values and design of the community	Medium	$$$	H	VC, FO, VE, SHPO	
	3.2.2 Encourage events like farmer's markets, concerts, and other temporary events/uses to reinforce community identity	Immediate	$$	M	VC, ZMC-CoC	
	3.2.3 Establish clear branding that makes the Village easily recognizable	Short	$$	H	VC, FO	
	3.2.4 Adopt a complete streets policy to identify New Concord as a community that values safe and accessible transportation and supports economic development	Short	$$	H	VC, VE, FO, ODOT, OPWC	ODOT/OPWC

Goal 4. LEVERAGE PARTNERSHIPS AND ENCOURAGE COMMUNITY. As a small community, the Village needs partnerships to thrive. With strong players in the community like East Muskingum Schools and Muskingum University, New Concord should prioritize formal partnerships to enhance the Village as a place to live and work. Organizations like community non-profits and economic development corporations offer community-oriented services that can strengthen the community and improve quality of life.						
Goal/Objective/Strategy		Timeframe	Cost	Priority	Partners	Funding Sources (if required)
4.1 Strengthen ties with stakeholders						
	4.1.1 Leverage social media platforms as an official outlet to inform residents and communicate with them	Immediate	$	M	VC, FO, ZMCCoC	
	4.1.2 Create an official volunteer organization, or partner with existing entities, within the Village to assist with events and general activities within the Village	Short	$$	M	VC, ZMCCoC, EMLS	
	4.1.3 Provide a periodical newsletter from the Village to connect with residents and businesses, and convey valuable information	Immediate	$$	M	VC, FO, ZMCCoC	
4.2 Focus on services and amenities						
	4.2.1 Paint and mark all pedestrian crossings	Short	$$	H	VC, VE, ODOT	ODOT safety programs
	4.2.2 Explore development of a fire district to serve the surrounding Townships and strengthen fire and EMS services	Long	$$$	M	VC, fire/ EMS providers, MCC	
	4.2.3 Work in partnership with Muskingum University Police on joint operations and joint facilities, improving safety coverage throughout the Village and increasing efficiency	Short	$	M	VC	
	4.2.4 Identify a site for a new park that can act as a community gathering space and civic center for events	Medium	$$	M	VC, ZMCCoC, MSWCD	
4.3 Think regionally						
	4.3.1 Leverage proximity to tourism hotspots like Hocking Hills and The Wilds into retail development and overnight accommodations	Medium	$$$	M	VC, ZMCCoC, MCC	
	4.3.2 Partner with neighboring communities on shared events and marketing campaigns	Short	$$	H	VC, ZMC-CoC	
	4.3.3 Work with OMEGA and MORPC on regional planning initiatives and attend meetings to gain visibility for the Village	Medium	$	H	VC, OMEGA, MORPC, MCC	
	4.3.4 Identify similar communities in the region with which to collaborate and share best practices for success	Medium	$	M	VC, ZMC-CoC	

Goal 5. GROW THE VILLAGE. To build an enduring and financially-viable community, New Concord must diversify its local economy and grow its tax base. Policies and regulations should be enacted to increase the population and expand the tax base to adequately fund and sustain the Village into the future. Zoning and future land use policies should align to create a climate that is both welcoming to businesses and protective of the existing Village.						
Goal/Objective/Strategy		Timeframe	Cost	Priority	Partners	Funding Sources (if required)
5.1 Encourage development in appropriate areas						
	5.1.1 Update the zoning code to allow for a wide array of uses and to ensure orderly development within the Village	Short	$$	M	VC, FO, VE, ZMCCoC	
	5.1.2 Strategize build-out of existing developments prior to supporting new development	Short	$	M	VC, FO, ZMCCoC	
	5.1.3 Update the zoning map	Short	$$	H	VC, FO, VE, ZMCCoC	
	5.1.4 Create a register of vacant non-residential properties that are served by utilities that can be marketed as "shovel ready" for development	Immediate	$$	M	VC, FO, ZMCCoC	
3.2 Develop a clear identity						
	5.2.1 Work to rebuild the Liberty Street bridge	Medium	$$$	M	VC, VE, ODOT, OPWC	
	5.2.2 Create roadway improvements that will slow traffic	Medium	$$$	H	VC, VE, ODOT	
	5.2.3 Ensure all sidewalk and path crossings are ADA-compliant	Medium	$$	H	VC, VE, ODOT, ZMCHD	
	5.2.4 Encourage the County to develop a Roadway Safety Action Plan	Short	$	H	VC, MCC, ODOT	
	5.2.5 Amend development standards to require active transportation infrastructure	Short	$$	M	VC, FO, VE, ZMCCoC	
5.3 Encourage housing development						
	5.3.1 Identify and catalogue existing vacant residential lots currently served by utilities to advertise those properties for infill development	Immediate	$$	H	VC, FO, ZMCCoC	
	5.3.2 Review and update zoning regulations related to residential development to ensure current zoning standards agree with past and desired development patterns	Immediate	$$	H	VC, FO, VE, ZMCCoC	
	5.3.3 Help LMI residents access funding and grant sources for property repairs and maintenance	Short	$$	M	VC, FO, ZMCHD	CHIP, Leadsafe Ohio
	5.3.4 Develop a packet for prospective housing developers and owners of vacant residential land that clearly and simply outlines the development process	Immediate	$	M	VC, FO, ZMCCoC	
	5.3.5 Encourage higher-density residential development at the I-70 interchange	Immediate	$$$	H	VC, FO, ODOT	

Public Engagement Report

Project: New Concord 2025 Comprehensive Plan Update
Community: New Concord, Ohio
Event: Comprehensive Plan Open House
Location: New Concord Elementary School
Attendees: 40
Date/Time: Wednesday, March 25th, 4PM to 7PM
Staff: Darryll Wolnik AICP, James Condo AICP, Shannon Maria WEDG

