

# LICKING TOWNSHIP

February 2024



Proposal for an update to the  
Comprehensive Plan



*Licking Township*  
Licking County, Ohio



Presented by Crossroads  
Community Planning



# Crossroads Community Planning, LLC

614-772-0190

[crossroadscommunityplanning@outlook.com](mailto:crossroadscommunityplanning@outlook.com)

John Holman  
Licking Township Trustee Chairman  
P.O. Box 222  
Jacksontown, OH 43030

Dear Trustee Holman,

It is with great pleasure that Crossroads Community Planning, LLC ("Crossroads") submits this proposal for an update to the Licking Township ("the Township") Comprehensive Plan. Crossroads is currently at the epicenter of planning for the impact that the new Intel facility and other growth pressures will have on the region. We have completed plans that have been adopted by Jersey Township, Licking County, the location of the Intel plant, as well as adjacent Harlem Township in Delaware County. We are also currently working on a comprehensive plan for your neighbor, Union Township, which faces similar challenges to your Township. Our on-the-ground knowledge of the impacts from Intel and related developments will be extremely useful to Licking Township. We will use our experience to create recommendations that address these similar challenges but are unique to your community.

Licking Township is in a prime location in Licking County and the Central Ohio region. It contains major transportation route including I-70 and U.S. 40 in the south and south-central areas of the Township and S.R. 13 running north-south through the entirety of the Township. Licking Township is also bracketed by three municipalities: Buckeye Lake, Hebron, and Heath with Newark just to the north. Significant development continues along I-70 and the Buckeye Lake area, and the cities of Hebron and Heath are expected to capture significant Intel spin-off growth. Licking Township, a historically rural community, sits in the middle of this ongoing and expected growth. Additionally, the Township is a mere 30-minute drive from the Intel plant in New Albany.

All of these factors demonstrate a need for Licking Township to actively plan for development in order to preserve the Township's tax base, protect areas from annexation, and ensure high-quality development within the community, while simultaneously protecting its rural character. The Crossroads team has substantial experience with working with communities around Intel and Central Ohio providing these exact services. We complete a comprehensive planning process that reviews and ensures the community's long-term strategy is on target to address future housing, infrastructure, and economic development needs while creating new aspirational goals that align with community values. Our plans recommend areas for development and areas for preservation, while providing a framework for preserving the character and aesthetic

qualities of the community. We take the time to work closely with residents and stakeholders to educate them, help them understand the larger forces at work in the region and identify how these forces are impacting their community, with all of the benefits and challenges these changes will bring.

We believe our team can provide a robust and diverse level of services that sets us apart from other proposals. Please do not hesitate to contact me if you have any questions or need further information. We look forward to working with you.

Sincerely,

A handwritten signature in blue ink that reads "Holly R. Mattei". The signature is written in a cursive, flowing style.

Holly R. Mattei, AICP Owner/President

Crossroads Community Planning, LLC

[hollym@crossroadscommunityplanning.com](mailto:hollym@crossroadscommunityplanning.com)

614-772-0190

# Crossroads Community Planning's Scope of Services

Crossroads Community Planning ("Crossroads") is pleased to provide this proposal for an updated Comprehensive Plan for Licking Township in Licking County. The announcement of the Intel Semiconductor facility in New Albany in Licking County will certainly have an impact on the Township, as will general growth pressures in Central Ohio. Additionally, the revitalization of Buckeye Lake and ongoing development in the area, the presence of development moving east along I-70, and growth from surrounding municipalities will put Licking Township front and center on the map for future development. In fact, the adjacent cities of Newark and Heath are already positioning themselves to be major hubs of job and housing growth.

Crossroads has worked at ground zero in Jersey Township to help identify short term strategies to address the rapidly changing Intel project, as well as preparing a long term comprehensive plan for Jersey. This work includes developing a "quick strategy" of activities that can be taken up now to address the rapid shift in the on-the-ground situation. This parallel experience sets us apart from other consultants and provides us with a significant network of contacts that can be used to assist other communities in their planning efforts. We have used a similar model in neighboring Union Township. To this end, Crossroads recommends a similar process and proposes the following services to Licking Township.

