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**M E M O R A N D U M**

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**DATE:** May 19, 2023

**TO:** Marty Hohenberger, Director, Center for Economic Development & Community Resilience, *Ohio University Voinovich School of Public Affairs*

**FROM:** Kate Dunn, Special Projects Manager RISE Ohio, *Buckeye Hills Regional Council*  
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**CC:** Samantha Miller, Development Director, *Buckeye Hills Regional Council*

**RE:** **RISE Ohio Project Proposal: City of Logan Downtown Strategic Plan**

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**Overview**

American Structurepoint will engage in the Strategic Planning Process for a Downtown Redevelopment Strategic Plan for the City of Logan, Ohio. The result will be a plan document to be completed in these three phases:

- Educate (Existing conditions data review and goals facilitations)
- Explore (Alternatives development)
- Empower (Plan finalization)

While these plans will be separate deliverables, the proposed coordinated process will ensure that the goals developed for Hocking County and the Logan downtown subarea plans are integrated into the Strategic Plan's critical action path that is discussed further under the heading "Critical Path Strategies," later in the scope of services.

This assistance described above will allow the City and County to better position developable sites within Opportunity Zone #9739.02 to investors/developers. Thus, this project achieves the goal of the RISE Ohio program by increasing Opportunity Zone investment opportunities within the Buckeye Hills Region.

**Project Description**

American Structurepoint will develop a downtown strategy plan for the City of Logan, Ohio, as a policy and development guide to achieve its future redevelopment goals. The project is anticipated to require six months to complete from an authorization date of April 24, 2023.

## Scope of Work

American Structurepoint will use its Vision2Action planning process to focus this analysis on critical success factors to formalize common goals that identify land use/zoning recommendations and visuals to generate interest in the redevelopment of Downtown Logan. The Vision2Action approach is collaborative and action-oriented, allowing local governments and stakeholders to shape and carry out the community's shared vision. The Vision2Action approach will consist of three specific phases: the *Educate* phase, the *Explore* phase, and the *Empower* phase.

### **A. Phase 1 (Educate)**

During this phase, information will be gathered and assembled into a series of analyses for identifying community assets and liabilities for the community and the Downtown Redevelopment Plan. Items to be considered include, at a minimum, the following:

1. Prepare Draft Current Community Conditions Report. We will review and summarize existing plans and data provided by the City of Logan, Hocking County, the Hocking County CIC, and Hocking County Regional Planning to form the basis of the data utilized for this effort we will.
2. Update data (as needed) based on newly released data sets and augment any items needed for this effort, such as:
  - Demographic data
  - Existing land uses
  - Retail gap analysis
  - Housing demand analysis

Review and analysis will also be performed on existing city and county ordinances relevant to this effort.

### Trip #1

- Stakeholder Outreach. The objective of this task is to identify key county and city stakeholders to help establish ideas for improvements on Main Street and the gateway area near the intersection of S. Mulberry Street and US 33. These conversations will also help the team identify how businesses benefit from regional tourism and methods for helping to define zoning ordinance amendments that help Logan achieve its goals. During this day, we will solicit input from stakeholders, including but not limited to representatives from the following groups:
  - Residents
  - Business organizations (Chamber of Commerce)
  - Convention and Visitors Bureau
  - Downtown businesses owners' and residents' interests
  - Community social services
  - Education partners
  - Planning, transportation, public works, etc.
- Develop Logan Site Plans. We will develop initial high-level illustrations for Main Street and the gateway area to exhibit potential redevelopment options to form the basis of recommended streetscape improvements and zoning ordinance amendments.
- Steering Committee Meeting #1. We will host a facilitated discussion with the Steering Committee. The purpose of this discussion will be to parse out the key issues concerning the committee's everyday challenges. These conversations will focus on understanding organizational needs and topics to help accomplish the goals of previous planning efforts. They will also inform an initial Strengths,

Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis will be the basis of items discussed in the following phases.

**Deliverables for the Educate Phase include:**

1. Community Conditions Report.
2. Stakeholder Meetings Summaries. We will document and summarize the key takeaways discovered during the stakeholder meetings.
3. Initial Illustrations for Main Street and the Gateway Area.

**B. Phase 2: EXPLORE**

This phase will develop different concepts demonstrating alternative priorities for community development. Components of this phase include:

1. Development of Vision and Key Goals. Through discussions with community leaders, staff, and stakeholders, a mission and vision statement will be developed to guide organizational goals and objectives for the City of Logan. Our team will dive deeper into creating supporting objectives and policy statements, followed by strategies for achieving the vision and goals.
2. Key Policy and Focus Topics. Building on the data and SWOT analysis, we will identify focus areas to organize and form the basis of specific recommendations. Examples include:
  - Property acquisition alternatives
  - Future Land Use Map modifications
  - Property maintenance
  - Recommended zoning ordinance amendments
  - Marketing and branding strategy concepts
  - Ways to further capture tourism activity
  - Additional items identified during this plan's process
3. Refined Illustrations. We will develop refined Main Street and Gateway Area renderings to showcase how these areas will help guide downtown redevelopment projects. We will also include precedent images to help refine the vision for downtown Logan.
4. Trip #2 - Steering Committee Meeting #2 and Workshop. We will conduct a second joint meeting and a workshop.
  - The first meeting will discuss the mission, vision, goals, and objectives. During this meeting, we will also showcase the initial list of plan topics for discussion and approval. This list of issues will be used to create the Strategic Plan topic sections.
  - The second meeting will focus on the objectives and strategies for each focus topic identified for discussion and approval for each plan.