Stakeholder Groups Present
Residents
Couples
Older Adults

General Event Goals and Outcomes	
Stated intention of the public engagement event	To spread awareness of the Comprehensive Plan and process, and to gather input on needs and concerns; to gather feedback on the proposed plan goals and future land use map
Engagement type	Open House
How did the meeting inform the community about the project?	Verdantas provided 8 posters for the community to engage with. Verdantas also provided a looping slide show outlining the future land use map and its purpose.
Did the event meet the intended goals of the engagement?	Yes

Approximate Number of Interactions: 15
Questions/Comments from Interactions
Will this get done?
Roads are in poor shape
Downtown needs more happening
University needs to be a better partner
Village needs to do a better job highlighting University partnerships
University should show it cares more for the Village
Happy this is being done (many times this was said)

General Summary

Staff arrived early to set up the posters and equipment. The space was laid out to guide people through the planning process and gather feedback throughout. A sign-in table was provided at the gym entrance, along with flyers explaining the process and a poster board with the same

information. Attendees walked through in a clockwise manner, ending in the same door through which they entered. There was a table at the end with tickets to enter for a chance to win gift cards to local establishments.

Residents filtered in throughout the afternoon and evening at a steady pace. Many residents stopped to chat with volunteers or staff for a few moments, sharing concerns, hopes, and even stories about the community.

While engagement was strong, younger demographics, specifically children, teens, young families, and college students were absent from the event. In fact, attendance was almost exclusively older individuals and couples.

The following pages of this report record the exact comments of community members from the boards.

Engagement Boards Transcribed-

Map Board:

The map board served as a way for people to relate to the community in a spatial sense. Visitors were asked to place three dots representing three locations; places they spend free time (green), places they shop (orange), and the place they live (pink). The map ended with well over 40 dots.

There were some clusters of dots on the map that highlighted the areas in which people spent the most time. The first cluster of dots, approximately 12 orange, were centered around the intersection of US-22 and SR-83, the main intersection downtown. This is the location of many important businesses, as there is a gas station, the grocery store, and shopping plaza. There was a more dispersed cluster of dots in the center of downtown, with 18 orange and one pink dot. There was a smaller cluster of orange dots near the highway interchange, near the Sheetz gas station.

The green dots, corresponding to places where people spend free time, were far more dispersed around the map. Many of them were at locations around Muskingum University and the East Muskingum School District campuses. Pink dots, indicating someone's place of residence, were similarly dispersed, through there was a small group of dots at Hillcrest Dr. and SR-83

Question Board:

Using a dot, how do you agree with the potential goals?

Goal	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Energize Downtown	6	5	5	0	0
Practice Good Governance	12	4	0	0	0
Reimagining Village Identity	10	5	2	0	0
Leveraging Partnerships	8	6	2	0	0
Grow the Village	5	9	4	0	0

Using a dot, indicate which of the following should be the biggest priority of the Village:

Item	Number of Dots
More Park Space in the Village	5
More Housing	2
Diversity of Housing Types	2
Better Communication Between Village Government and Residents	5
Better Walking and Biking Infrastructure	11
Better Integrations Between the University and the Community	4
Active Economic Development to Improve Downtown	9

Use a word, phrase or drawing to represent New Concord's...

History	Heritage
Rich Interesting	John Glenn JG Family
Values	**Traditions**
Safe Conservative Education (Valued)	Need Updated Family Helping One Another School Strong Strong

What is New Concord to You?

Home
Community
A very nice place to live with a community
My home
A safe and fun community to raise my kids 😊
I was born and raised here – home
Home
My birthplace
A special plan – Home!
Home – Safe

What Changes Would You Make to New Concord?

More diverse economic opportunities beyond MU
Better sidewalks
More diverse population

More things to draw I-70 drivers to New Concord and food!
Better sidewalks
Maintain historic, classy look, yet still be modern
Better sidewalks and safer st. crossing
Restaurant not fast food
More walking/biking trails
More comm-(illegible)
Restaurants
Connections
More activity ideas for kids of New Concord
Improved pool
Food selection (fast food)
Dinner restaurants
High speed internet

Indicate What Type of Housing is Needed in New Concord?

Single-Family Detached	7
Townhomes	4
Low-Rise (1-2 Story) Apartments	3 (plus 3 on a post it that said "Senior House 55+ Condos)

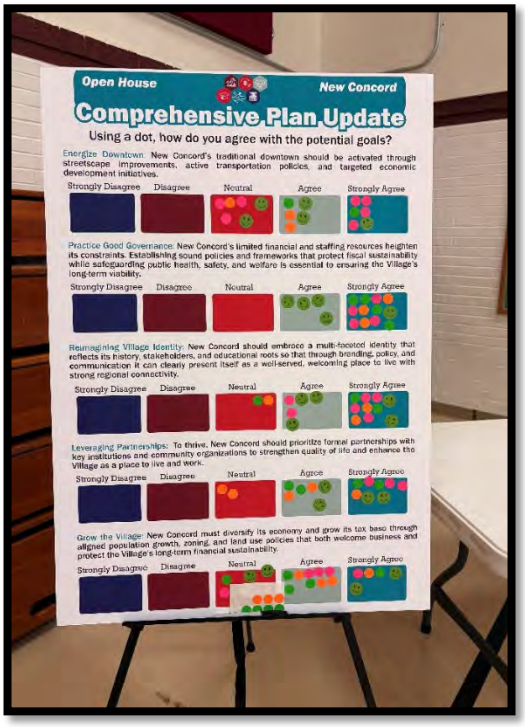
Indicate What Type of Development is Needed in New Concord?