## Task 1: Review Current Comprehensive Plan

Crossroads will review the Township's current comprehensive plan to determine recommendations and action steps that have been completed and determine the current relevance of any incomplete items. We will gather and create an understanding of initiatives the Township described in the 2002 Comprehensive Plan to inform and potentially build upon our planning efforts.

## Task 2: Stakeholder Committee and Community Outreach

The Crossroads team will commence the project with a public survey to gauge the perception of residents and local business owners. This survey will be conducted online but will also be available in paper format in key locations in the Township. Crossroads will continue to update the public and Township Trustees regarding the planning process on a quarterly basis throughout the project.

A Stakeholder Committee will be utilized to obtain detailed information that is essential to understanding Licking Township. This group will play a pivotal role in creating a shared vision for the community and guiding the goals and expectations for the plan. We will hold a series of stakeholder meetings to define the Township's vision, identify goals and priorities, reviewing existing conditions and data analysis, identify proposed future land uses and necessary infrastructure improvements, reviewing all relevant maps, identifying recommendations and action steps, and creating an implementation matrix.

**The Stakeholder Committee will be comprised of the key organizations identified by the Township, but at a minimum Crossroads recommends the following:**

- **1 Trustee**
- **1 Zoning Commission Member**
- **Zoning Inspector**
- **1 School District Representative**
- **1 Fire Representative**
- **1 Water/Sewer District Representative**
- **1 Transportation Representative (local, county or state)**
- **1 Representative from the farming/agricultural community**
- **1 Representative from a community-based organization (i.e. historic society, library, church, etc.)**

Community outreach is at the heart of any quality planning process. Crossroads believes that any successful plan must have buy-in from the community. While this is often a time-consuming process, building consensus around common goals is the **ONLY** way to ensure that residents and stakeholders are satisfied with the final product. Many plans are developed and then sit on a shelf due to public opposition to the stated goals and strategies.

To counter this, Crossroads engages in a robust public outreach process to build consensus and ensure that residents and stakeholders have buy-in to the final product. This process produces two outcomes:

1. Residents are educated up-front about the challenges of keeping the status-quo while facing inevitable change that Intel and other developments will bring to the table.
2. The plan can be updated to accommodate the concerns and feedback of the residents while still keeping an eye to the realities of today's challenges.

In order to accomplish this, Crossroads will, as noted above, begin the planning process with a survey to engage initial input from residents and business owners. Additionally, Crossroads will hold a public presentation to educate residents of impending development and what happens if the Township does not respond. Crossroads will meet up to four times throughout the planning process with the Stakeholder Committee and provide period updates to the Trustees.



(Left) Holly Mattei presenting to 200+ residents of Harlem Township.

(Above) Holly Mattei conducting a visioning exercise with Jackson Township.

### Task 3: Vision and Goals

Our team utilizes a visioning process that naturally translates into practical, on the ground applications, which will help guide both future growth and redevelopment activities. We will utilize this information to work with the Stakeholder Committee to determine the vision for the Township and associated goals and objectives. The established vision and goals will be utilized throughout the remaining planning process to help identify recommendations and action steps along with benchmark steps that will help the Township measure its progress.