**Deliverables for the Explore Phase include:**

1. Mission, Vision, Goals, and Plan Focus Area Presentation. A presentation documenting the governing bodies will be prepared that showcases both plan's elements for discussion and approval. This presentation will also clearly demonstrate how each recommended policy, objective, and plan focus area is related to existing data, documented public feedback, new information, and the SWOT analysis.
2. Draft Plan Sections/Recommendations. Based on the aforementioned presentation, meeting, and workshop feedback, we will draft items for review by the leadership team and governing bodies. This includes any maps, renderings, or sketches necessary to effectively communicate the plan's elements. Each strategy will outline specific action steps and implementation elements, including timetables, general cost estimates, and financial, legal, and workforce tools. We develop separate vision, goals, objectives, and plan sections for the Downtown Logan Strategic Plan.

3. Refined Illustrations for (Downtown Plan) Site Concepts and Precedent Images. (described above)

**C. Phase 3: Empower**

Pulling from the evaluation Steering Committee meeting(s), the plan elements will be finalized, and implementation strategies developed. Components of this phase include:

1. Critical Path Strategies. Our team will use the input and data to identify the Critical Path Strategies for the plan. The Critical Path Strategies are actions that should be initiated and completed first as top priorities. Most Critical Path Strategies are short-term, affordable projects. In contrast, others are long-term projects that may require an extended timeframe, additional funding, or additional staff resources. To assist in implementation, each Critical Path Strategy matrix will highlight the related goals, action items, people or organizations to involve, estimated timeframes and cost, and funding resources to consider.
2. Trip #3
  - o Public Engagement. To ensure the public has a chance to review the plan, we will:
    - Utilize our SeekBeak site to host a virtual town hall available to the public and advertised via social media to gain feedback Critical Path Strategies Meeting.
    - Attend the Hocking County Fair with a booth exhibit to showcase the plan's findings and recommendations.
  - o Steering Committee Meeting #3. We will meet with the Steering Committee to present the plan's specific Critical Path Strategies. We will afterward refine and incorporate these strategies into the final plan documents.
3. Plan Finalization. As a plan becomes finalized, minor modifications are typically required to reach a final consensus. Our team will guide the associated municipalities through the adoption process. We can create presentation materials and attend the adoption meetings as necessary.

**Deliverables for the Empower Phase include:**

1. Critical Path Strategies. (See above)
2. Final Concept Rendering. (See above)
3. Final Strategic Plan Document. (See above)

**Budget**

It is anticipated that the services described above will be approximately **\$50,000.00**. This amount is justified based on American Structurepoint's projection of the hours necessary to complete this work for a building of this size. All time spent on the project will be billed using the standard hourly rates indicated in our master service agreement. Reimbursable expenses will be invoiced at cost.

Once project activities begin and should it arise that project costs may exceed \$50,000, Buckeye Hills Regional Council and American Structurepoint will justify the need for additional resources in writing.

LOGAN, OHIO  
**DOWNTOWN LOGAN  
STRATEGIC PLAN**

OCTOBER 4, 2023







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# ACKNOWLEDGMENTS

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Rick Webb, Logan in Bloom Chair

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Jim Robinson, Logan City Council

James Martin, Logan City Council & Hocking Hills Tourism Association

Sandy Ogle, Hocking County Commissioner

Chris Robers, Hocking County Auditor

Joe Posey, Chief Code Official

Monte Bainter, Logan-Hocking Local School District Superintendent

Bailey Simons, Hocking Hills Chamber of Commerce Executive Director

Karen Raymore, Hocking Hills Tourism Association Executive Director

Joy Evangelista, Hocking County CIC Executive Director

Rick Webb, Logan in Bloom Chair

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Larry Gerstner, Logan resident, business owner & downtown property owner

Drew Davidson, Logan resident, business owner & downtown property owner

## BUCKEYE HILLS REGIONAL COUNCIL

Chasity Schmelzenbach, Executive Director

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## SPECIAL THANKS

Thank you to everyone who participated in the public workshop, online polls, and other community engagement events. The participation and feedback from the City of Logan and the Hocking County community helped make this planning process successful.

Also, thanks to the Logan Theater for hosting the public workshop and a steering committee meeting.

# INTRODUCTION

The City of Logan lies in the heart of the Appalachian Ohio hills. It is the county seat of Hocking County, known for its natural beauty and a popular outdoor recreation destination.

The city and county boast an engaged and passionate community of business owners and residents actively seeking to keep Downtown Logan on the map with many year-round festivals, beautiful historic structures, and nationally recognized beautification efforts with America in Bloom.