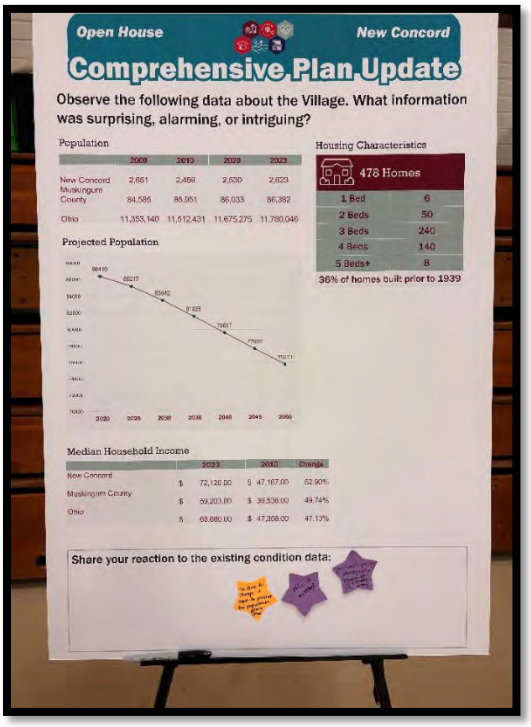
Retail	7
Restaurant/Bar	13 (Plus 1 that said "no bars", 1 that said "no bars just r" and 1 that said "yes bar"
Industrial/Office Park	4

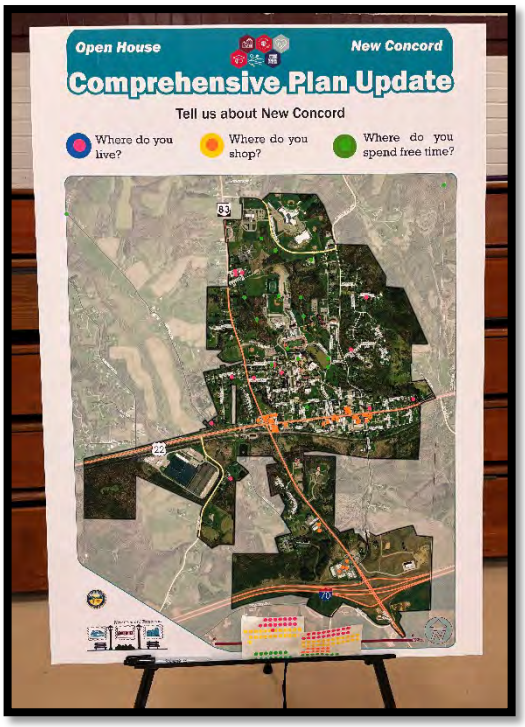
Observe the following data about the Village. What information was surprising, alarming, or intriguing?

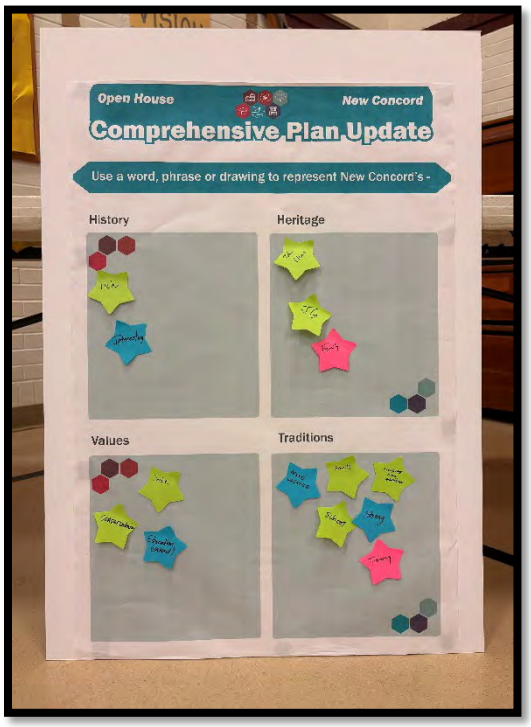
The time for change is now to prevent the population death spiral
NC is average
You need a younger demographic reason for MU grads to stay

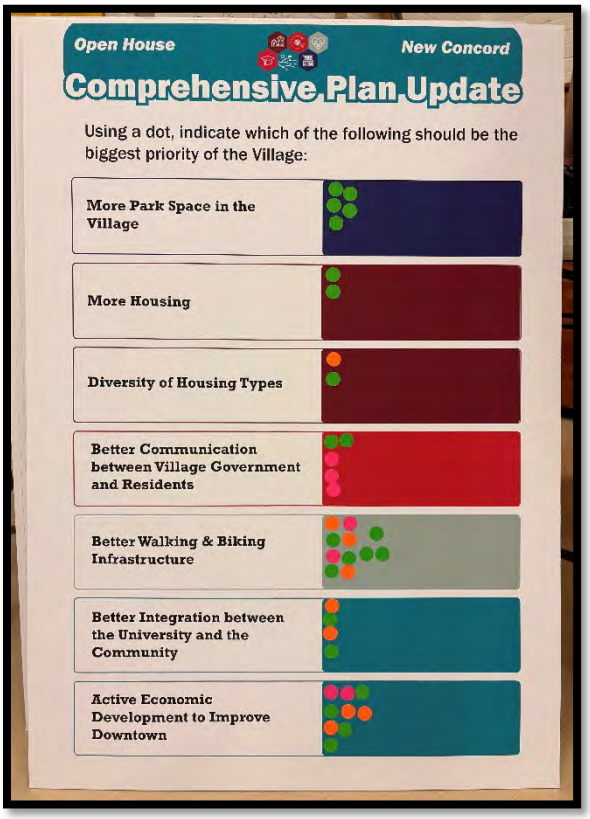
Photographs of Boards Asking for Participation