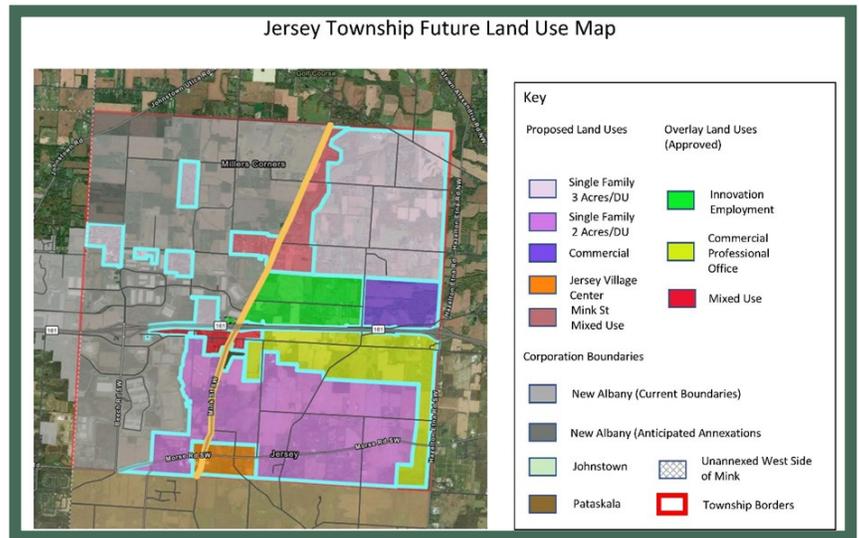
### Task 4: Evaluate and Analyze Existing Conditions

#### Land Use

Our team will evaluate and map existing land uses and identify potential long term uses within the Township. Crossroads will analyze land use data through site visits, GIS records, review of

aerial photography, and other available information. This analysis is essential to preparing for the development pressures and will allow us to identify immediate actions the Township should take to help prepare for anticipated development. The land use plan will identify areas that are ripe for development and areas that should be preserved. It will also set the foundation for identifying long term strategies to implement the Township’s vision.

Our team will also create plans and recommendations for promoting open space and recreational opportunities within Licking Township, building upon existing parks and open spaces and the natural amenities within and surrounding the Township.



**Example of land use map created by Crossroads**

### Transportation and Utilities

Transportation data will also be analyzed to identify the existing roadway network and existing and potential congestion areas. Our team is in constant contact with ODOT, the Licking County Transportation Improvement District and other key transportation officials. As traffic patterns from Intel continue to evolve, we will analyze their impact on Licking Township. These conversations will be key in our planning efforts and will ensure development is located appropriately. We will also provide a high-level review of long-term future needs based upon anticipated growth.

Our team will work closely with the utility providers to understand their water and sewer expansion plans and how these will impact the future land uses within the Township. We will also contact the county health department to understand limitations on future land uses where water and sewer are not anticipated and identify growth strategies based upon this infrastructure analysis. We are also in contact with AEP to keep a pulse on transmission line development and expansion and will work with Licking Rural Electrification.

### Housing

Crossroads believes housing will be one of the key components of the Township’s plan. The Intel development is anticipated to bring 3,000 direct jobs and 7,000 construction jobs, along with numerous spin-off jobs from associated suppliers. Housing in Central Ohio is already in high demand, and Intel is going to place even more housing pressures on Columbus area communities. Licking Township, with its proximity to the Intel site, I-70, U.S. 40 and S.R. 13, will be a desired location for this potential housing. Our team will develop housing strategies that help to address this demand while maintaining the long-term vision and goals of the community. Recommendations may include items such as mixed-use housing development, preservation or clustered residential development, and others.

## Task 5: Long Term Recommendations – Action Plan – Implementation Matrix

Our team will work closely with the Stakeholder Committee to use the knowledge gained during the evaluation and fiscal analysis process to help create a long-term action plan. These recommendations will also include benchmarks that will help Licking Township measure progress. The recommendations will revolve around land use, transportation, infrastructure, housing, zoning, and fiscal policies. An implementation matrix will be created to identify that time at which a recommendation should be addressed and the responsible parties for spearheading the implementation of each strategy (i.e. Trustees, Zoning Commission, Fiscal Officer, etc.).

### This plan will address the following topic areas:

- Data on the Township’s current state/conditions.
- Anticipated impact that Intel and associated development, development around Buckeye Lake, and planned activities of nearby cities and villages will have on Licking Township.
- Vision statement, goals and action steps with responsible parties identified.
- Land use recommendations.
- Recommendations on Township services and amenities, including parks/open spaces, government services, and private services such as medical providers.