*Figure 1: Downtown Logan is defined by its historic brick buildings. Source: American Structurepoint.*

## PLAN PURPOSE

The Downtown Logan Strategic Plan is an economic development playbook to provide recommendations and guidance for the next five years.



Figure 2: Downtown Logan Strategic Plan Study Area. Sources: ESRI, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, MRLC.

## STUDY AREA BOUNDARIES

The Downtown Logan Strategic Plan study area boundaries include Hunter Street East to Second Street West and Walnut Street South to Spring Street South. The study area also comprises Mulberry Street/Ohio State Route 93 between Downtown and US 33. Most of the study area is in an opportunity zone, as highlighted in Figure 2. The portions within the opportunity zone are also within the Logan Historic District, which was listed on the National Register of Historic Places in 2010.<sup>1</sup> While the study area comprises the focus of the physical analysis portion of the report, the City of Logan and the surrounding neighborhood were examined to ensure the findings represent the greater context and land use patterns connected to Downtown Logan.

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<sup>1</sup> [Logan Town Center | Historic Walking Tour | National Register](#)

## PLANNING PROCESS

The Downtown Logan Strategic Plan was created using American Structurepoint’s Vision2Action process, a collaborative and action-oriented planning process. The primary responsibility of any planning process is to provide in-depth identification of issues through a data-centric engagement process. To develop this strategic plan, the consulting team worked with city and county officials, economic development partners, and community members throughout the Educate, Explore, and Empower phases.

The details of activities accomplished in each phase are highlighted in Figure 3 below.

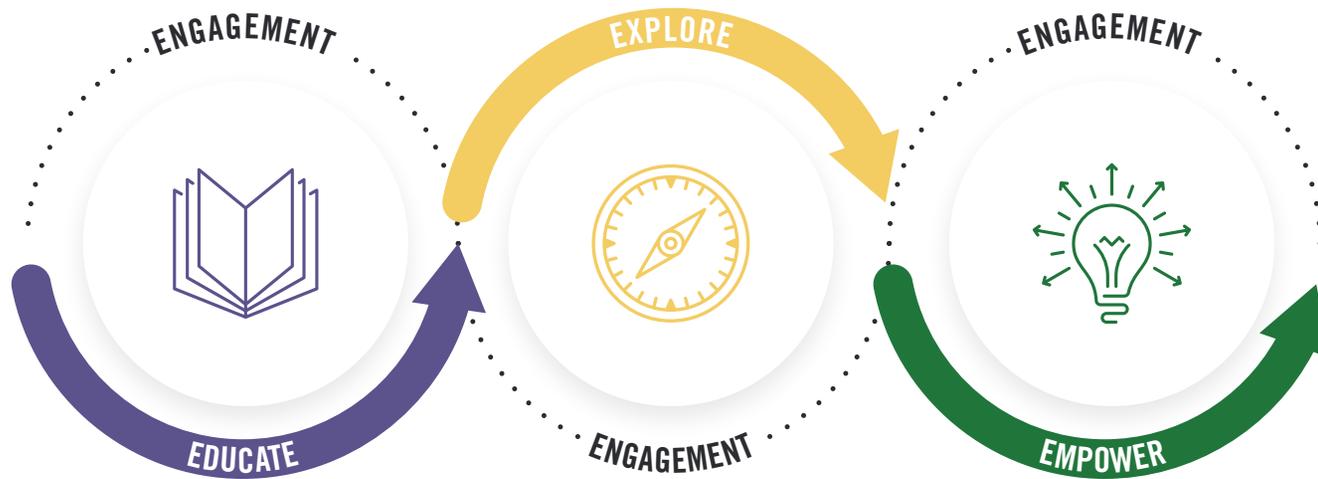
Phase 1: Educate	Phase 2: Explore	Phase 3: Empower
<ul style="list-style-type: none"> <li>• Project Kick-off Meeting</li> <li>• Public Workshop</li> <li>• Facebook public polls</li> <li>• Steering Committee Meetings #1</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Community Conditions Report</li> <li>• Public Engagement Summary</li> <li>• Initial Illustrations for the Main Street and Gateway Areas</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of Development Scenarios</li> <li>• Evaluation of Incentive Policy Options for the Corridor</li> <li>• Production of Conceptual Property Enhancement Concepts</li> <li>• Steering Committee Meeting #2</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Finalize the Goals Statement</li> <li>• Four Development Scenario Maps with Preliminary Design Concepts</li> <li>• Zoning Overlay Map</li> </ul>	<ul style="list-style-type: none"> <li>• Final Land Use Layout Map</li> <li>• Property Value Projected Growth Assessment</li> <li>• Final Renderings</li> <li>• Preliminary Utility Extensions Analysis</li> <li>• Zoning Overlay District Recommended Standards</li> <li>• Steering Committee Meeting #3</li> </ul> <p><b>DELIVERABLES</b></p> <ul style="list-style-type: none"> <li>• Final Strategic Plan Document</li> <li>• Final Concept Renderings</li> <li>• Critical Path Strategies</li> </ul>

## ORGANIZATION OF THE PLAN

This document outlines the key themes from input received and the Community Conditions Report (Appendix B – Community Conditions Report) during the Explore Phase. Each theme is then broken into goals and objectives to provide broad guidelines to achieve the vision for Downtown Logan.