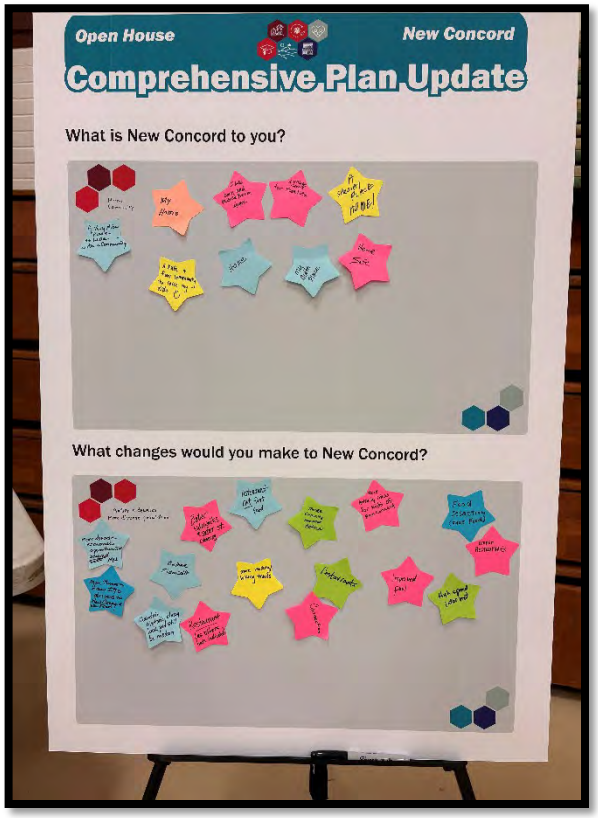









Open House
New Concord
Comprehensive Plan Update
Using a dot, indicate which of the following should be the biggest priority of the Village:
More Park Space in the Village
More Housing
Diversity of Housing Types
Better Communication between Village Government and Residents
Better Walking & Biking Infrastructure
Better Integration between the University and the Community
Active Economic Development to Improve Downtown

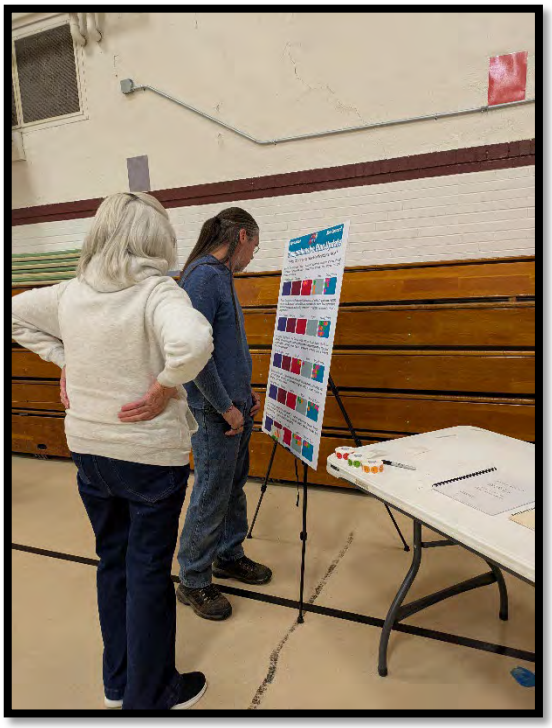

Open House
New Concord
Comprehensive Plan Update
What is New Concord to you?
What changes would you make to New Concord?


Open House
New Concord
Comprehensive Plan Update
Indicate what type of housing is needed in New Concord with a dot:
Single-Family (Detached)
Townhouses
Low-Rise (1-2 Story) Apartments
No New Housing
Indicate what type of development is needed in New Concord with a dot:
Retail
Restaurant/Bars
Low Impact Industrial/Office Park
No New Development

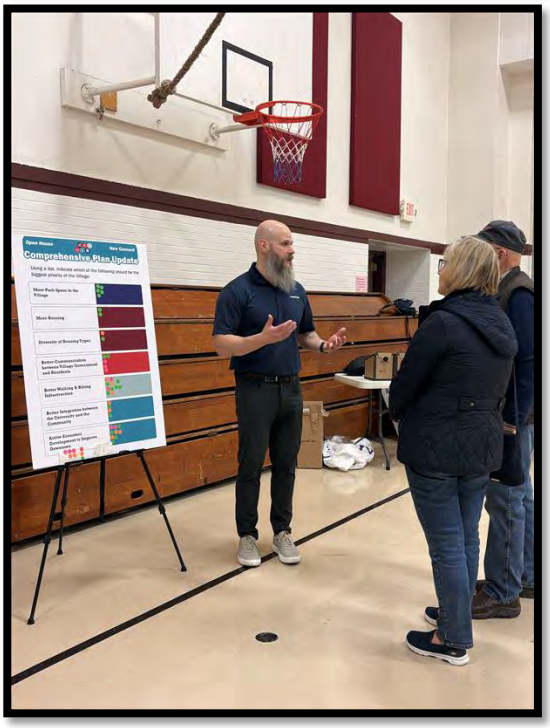

Vacant Properties- Village of New Concord
Village Residential
Neighborhood Residential
University Village
Village Corridor
Activity Center
Employment
Highway Hub
Conservation
Potential Growth Area

Photographs of Engagement









Public Engagement Report

Project: New Concord 2025 Comp Plan Update
Community: New Concord, Ohio
Event: New Concord Community Day
Location: Throughout Village
Attendees: 1000+
Date/Time: Saturday, August 30, 2025 12:00 PM – 4:00 PM
Staff: Darryll Wolnik AICP

Stakeholder Groups Present
Residents
Business Owners
Families
Visitors
Elderly
Young Couples
Children
College Students

General Event Goals and Outcomes	
Stated intention of the public engagement event	To spread awareness of the 2025 Plan Update, and to gather feedback on specific needs of residents and the overall village.
Engagement type	Pop-up
How did the meeting inform the community about the project?	Verdantas provided two visual and interactive posters and staffed the event to have one-on-one conversations with residents.
Did the event meet the intended goals of the engagement?	Yes

Approximate Number of Interactions: 40
Questions/Comments from Interactions
Village is quiet
Residents like that everything is easily accessible and walkable
Concern that sidewalks are in poor shape
Not enough businesses in town for residents
Students think the village is quaint
Residents and students alike desire a restaurant open in the evening regularly
Excitement about the new development downtown
Strong desire to remain small and rural but achieve some form of development/growth

General Summary

Staff arrived and set up two poster boards in the community park, adjacent to Village Hall and near along the pedestrian walkway. Staff situated the boards so they could be easily viewed by passersby, and conversations could be easily facilitated between staff and residents.