### Proposed Fee Schedule:

Based on the deliverables, Crossroads is proposing a lump sum fee not to exceed \$35,000 which would be paid as follows:

Deliverable	Rate
Delivery of Vision Statement	\$ 3,200
Delivery of Survey Results	\$ 4,500
Delivery of Existing Conditions Report	\$ 8,000
Delivery of Goals and Objectives	\$ 3,500
Delivery of Draft Strategies, Future Land Use, Open Space and Infrastructure Maps	\$ 10,800
Fully Assembled Plan and Adoption Process	\$ 5,000
<b>Total</b>	<b>\$ 35,000</b>

## Meetings Included in Scope of Services:

The scope of services and fee is limited to the following evening meetings: 4 Stakeholder meetings; 1 public engagement meeting; and attendance at 1 Zoning Commission and 1 Township Trustee meetings to give updates. Any additional evening meetings will be negotiated for an additional cost.

## Timeframe:

Crossroads expects that a robust and thoughtful Comprehensive Plan can be developed and provided to Licking Township within 12 months of the contract being awarded. The timeline on the following page illustrates key deliverables integrated with the public engagement timeline.

A rendering of a recommended “Rural Town Market” in Harlem Township. This recommendation was based on the Township’s desire to support local agriculture, which Crossroads integrated into the Quick Strategy Guide.



### Union Township – Comprehensive Plan – SWOT Analysis

#### Strengths

- Existing Zoning
  - A good starting point to grow from
- Recently completed economic development plan
- Untapped potential
- Accessibility
  - Proximity to I-70, other towns and municipalities

#### Weaknesses

- Lack of parks, lack of walkability
- Community is divided north to south
  - Over schools and development
- Large size prevents crossover between opposing viewpoints
- Large floodplain

#### Opportunities

- JEDD
- Zoning Code has room for improvement
- Potential ability to balance growth and maintaining farmland & open spaces
- Potential to improve relations with surrounding communities
- Water & sewer

#### Threats

- Large floodplain
- Rural lifestyle & aesthetic threatened by development
- Route 37 – Development may put pressure on traffic and roads on this corridor
- Water & sewer

Union Township’s SWOT analysis completed with stakeholders at the first Stakeholder Committee meeting.

Identification of “at risk” parcels for annexation or development during planning efforts in Harlem Township. This identification aids in understanding forces at play and planning for areas that are ripe for development.



## Proposed Timeline - Public Input, Deliverables and Key Meeting Dates

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Steering Committee Meeting #1												
Survey Design												
Community Survey												
Deliver Survey Analysis Results												
Prepare and Deliver Vision Statement												
Prepare and Deliver Goals and Objectives												
Existing Conditions Research and Report Delivered												
Steering Committee Meeting #2												
Prepare and Deliver Draft Future Land Use, Open Space, and Infrastructure Maps												
Prepare and Deliver Draft Housing, Transportation, Open Spaces, Services and Utilities Sections												
Steering Committee Meeting #3												
Update to the Trustees												
Update to the Zoning Commission												
Public Presentation												
Prepare and Deliver Fully Assembled Draft Plan												
Steering Committee Meeting #4												
Fully Assembled Plan and Adoption Process												

Drafting Process
  Deliverable
  Key Meeting

## Project Examples

### **Project Example 1 / Jersey Township Comprehensive Plan / Licking County**

Jersey Township is at the heart of the Intel project in New Albany and has experienced additional annexations by Google, Facebook, and Amazon properties, encompassing almost half of the Township. It became evident that the current plan needed to be updated to reflect the evolving trends and to protect the Township. As the pace of growth to the west was eroding the Township's boundaries, the Township Trustees engaged Crossroads Community Planning to develop a new Comprehensive Plan update to establish goals and strategies to set the expectations for future development and create partnerships to help protect the Township in the years to come.