Next, this document will present the Vision Statement, the guiding principle for the entire Strategic Plan. Following that, the goals and objectives will be introduced. These are meant to be broad guidelines to achieve the vision for Downtown Logan.

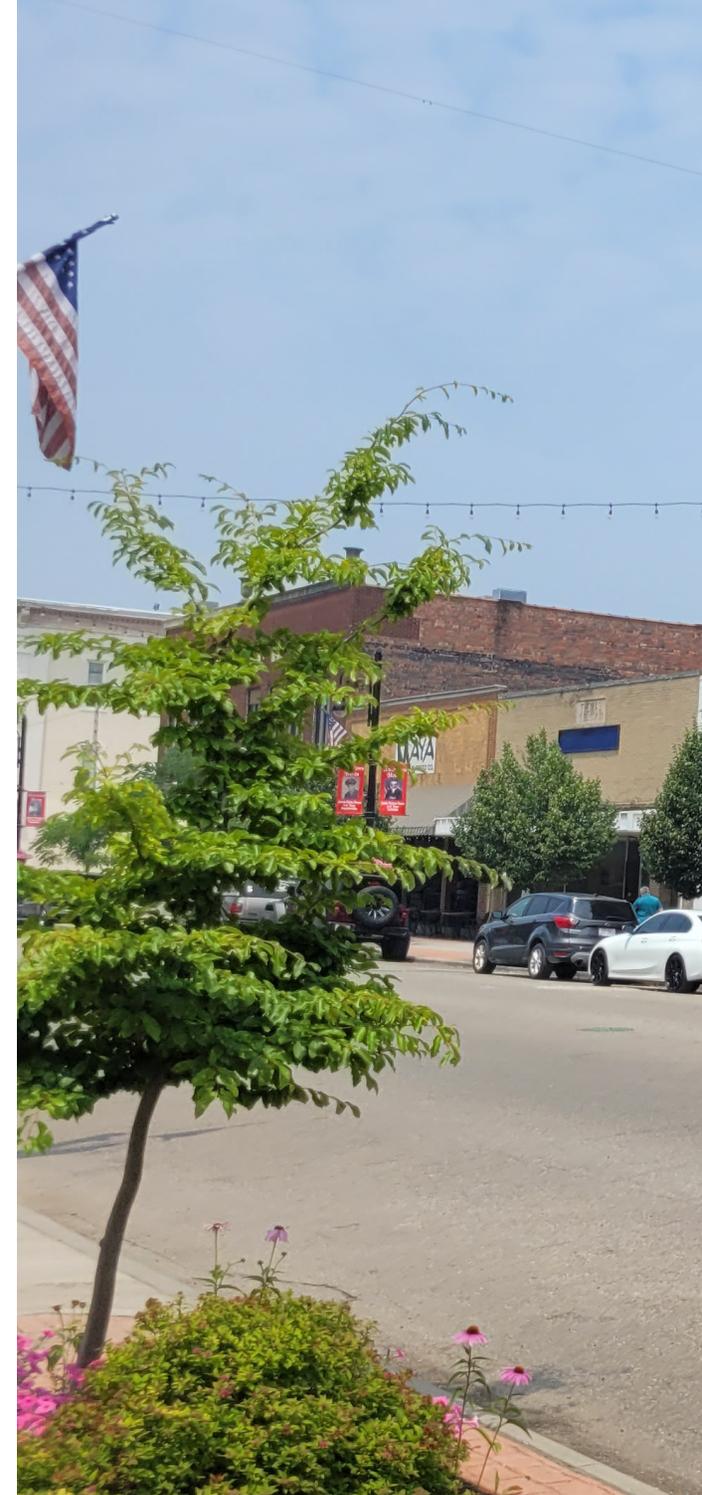
In the Implementation section, the document will lay out Critical Path Strategies. These strategies have been identified based on their ability to be accomplished in the next zero to five years. Factors considered were the need to begin a time-intensive process, potential funding availability, and impact on Downtown Logan. Each critical path strategy includes direct, actionable steps, estimated timelines, and estimated costs. These strategies are designed to propel the Strategic Plan implementation forward effectively.



## COMMUNITY CONDITIONS ANALYSIS VS. DOWNTOWN LOGAN STRATEGIC PLAN APPROACH

The Community Conditions Analysis focuses first on providing a snapshot of existing conditions through the lens of multiple demographics and physical elements.

This summary (described below) describes Downtown Logan and its context as it is today. The remainder of the plan focuses on the future of Downtown Logan and strategies to implement a shared future vision. This first section of the plan discusses the City of Logan's key trends from the Existing Conditions Report and a summary of the public engagement conducted during the educate phase and its implications for the recommendations.





## EXISTING CONDITIONS SUMMARY

Before making any recommendations, understanding the community's history, past and ongoing planning efforts, and past and present demographic and socioeconomic trends was essential.