Two posters were provided; one with a map and one with questions regarding Village needs. The map poster asked residents to place stickers corresponding to specific activities. One stick color represented where people lived, another color where they worked or went to school, and another sticker color to indicate spaces they frequented or enjoyed. The other poster asked about specific community needs related to development, housing, and transportation.

Staff spoke with well in excess of 40 individual people, and had passing conversations with many more. Respondents covered the spectrum of people, from middle school children to older couples, college students, young families, young couples, and single persons.

Many of the people that staff interacted with indicated sidewalks were in bad shape, with heaving and cracking in some areas that make it dangerous for all users. It was also indicated by many people that a focus on walkability and bikeability was important, as New Concord is small and those people felt walking or biking within town was an important aspect of life.

People also indicated, while the quiet and quaint attributes of the village are important, there was a desire for additional businesses. There was also a strong desire for a restaurant to be open for dinner, with some people also stating a bar or pub would be nice to have in town. Respondents indicated they often traveled to Cambridge for dinner and would like to have an option in New Concord. To that end, many comments revolved around being able to do everything in town without leaving, if desired.

Related to the questions on the boards, a majority of those asked indicated development at the I-70 interchange was important. Some respondents also indicated a larger community park and gathering space was important, as well as new housing where appropriate. Related to housing, a majority of those asked indicated they at least agreed that new housing was needed to attract new families and retain graduates, with only one answer under disagree. The preferred housing type was inconclusive, with the most popular answer being townhome-style development, and no one indicating that no housing was needed.

Related to transportation, the majority of people strongly agreed that taxpayer dollars should be spend on improving walkability and bikeability in the Village, and no answers indicating they disagree. Finally, all but two people at least agreed that New Concord should be the kind of place you can live your entire life.

The following pages of this report record the exact comments of community members from the boards.

Engagement Boards Transcribed-

Map Board:

This board had many dots to indicate living and enjoying the Village, but relatively few for work. The only ones indicating work or school were students from either East Muskingum Middle School, John Glenn High School, or Muskingum University. Favorite places to gather included Dairy Duchess, Chapman's, and Downtown.

Stickers for those living in the Village represented many parts town.

Question Board:

New Concord's main priority should be (choose 1)

Develop a main park as a community gathering space	5 dots
Expand New Concord Community Day	0 dots
Encourage new housing where appropriate	5 dots
Continue to facilitate development of the I-70 interchange	9 dots
Update regulations like the Zoning Code	0 dots

New Concord should spend taxpayer dollars on improving walkability and bikeability through connected sidewalks and bike lanes

Strongly Agree	11 dots
Agree	6 dots
Neutral	1 dot
Disagree	0 dots
Strongly Disagree	0 dots

New Concord needs additional housing to attract new people and families, and to help retain high school and college graduates in the community

Strongly Agree	6 dots
Agree	8 dots
Neutral	2 dots
Disagree	1 dot
Strongly Disagree	0 dots

New Concord should be a place where you can grow up, go to college, raise a family, and retire without having to leave

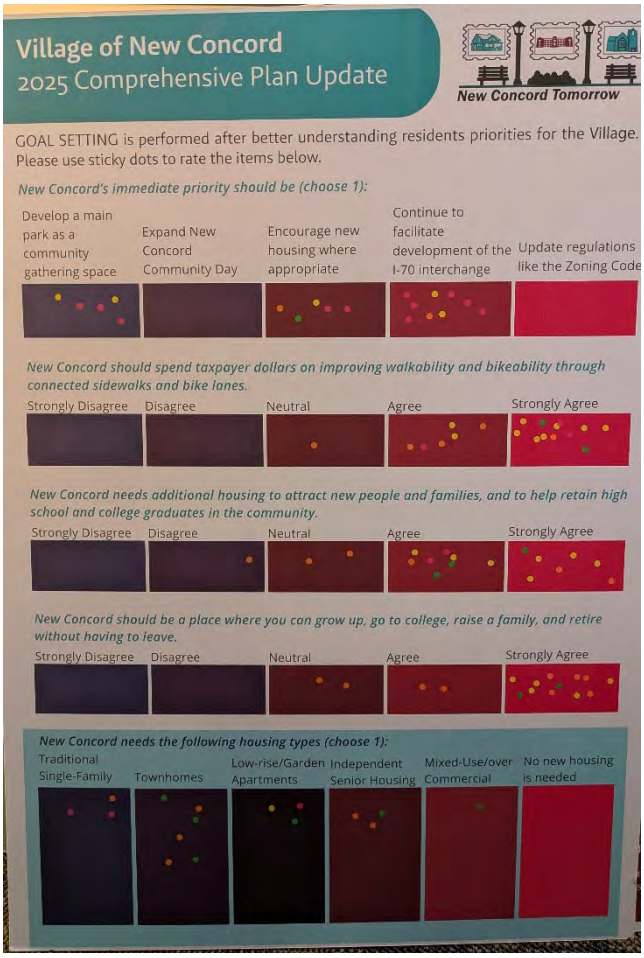
Strongly Agree	10 dots
Agree	2 dots
Neutral	2 dots
Disagree	0 dots
Strongly Disagree	0 dots

New Concord needs the following housing types (choose 1)

Traditional Single Family	3 dots
Townhomes	6 dots
Low-rise/garden apartments	3 dots
Independent senior housing	3 dots
Mixed-use/over commercial	1 dot
No new housing is needed	0 dots

Photographs of Boards Asking for Participation

To visualize how the process worked and participation level. All sticky notes and dots are recorded in the pages above to be more legible.