Crossroads set up a Steering Committee, comprised of both residents and technical agencies, to guide the plan and develop a deeper understanding of Jersey Township. Crossroads has a deep commitment to public engagement and facilitated two community wide surveys and several public meetings. We worked with both groups to develop a guiding vision statement and goals to achieve this vision. The surveys works to capture the residents' vision for the Township. The overwhelming response was that residents valued and wanted to retain the rural character of the Township and painted the picture of a quiet, friendly community. However, there was an undercurrent of worry that this idea was at risk; with respondents expressing pessimism about whether this character could be preserved. Crossroads took on the task of balancing the inevitable growth and change in the Township while preserving aspects that were most important to residents.

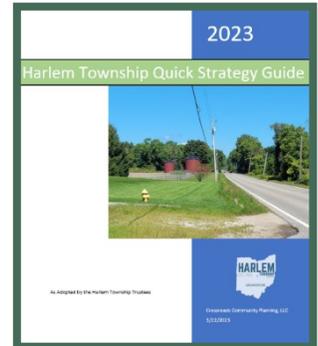
Crossroads gathered extensive information on Jersey Township's history, demographics, current land use, housing, zoning, services, road networks, and physical features. From this information, Crossroads developed four key planning themes: Community Character and Land Use; Economic Development and Township Preservation; Services, Infrastructure, and Transportation; and Communications and Community Relations, each with detailed and actionable recommendations to achieve the goals outlined in each planning theme.

The plan, acknowledging strong development pressures, recommends more intense land uses around high-traffic nodes that will be well-planned to accommodate development. It then recommends lower-density uses as well as a town center. Crossroads recommends utilizing a conservation form of development for single family homes, which would cluster housing on lots, leaving a substantial portion as open space. It further recommends connecting these open spaces and pushing development back from the road with natural buffers. Through these methods, the Township can preserve the rural atmosphere while providing the opportunity to accommodate development. Additionally, the plan recommends providing assistance to landowners that wish to preserve their land. These efforts allow the Township to preserve aspects of its rural heritage while providing high-quality opportunities for families and businesses.

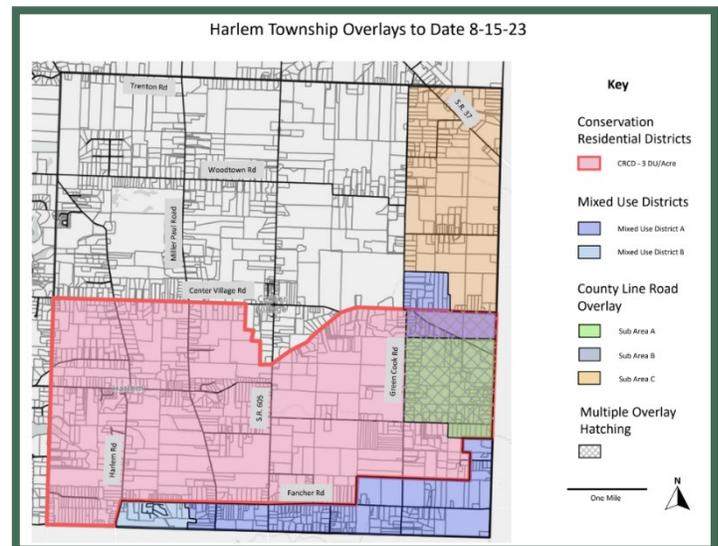
## Project Example 2 / Harlem Township Quick Strategy Guide / Delaware County

Harlem Township completed a comprehensive plan in 2021, just months before the announcement that Intel would be locating a new semiconductor fabrication plant just minutes from the Township. Crossroads was brought on to develop a “Quick Strategy Guide” (QSG) which served as an appendix to their new comprehensive plan to provide additional recommendations in the areas of land use, communications, and administrative capacity to outline steps that the Township needed to take to be prepared for the development pressures.