### City of Logan Existing Conditions Report Key Trends:

- **Population Trends and Projections:** City of Logan's population increased from 7,231 in 2010 to 7,367 in 2022, an increase of 136 residents. Population projections helped indicate continued growth, with an additional 65 residents from 2020 to 2030 and around 310 residents from 2030 to 2050.
- **Median Age:** The City of Logan's median age increased from 38.2 in 2010 to 40.4 in 2022. The percentage of residents under 19 decreased from 27.2 percent in 2010 to 24.4 percent in 2022, and the number of seniors aged 60 and above increased from 22.0 percent in 2010 to 27.0 percent in 2022.
- **Tourism:** Hocking Hills State Park and Wayne National Forest attracted \$161.7M in sales in 2019. Tourism accounted for 1,139 jobs, nearly 15 percent of Hocking County's employment. Tourism generated \$21M in tax revenue in 2019, saving households an average of \$392.
- **Gap Analysis Summary:** Gap analysis indicated potential retail opportunities in the city. Considering tourism's impact, specific categories like restaurants, gas stations, and certain clothing stores could have higher demand.
- **Home Values:** The median home value in 2022 was \$133,571, lower than Ohio's (\$189,226) and national (\$283,272) median values.

These trends highlight Logan's evolving demographics, including population growth, demographic changes, tourism's impact, and housing dynamics. Understanding these key trends is essential for decision-making and effective planning for downtown Logan.





KING HILLS

## **COMMUNITY ENGAGEMENT OVERVIEW**

Stakeholder input is essential because it helps capture users' needs, the feedback from which can enhance the redevelopment of Downtown Logan. Input for the Downtown Logan Strategic Plan included the following components:

1. Steering Committee meetings were scheduled to discuss the project's current and future phases and ensure the Plan's accuracy.
2. Facebook Polls and advertisements were created as an online public engagement platform to receive input from Logan's community.
3. A public workshop was offered to present the project and to discuss the community's needs and wants for the study area on July 26, 2023.

### **STEERING COMMITTEE MEETINGS**

The first steering committee meeting was held on June 28, 2023, and served as an introduction to the project for the steering committee team. The steering committee was introduced to roles and responsibilities for the Downtown Logan Strategic Plan. Interesting facts about the City of Logan were presented. A "Kevin Lynch" mapping activity was conducted during this meeting in which the team members had the opportunity to help identify paths, edges, districts, nodes, and landmarks within the City of Logan. The Kevin Lynch mapping activity was then digitized, as illustrated in Figure 4.



Figure 4: Kevin Lynch mapping activity. Source: American Structurepoint.



Figure 5: LEGO mapping activity. Source: American Structurepoint.

The second steering committee meeting was held on July 26, 2023. This meeting included presenting the Community Conditions Report findings, initial design concepts, and results from Facebook polls. The steering committee team was introduced to the LEGO mapping activity (Figure 5) during the second meeting. The activity allowed the members to identify land uses and building heights for the study area. Land uses included residential, commercial/retail, institutional, and industrial. Workshop findings were discussed, and project staff asked about appropriate land uses for Downtown.

The draft plan was presented at the third steering committee meeting on September 14, 2023. The group provided feedback on the proposed Critical Path Strategies and the development concepts. With a few comments, the group generally agreed with the proposal.

### FACEBOOK POLLS

The Facebook polls and advertisements reached over 14,000 users, and 48 poll responses were received. The first poll question asked how often the respondent visits Downtown. This question received 36 replies, and 75 percent of respondents reported visiting Downtown Logan two to five times a week.

The second question asked why respondents visit Downtown. This question received six responses, and 67 percent of responses stated that they go Downtown for dining, shopping, and events.

Lastly, when asked if mixed-use development would be a good fit for Downtown Logan, 100 percent of the six respondents believed it would be a good fit..

#### HOW OFTEN DON YOU VISIT DOWNTOWN?

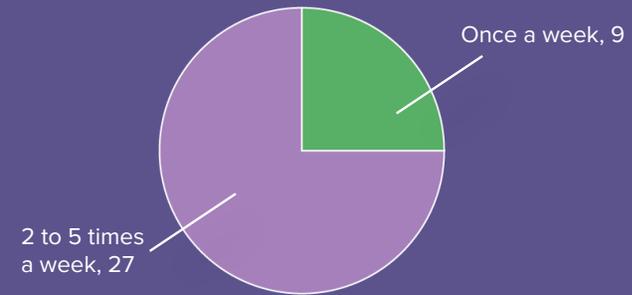


Figure 6: Facebook Poll One. Source: American Structurepoint.

#### WHAT BRINGS YOU TONDOWNNN LOGAN?

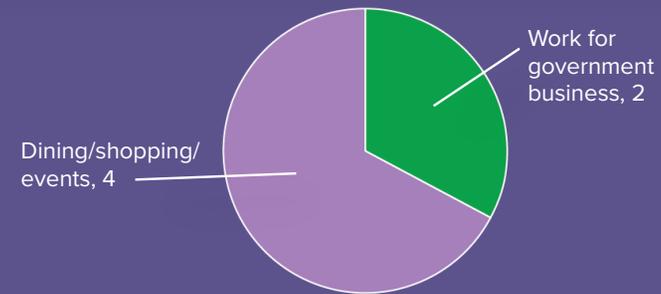


Figure 7: Facebook Poll Two. Source: American Structurepoint.