Muskingum University Student Survey

Date	April 30, 2026
To	New Concord Steering Committee
From	Verdantas

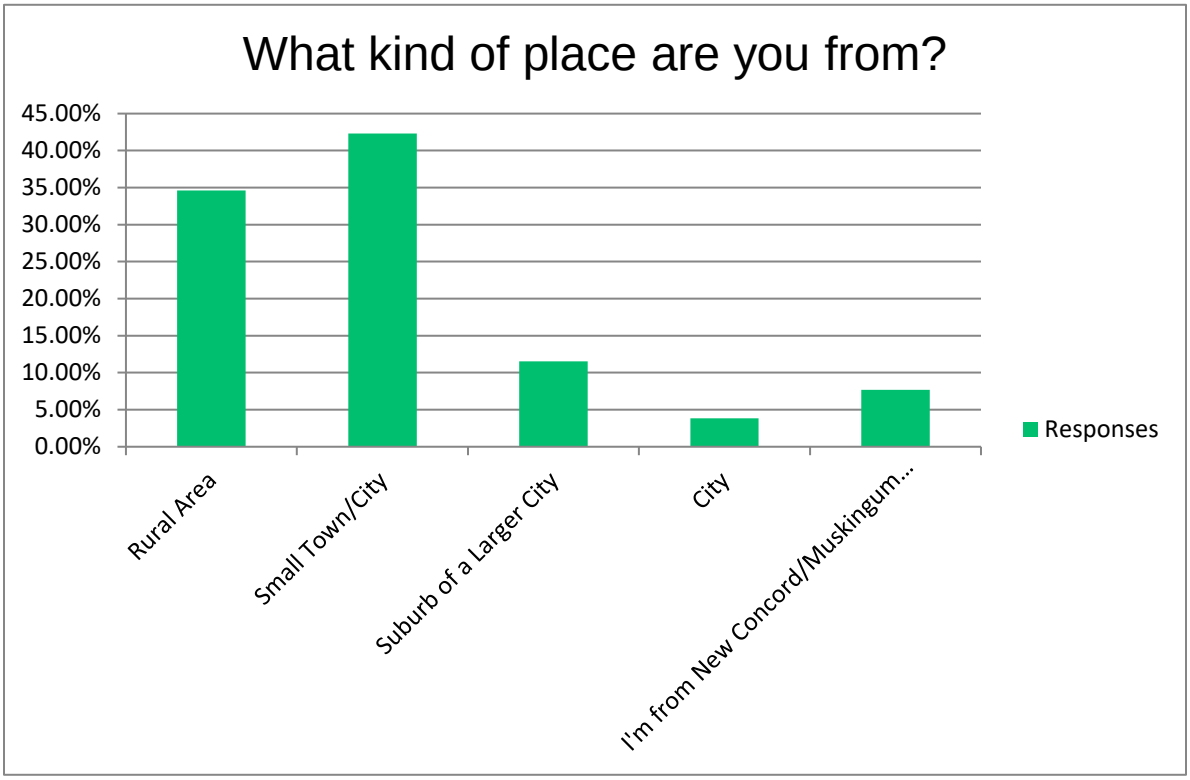
Introduction

Muskingum University plays an important role in the local economy and community life of New Concord. The student population makes up a significant portion of the Village population; however, students can often be difficult to reach through engagement activities and often have different needs and perspectives on their community than longtime residents of the Village. Thus, a community survey specifically focusing on the Muskingum University student population was administered for several weeks to better understand the unique perspectives of students in the Village. The survey was available online and asked students a variety of questions such as what they like about New Concord, whether they feel welcome and connected in the Village, and what might prevent them from staying in the Village after graduation. There was a total of 26 respondents who filled out the survey.

Demographic Questions

The survey began by asking students questions about what year they were in at the University, what their living arrangement is (on campus vs. off-campus) and what types of communities they originally come from. The most represented class from the University was the first-year class with 34.62% of respondents, followed by the senior class, which made up 26.92% of respondents. About 23% of respondents were sophomores and 15% were in their junior year. Respondents overwhelmingly lived on campus, with about 73% indicating that they live on campus. Of the student respondents that live off campus, two live in New Concord and five live outside of the Village.

Students came from a variety of different communities before attending the University. Most responded that they come from a small town or city (42.1%) or rural area (34.62%). About 15% of respondents came from either a large city or a suburb of large city. Two respondents were from New Concord/Muskingum County.