Crossroads completed a planning process that included a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), research on infrastructure, development pressures, and developed “at risk parcel maps.” Crossroads even traveled to Chandler, Arizona, the location of another Intel plant, and spoke with local experts to understand the development impacts on the surrounding areas to gain a picture of “what might be” for Harlem Township. A public meeting and community survey were also conducted to educate and gain feedback from Township residents. The QSG was created in conjunction with the Harlem Township Strategic Planning Committee, made up of key Township officials and residents. The adopted QSG recommended the development of multiple overlay districts, utilization of economic development tools, infrastructure improvements, methods to protect key areas of farmland, and more.



The Township and Crossroads decided to heavily pursue development of overlay districts. To date, Crossroads has successfully written and implemented a Mixed-Use and a Clustered Residential Conservation District (CRCD), and Township Trustees have recently approved an overlay containing Industrial uses. Additional overlays are in the works with the goal of protecting the Township’s borders, creating development standards that retain the rural character of Harlem Township, and creating a unique sense of place with a planned “Center Village” overlay.



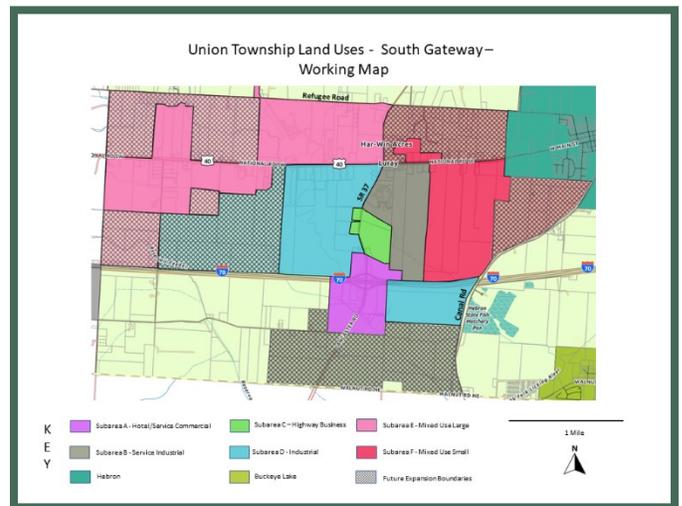
The success of the QSG and subsequent overlay districts can be directly attributed to community engagement. The first community survey’s results showed that many in the Township were opposed to development in any form but have since supported the development of a mixed-use overlay district with increased density. Crossroads conducted a series of *ten* public meetings and recorded a virtual presentation to educate the community on what the development pressures were, what it meant for the community, and why Harlem Township would benefit from these overlays. Multiple developers and property owners have already expressed interest in utilizing the overlays, whereas they would have had to annex to achieve their goals for their property. Through the QSG and overlay districts, Harlem Township has retained control of land uses, development standards, setbacks, landscaping, clustering, and more—allowing Harlem Township to bend, not break with development pressure.

### Project Example 3 / Union Township Comprehensive Plan / Licking County / Ongoing

Union Township decided to pursue a Comprehensive Plan in response to development pressures existing within and around the Township and in preparation for potential impactful changes. Crossroads Community Planning was chosen to work with the Township to complete this.

To begin, a Small Steering committee was established, containing the Township Administrator, a Trustee, a resident/developer, and a resident/member of the Board of Zoning appeals. Crossroads works closely with this small group to steer the planning process and review detailed items and ideas. A larger Stakeholder Committee was formed that contains a broad range of interests from Superintendents, water and sewer representatives, residents, developers, fire department representatives, Township Trustees, and more. Crossroads worked with this group to understand the desires, strengths, and challenges of the Township through a SWOT analysis and created the vision statement, goals, and objectives with this group. This group is instrumental in the planning process, as Crossroads facilitates quarterly meetings to discuss progress and implement feedback.