#### HOW DO YOU FEEL ABOUT MIXED-USE BUILDINGS IN DOWNTOWN LOGAN?

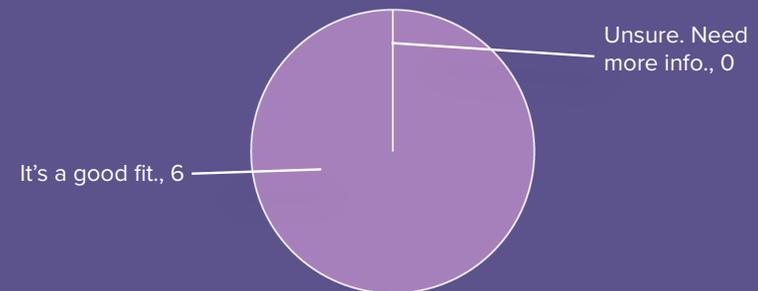


Figure 8: Facebook Poll Three. Source: American Structurepoint.

## PUBLIC WORKSHOP

A public workshop was hosted on July 26, 2023. It was open to the general public to share their opinions on the future development of Downtown Logan. The event was advertised through paid ads on Facebook and by word-of-mouth.

The public workshop, held at the Logan Theater, was attended by 30 participants. The consultants welcomed people and then offered visitors to visit the board stations. Boards contained design concepts for Main Street and the US 33 gateway. The community could share their opinions at each board station by annotating maps, providing comments to project staff, or voting for preferred concepts with sticky dots.

These comments and discussions served as a solid foundation for shaping the future of Downtown Logan. These collective insights and input from various community members were presented to the steering committee for review and comment. The distribution of comments received between the steering committee and the public workshop is summarized in Figure 9.

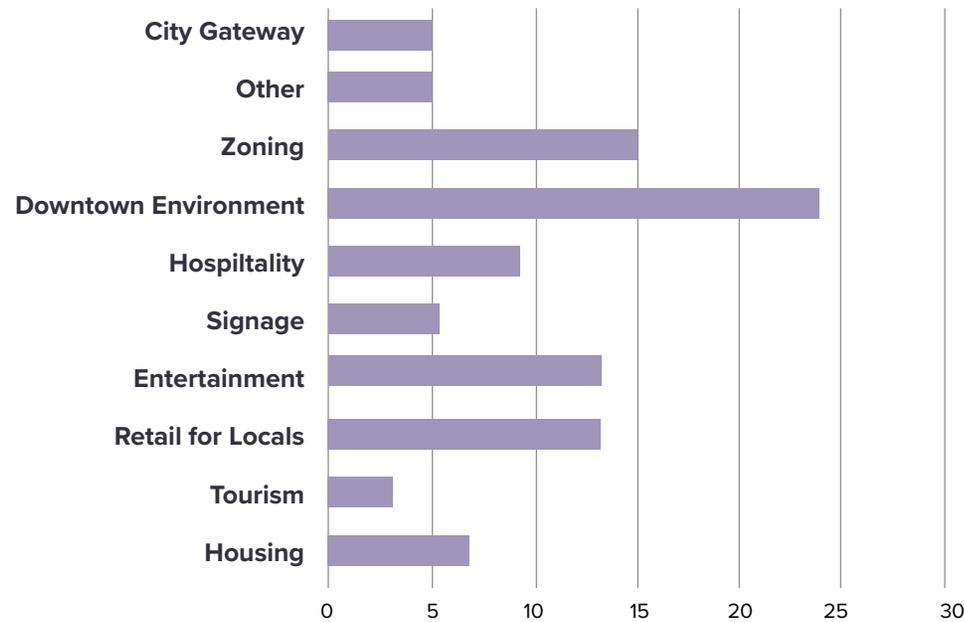


Figure 9: Distribution of Feedback Themes. Source: American Structurepoint.



Figure 10: Public Workshop on July 26, 2023. Source: American Structurepoint.



Figure 11: Public Workshop on July 26, 2023. Source: American Structurepoint.

### **HOCKING COUNTY VETERANS SERVICE COMMISSION**

Logan officials impressed the importance of Worthington Park to local veterans, particularly the existing monument and memorials. While other engagement events were open to the public and a steering committee member is a local veteran, the project team sought direct veteran input for the Worthington Park development concept at the Veterans Service Commission meeting on September 6, 2023. All five board members felt that the memorials should not be moved.

### **HOCKING COUNTY FAIR**

American Structurepoint Inc. spoke with over 100 residents the Hocking County Fair on September 14 and 15, 2023, to get resident feedback on the initial design concepts for Worthington Park, the East Main Street streetscape, and the Mulberry Street gateway. Most respondents liked the enhanced park concept. Many would like to have a gazebo in the park; however, a few noted that they did not see keeping the existing gazebo as imperative, and others inquired about its current condition. All respondents liked the gateway concept as presented. There was a strong preference for Option 1 for the East Main Street streetscaping. Respondents did not want to see any changes to on-street parking or turn lanes and felt that the current plantings along the street were adequate. They did want to see enhanced intersections, as shown in Option 1 and Option 2.