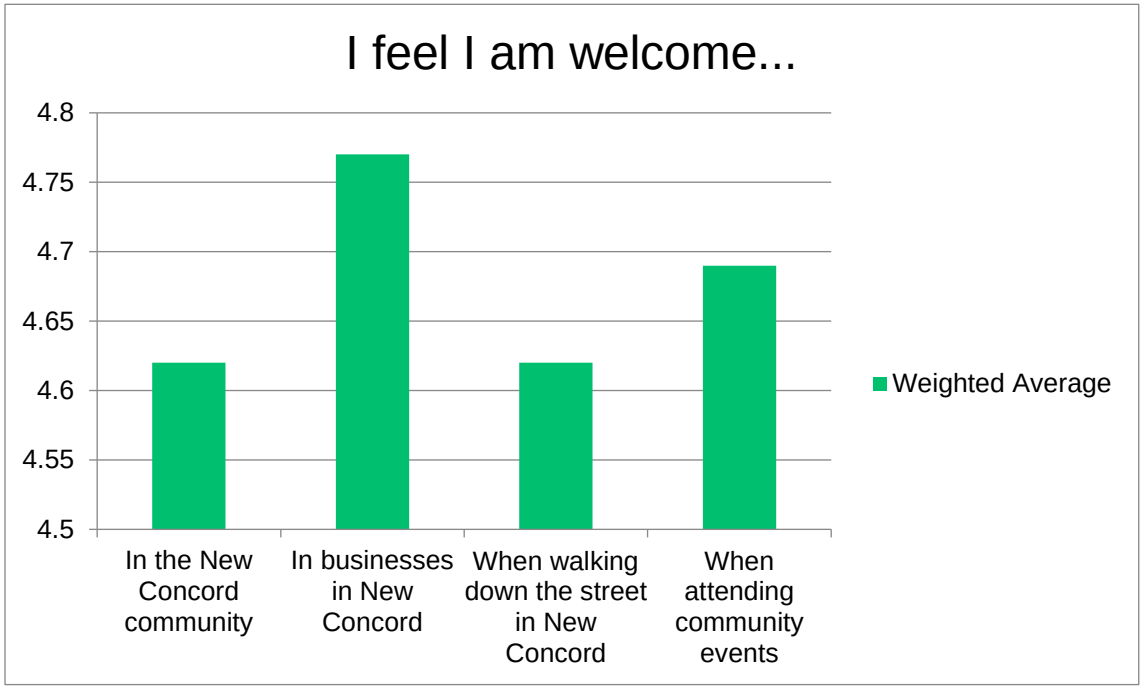


Community Characteristics and Connection

Students were given a set of general statements about characteristics of New Concord and were asked to rate those statements on a scale of agreement (Agree, Somewhat Agree, Neutral, Somewhat Disagree, and Disagree). Responses were compiled into a weighted average score summarizing overall levels of agreement with the statements (1 = disagree, 5 = agree). The results of this question indicate a generally positive outlook from students regarding life in the Village. Most students agreed that New Concord has a strong sense of community, is quiet, and is easy to walk and bike around in. There was less general agreement amongst the students when asked if New Concord had a unique identity. Only about 30% of respondents agreed with this statement while 42% somewhat agreed and 23% were neutral on the statement. A similar pattern was observed when students were asked about New Concord being “more than the university.” The statement with the lowest weighted average score asked about the attractiveness of New Concord’s downtown. While students mostly agreed that New Concord has an attractive downtown, nearly 27% were either neutral or somewhat disagreed with the statement.

Utilizing the same scale of agreement, students were asked to indicate whether they feel welcome in different contexts and settings within the Village. Overall, the responses indicate that students generally feel welcome across all settings within the New Concord community, with three-quarters or more of respondents agreeing for all four statements provided in this question. Only one respondent disagreed that they feel welcome in the community at large. About 15% of

respondents were either neutral or somewhat disagreed when asked if they feel welcome walking down the street in New Concord.

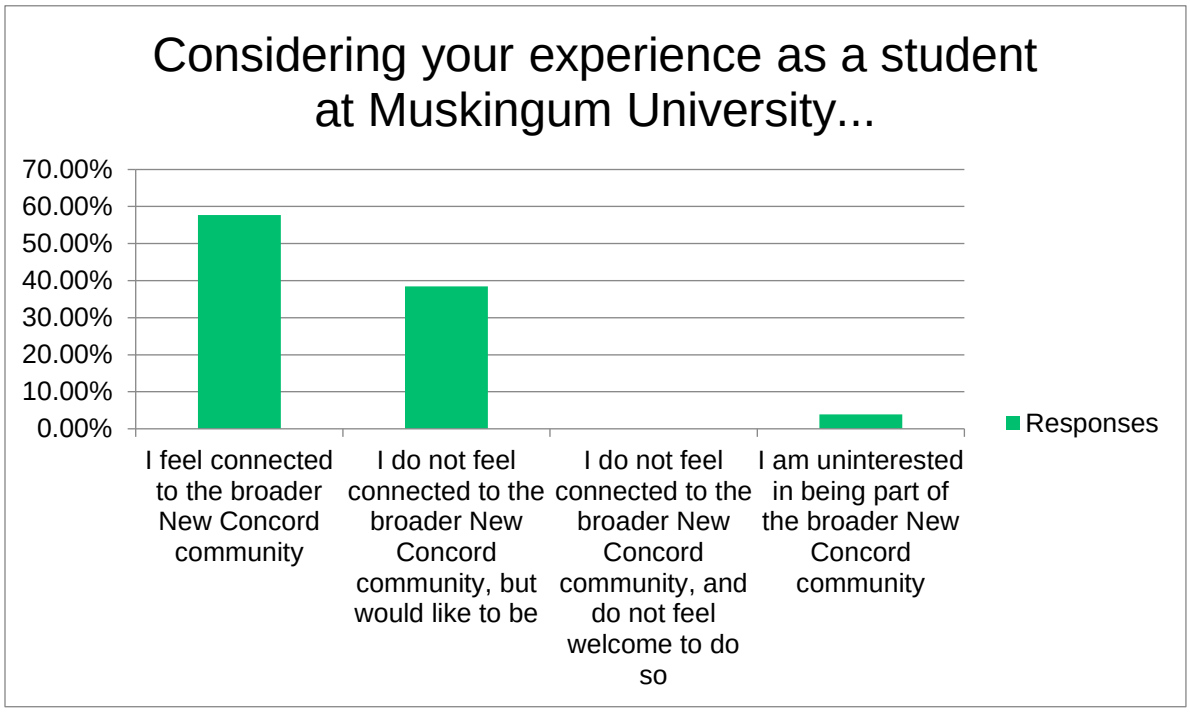


Students were asked to provide three words that they believe best describe New Concord. Responses were generally either positive or neutral. The most common words used to describe the Village were “small”, “quiet”, and “community.” Similar words used that also support this sentiment were “quaint”, “close-knit”, and “safe.” Several respondents also described the Village as friendly and welcoming. There were very few negative responses with most of them referencing a lack of things to do in the Village. Provided below is a word cloud summarizing the responses.