Crossroads and the Township have worked closely with Union Township residents, first through conducting a survey to understand the types of development that residents would like to see, and more generally develop an understanding of what matters most to them. Then an open house was held to inform residents of the draft ideas for the plan, where they were able to provide feedback and additional ideas. Next, two formal community meetings were held to discuss the changes that Crossroads had made to the plan based on resident feedback at the open house. Through this process, residents are able to voice their opinions and see real changes that show Crossroads and the Township care what they have to say.



The plan will include a vision for the Township, guidelines for future development through a recommended overlay district, a framework for zoning, services, and land uses, goals for aesthetics, and strategies to preserve agricultural land. The Comprehensive Plan will contain a recommendation to implement an overlay district that will focus development into key areas of the Township in order to prevent annexation and development sprawl, thus protecting the majority of the Township. This overlay district would be paired with economic development tools and development design standards, so that the Township can make improvements to the overlay area, both aesthetically and regarding infrastructure. Some of these standards include a 200-foot woodland buffer, adherence with rural architecture, and required multi-use paths. Additionally, this Comprehensive Plan sets the stage for an updated zoning code, which will be guided by the Comprehensive Plan to implement the Township's land use vision.

Currently, Crossroads is finalizing the first draft of this new Comprehensive Plan, which will set Union Township up for success and allow the Township to control its own destiny when facing development pressures over the next decade and beyond.

# References

## **Project Example 1 / Jersey Township Comprehensive Plan / Licking County**

Dan Wetzel,

Jersey Township Trustee

[dwetzel@jerseytownship.us](mailto:dwetzel@jerseytownship.us)

(740) 966-0169

## **Project Example 2 / Harlem Township Quick Strategy Guide / Delaware County**

Carl Richison

Harlem Township Trustee

Strategic Planning Committee

[crichison@harlemtwp.com](mailto:crichison@harlemtwp.com)

(614) 314-5835

## **Project Example 3 / Union Township Comprehensive Plan / Licking County / Ongoing**

Roger Start

Union Township Trustee

[roger@uniontownship-licking.com](mailto:roger@uniontownship-licking.com)

(740) 819-3977



# Holly Mattei

AICP  
President, Project Manager



**Holly Mattei’s extensive experience in regional planning and economic development, begins with her time at the Fairfield County Regional Planning Commission (FCRCP). Ms. Mattei has served as the Director of FCRCP for 8 of her 16 years there. She also completed Rolling Forward – An Active Transportation Plan and Fairfield Growing – a local foods plans. Ms. Mattei has also served as the Economic Development Director of Violet Township (Fairfield County). Recently, Ms. Mattei authored “Introduction to Zoning” within The Guide to Planning in Ohio published in January 2024.**

Harlem Township Quick Strategy Guide / Delaware County, OH

Harlem Township MU, CRCD, CLR Overlay Districts / Delaware County, OH

Granville Township Overlay District (In Progress) / Licking County, OH

Jersey Township Comprehensive Plan Update / Fairfield County, OH

Union Township Comprehensive Plan (In Progress) / Licking County, OH

Trenton Township Comprehensive Plan (In Progress) / Delaware County, OH

Jersey Township Mink Street Overlay District / Fairfield County, OH

Hamilton County Model Zoning Code / Hamilton County, OH

City of Circleville Comprehensive Zoning Code Rewrite / Pickaway County, OH

City of Lancaster Comprehensive Zoning Code Rewrite / Fairfield County, OH

Orange Township Route 23 Overlay District / Delaware County, OH

Berlin Township Industrial and Commercial Overlay Districts / Delaware County, OH

## Education

Master of City and Regional Planning / The Ohio State University



## George Mattei Director

**George Mattei has over 25 years’ experience** in finance and real estate development. Mr. Mattei has focused his career on housing finance and production, particularly workforce housing. In his most recent role as Vice President of the Huntington Community Development Corporation, Mr. Mattei was responsible for underwriting and closing over \$400 million in housing investments throughout the Midwest. This included developments in smaller city and rural areas such as Wheeling WV, Newcastle, PA, and London and Fremont OH. Mr. Mattei also

worked for two separate affordable housing developers, one which focused on rural preservation properties. While working in the Development Department at Ohio Capital Corporation for Housing, Mr. Mattei worked across the State of Ohio providing financing and development advisory services for developments. These experiences provide Mr. Mattei with a keen understanding of real estate markets and development patterns throughout Ohio.