Figure 12: Hocking County Fair public engagement. Source: American Structurepoint.

## EXISTING PLANNING RESOURCES

A summary of the Hocking County Comprehensive Plan and the Downtown Logan Redevelopment Plan is provided in the Community Conditions Report (Appendix B – Community Conditions Report) to understand the content and its relationship with Downtown Logan. Important key objectives related to this plan include:

### **Key objectives from the Hocking County Comprehensive Plan and the Downtown Logan Redevelopment Plan:**

- 1. Economic Diversification and Revitalization:** The plans aim to attract diverse economic activities, including innovation, tourism, and “white collar” jobs, to drive investment, increase property values, and stimulate local economic growth.
- 2. Infrastructure and Connectivity:** The plans recognize the importance of mobility connections to improve accessibility, safety, and overall connectivity within the region.
- 3. Historic Preservation and Arts/Culture:** The redevelopment plan emphasizes historic preservation and the integration of arts and culture to enhance the downtown area’s appeal, attract new residents, and create a vibrant community.
- 4. Community Engagement and Quality of Life:** Both plans focus on improving residents’ quality of life through community investment, job opportunities, and initiatives that make the area more attractive and livable.
- 5. Zoning and Urban Development:** The downtown redevelopment plan highlights the importance of thoughtful zoning amendments and incentives to encourage urban development and residential growth.

## SWOT ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is performed to identify a community's internal strengths and weaknesses and identify external opportunities and threats. Once we identify strengths and weaknesses, we can use that information to determine opportunities to maximize strengths and address weaknesses. Threats may cause the community to struggle or not achieve potential opportunities.

To conduct this SWOT analysis, our team gathered information from the Community Conditions Report, public workshop, and steering committee to determine what significant factors should be considered as the community continues to develop.

Positive	Negative
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Less than an hour’s drive to Columbus</li> <li>• Proximity to many state and national parks and nature preserves</li> <li>• Downtown Logan DORA</li> <li>• Existing pedestrian connectivity</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Older housing stock</li> <li>• Lack of upper-story apartments that require a conditional use</li> <li>• Difficult to find parking</li> <li>• Sidewalk condition issues outside of Main Street</li> <li>• Sidewalk condition issues outside of Main Street</li> <li>• The local retail gap is not large enough to attract national chains</li> <li>• Lack of unifying brand and vision between Downtown businesses</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Vacant lots for new development</li> <li>• Tourism to support retail and restaurants</li> <li>• Downtown multi-family housing</li> <li>• ACGP bike trail project to connect to Downtown</li> <li>• Need additional bike parking</li> <li>• Regular farmer’s market</li> <li>• Tie into river and local history</li> <li>• The demand for apartment units</li> <li>• Competitiveness between local business owners</li> <li>• Large daytime population commuting into Logan that could become permanent residents</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Logan’s population is aging</li> <li>• The number of households is decreasing</li> <li>• Aging historic structures</li> <li>• A significant portion of out-of-town landownership holding vacant buildings and land</li> <li>• Short-term rentals are a more attractive business model compared to attainable housing</li> <li>• Tourism is pricing out locals (taxes, rents, land cost, entertainme</li> </ul>

## **DOWNTOWN VISION**

“A Downtown Logan that is attractive, convenient, livable, accessible, and economically vibrant for residents, businesses, and visitors. Downtown Logan is the destination for year-round residents, tourists, and local entrepreneurs.”

## **FOCUS AREAS**

A strategic plan aims to outline and guide community and economic development for Downtown Logan to achieve its fullest potential and vision. To address all future ideas, a comprehensive plan must handle various topics that affect the community. These topics become the goals that influence the objectives and strategies within this plan. The goal themes for Downtown Logan are:

- Housing
- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment
- Zoning





## GOALS

The goals in this plan represent general statements aimed at guiding long-term outcomes for the community. These goals are carefully designed to encompass plan focus areas and link all objective statements to familiar themes. In total, the Downtown Logan Plan comprises four goal statements.

### PLAN GOALS

1. Foster attainable housing opportunities for residents
2. Maximize the existing Downtown Redevelopment Districts
3. Make Downtown Logan a destination for locals as well as tourists
4. Support local business development

### OBJECTIVES

Objective statements are essential to better understand the more detailed strategies mentioned later within this plan. The statements are policy objectives related to the previously mentioned goals. These statements are aspirational to guide the study area toward its future goals and overall Downtown Vision. They were created using a variety of data and public input as the primary sources, including:

- Past planning documents from the community;
- Input from the leadership group; and
- Input from the public engagement efforts.



# HOUSING

Housing in the downtowns of small cities plays a pivotal role in fostering inclusivity, economic growth, and vibrant urban living. By offering a range of housing options that cater to diverse income levels, cities ensure that essential workers, young professionals, and families can reside close to their workplaces and urban amenities. Attainable housing initiatives, such as mixed-use developments and adaptive reuse projects, address the housing affordability challenge, stimulate the local economy, and contribute to a lively urban atmosphere. This approach ultimately results in a more equitable, dynamic, and prosperous urban environment for all residents.