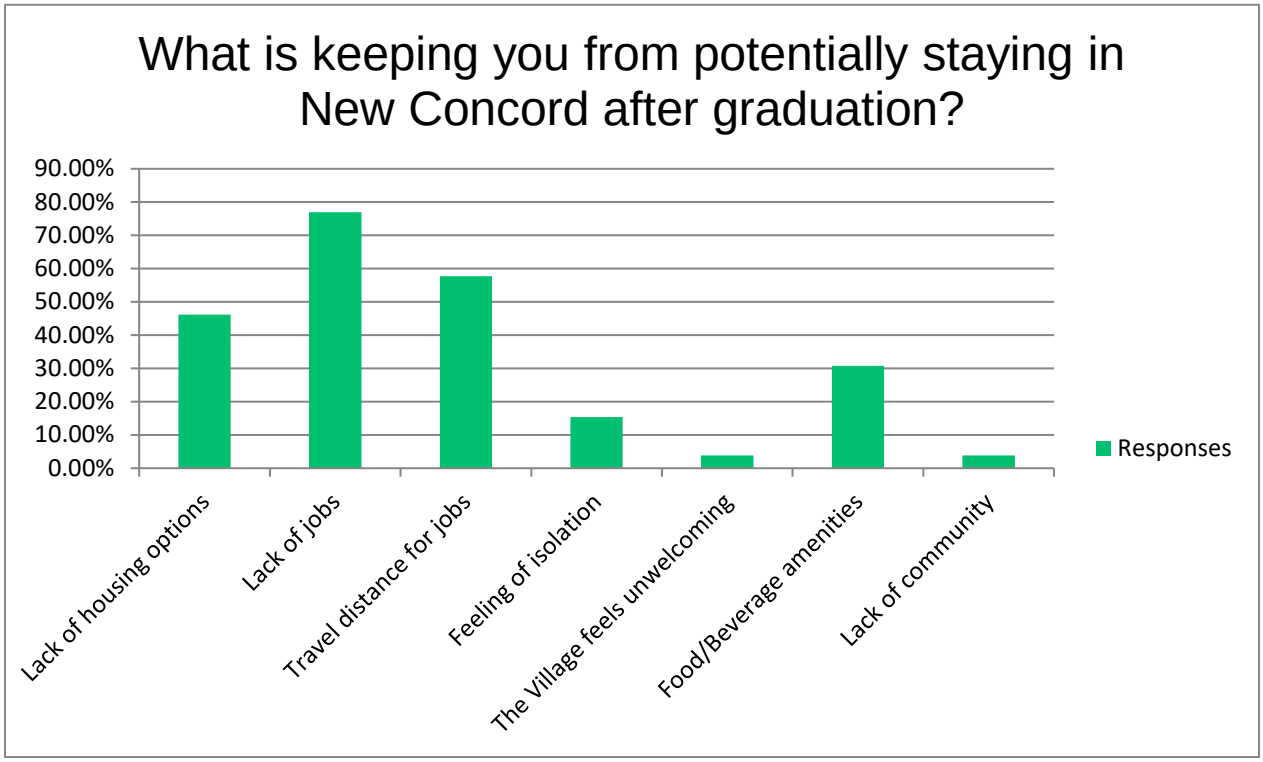
Students were asked to provide three things they like about New Concord that are specifically not affiliated with the University. Students were very positive about the assortment of small businesses in the Village, often referencing specific local businesses they like, such as Chapman's, Sunshine Acai Bowls, and Creno's. Nearly 70% of respondents referred to a specific small business or small businesses in general as one of the things they like about New Concord. Additionally, several students noted that they like the walkability, visual appeal, and that the Village is not crowded. Students also mentioned that they like the Village's small-town, friendly, and quiet atmosphere.

Students were also asked about whether or not they feel connected to the New Concord community and were mostly split about this in their responses. 57.69% of respondents felt connected to the broader New Concord community while 38.46% indicated that they did not feel connected to the community but would like to be. One respondent indicated that they are uninterested in being part of the broader community.



Barriers to Remaining in New Concord

Students were asked to select the factors contributing to them not staying in New Concord after graduation. Their primary concerns regarding this were jobs and housing. The most common factor was "Lack of jobs" (76.92%), followed by "Travel distance for jobs" (57.69%), and "Lack of housing options (46.15%). Feelings of isolation, an unwelcoming Village atmosphere, and lack of community were not major factors as to why students might not stay in the Village after graduation.



Discussion and Conclusion

The survey received just 26 responses but was represented fairly evenly by the classes of the university from first years to seniors. Respondents also came from a diverse array of community types, with two coming from New Concord/Muskingum County. While the sample size might be low, the survey provides some interesting insights into how students at Muskingum University feel about the broader community and life in the Village. Students generally agree that New Concord features a strong sense of community, is quiet, and is easy to walk and bike around in. However, there was slightly less agreement on the attractiveness of the downtown and whether or not the Village possesses a unique identity. Most respondents had positive views on the assortment of small businesses in the Village, often referencing them as their favorite aspects of the Village not affiliated with the University. Many students also listed walkability, friendliness, and small-town atmosphere as qualities of the Village that appeal to them.

While nearly three-quarters of student respondents live on campus, a majority still indicated that they feel connected to the broader community and feel welcome in most settings throughout New Concord, such as in businesses and walking down the street. This indicates a campus life and student body that are well integrated into the broader community. However, university students often leave their communities after graduation and do not integrate into the community long-term. When it comes to Muskingum University students, most believe that lack of jobs and housing options will prevent them from staying in the Village after graduation.

Overall, the survey results suggest that students at Muskingum University have positive views of the Village. Many students believe the small-town atmosphere provides a sense of community, friendliness, and walkability that they enjoy. Students also have very positive views regarding local businesses, and a diverse array of businesses and amenities appears to be an important attribute to them. Students showed wide agreement that the town is quiet and quaint. While this is a positive attribute for some, there were occasional negative responses from students referencing a lack of things to do in the Village. While many students feel welcome and connected to the Village, their concerns with lack of housing and job opportunities suggests they don't see themselves as living in the community long-term despite enjoying its many qualities.