He is responsible for the GIS mapping efforts of Crossroads and assists in civic engagement efforts. He is heavily engaged in drafting text for Crossroads’ comprehensive plans and provides support in data analysis.

Harlem Township Quick Strategy Guide / Delaware County, OH

Harlem Township MU, CRCD, CLR Overlay Districts Mapping / Delaware County, OH

Jersey Township Mink Street Overlay District / Fairfield County, OH

Jersey Township Comprehensive Plan Update / Fairfield County, OH

Union Township Comprehensive Plan (In Progress) / Licking County, OH

### Education

Master of City and Regional Planning / The Ohio State University



## Molly Ridge Planner



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Molly Ridge provides a value-added component to our team by bringing a unique perspective on how to economically and sustainably grow a community through her studies at The Ohio State University. She has previously worked with the City of Lancaster through MORPC in their Building and Zoning Department during a period of growth and change which culminated in the City hiring their first planner. She worked to earn the City a SolSmart Gold certification, conducted plan review, and wrote amendments and additions to the Zoning Resolution.

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Harlem Township Quick  
Strategy Guide / Delaware  
County, OH

Harlem Township MU, CRCD,  
CLR Overlay Districts / Delaware  
County, OH

Union Township Zoning Code  
Update (In Progress) / Licking  
County, OH

Union Township Comprehensive  
Plan (In Progress) / Licking County, OH

Jersey Township Comprehensive  
Plan Update / Fairfield County, OH

Granville Township Overlay  
District (In Progress) / Licking County, OH

Trenton Township Comprehensive  
Plan (In Progress) / Delaware  
County, OH

### Education

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Bachelor of Science / Environment, Economy, Development, & Sustainability /  
The Ohio State University



## Benjamin Harder Planner

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Ben Harder is a full time Planner with Crossroads. He graduated from both the University of Oregon School of Law with a concentration in environmental law and Denison University with a Bachelor of Arts in environmental studies and political science. Mr. Harder's time spent in Oregon provided him extensive experiences within the state's robust land-use and zoning systems as a legal intern with LandWatch Lane County, an organization dedicated to advocating for Oregon's rural lands, and the League of Oregon Cities, an organization dedicated to strengthening city governance. Before joining Crossroads, Mr. Harder worked in corporate transactions and real estate with the legal team at Murray, Murphy, Moul + Basil LLP in Columbus, Ohio. These experiences establish a legal background that encourages Mr. Harder to take conscientious consideration in the interpretation and creation of zoning ordinances, comprehensive plans, and more.

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Union Township Comprehensive  
Plan (In Progress) / Licking County, OH

LandWatch Lane County / Oregon  
Developing legal arguments to support Lane  
County's comprehensive plan and zoning  
ordinances to ensure development adheres  
to these standards.

League of Oregon Cities / Salem, Oregon  
Researching and consulting municipal  
governments on their powers during Covid-  
19 pandemic.

### Education

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Juris Doctor (J.D.) / Oregon School of Law

Bachelor of Arts / Denison University



## Andrew Bovenzi Planning Assistant



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Andrew Bovenzi is currently enrolled in the Master of City and Regional Planning program at The Ohio State University. Andrew has his Bachelor of Arts in History with a minor in Political Science from Ohio University, where he graduated Summa Cum Laude. He also studied law at both Ohio University and at Ohio State. Andrew focuses on providing staffing support to Crossroads, including research, drafting reports and updating zoning codes.

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Walnut Township Zoning Code  
Update / Pickaway County, OH

Darby Township Zoning Code  
Update / Pickaway County, OH

Harrison Township Zoning Code  
Update / Pickaway County, OH

### Education

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Graduate Student in City and Regional Planning / The Ohio State University