*Figure 13: An example of Downtown Logan living. Source: American Structurepoint.*

### **PREVIOUS PLANNING EFFORTS<sup>2</sup>**

The Hocking County Land Use Plan noted the following goals:

- Diverse residential growth, infrastructure improvements, and economic development are the top opportunities identified by respondents.
- Diversity in housing options is needed for locals to be accommodated in their housing needs.

Downtown housing was listed as a challenge within the Downtown Redevelopment Plan. The 2019 plan study participants sought opportunities to attract more professional jobs and Millennials to Downtown.

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<sup>2</sup> [2022 Hocking County Land Use Plan](#)









## WHAT WE HEARD

The following comments were received during the public workshop and the second steering committee.

- **Tourism is Pricing Out Locals:** Successful tourism in the area drives up overall pricing, including land costs and taxes. Opportunities for apartment living downtown are being converted into short-term rentals, as they are viewed as a more lucrative business opportunity. However, steering committee members agreed that Downtown is the best place for short-term rentals compared to other parts of the city.
- **Long Waitlists:** Steering committee members noted that all apartment listings city-wide receive many inquiries. Local developers and landowners recognize the need and want to help; however, the cost of converting downtown buildings to apartments is prohibitively high without incentives. New construction faces the challenges of feasible infill and redevelopment sites often held by property owners not interested in selling. There was also concern about property value and rent inflation with downtown improvements and rehabilitation.
- **Zoning Challenges:** The study area is predominately zoned B-1 Central Business District, where all residential uses are listed conditional, requiring approval by a formal public hearing process.

## TAKE-AWAYS FROM THE COMMUNITY CONDITIONS REPORT

1. **Aging Housing:** Approximately 58 percent of housing was constructed before 1980. Stakeholders and workshop participants expressed concerns over some rental property maintenance and negligent out-of-town landlords. Approximately one-third of the study area is owned by persons or entities outside the City of Logan.
2. **Modest Population Growth Projected:** Between 2020 and 2050, Logan is projected to see approximately 300 to 400 new residents. This population increase will drive the need for more infrastructure, services, and housing.
3. **Daytime Population Shift:** Approximately 3,500 commuters, or about 80 percent of the workforce, come to Logan daily for employment. In 2020, approximately 75 percent of the employed population worked in Services, Retail, Finance, Insurance, and Real Estate. Some of these commuters may decide to reside in Logan, provided attainable housing and new job opportunities Downtown.

## RELEVANT GOALS

1. Foster attainable housing opportunities for residents
2. Maximize the existing Downtown Redevelopment Districts
3. Make Downtown Logan a destination for locals as well as tourists
4. Support local business development

## OBJECTIVES AND STRATEGIES

Create a year-round, local presence to encourage vibrancy, attainable housing, and pedestrian activity in Downtown.

- **Strategy:** Revise Downtown zoning standards that encourage mixed-use development and support the other goals and objectives of this Plan.
- **Strategy:** Increase the number of units available by evaluating all City codes.
- **Strategy:** Develop an upper-story apartment conversion assistance program.





## MISSING MIDDLE HOUSING

Past planning efforts and feedback from engagement activities note housing as a challenge for Downtown, particularly for younger professionals. According to development firm SEH, remote work has made it possible for many Gen Z and Millennial professionals to seek out living in smaller communities to avoid cramped, noisy, larger cities plagued with traffic.<sup>3</sup> Those groups are particularly interested in communities with rental options and access to outdoor recreation. At the same time, many Baby Boomers are electing to transition out of single-family residences for housing options that are flexible, affordable, and walkable. One solution for all cohorts is “Missing Middle” housing units.



Figure 14: Missing Middle Housing. Source: [What is Missing Middle Housing?](#)



According to [missingmiddlehousing.com](http://missingmiddlehousing.com), missing middle housing is: “house-scale buildings with multiple units in walkable neighborhoods. These building types, such as duplexes, fourplexes, cottage courts, and courtyard buildings, provide diverse housing options and support locally serving retail and public transportation options. They are called ‘missing’ because they have typically been illegal to build since the mid-1940s. They are called ‘middle’ because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings in terms of form and scale, as well as the number of units and, often, affordability. In the Figure 14, the missing middle types are shown in yellow, providing many housing options in-between the single-family homes and higher intensity apartment buildings, both shown in white.”<sup>4</sup>

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<sup>3</sup> [Why Missing Middle Housing is an Emerging Trend in Multi-Family Development](#)

<sup>4</sup> [What is Missing Middle Housing?](#)

The strategies outlined in this plan aim to generate this missing middle housing by finding attainable housing opportunities within existing vacant structures Downtown. The first strategy is to remove zoning barriers to providing housing units within the B-1 Central Business District, where most of the Downtown area is zoned. Few opportunities for residential new construction or redevelopment exist with this parking requirement. Since 2018, BZA records reflect no applicants have sought a conditional use permit for residential uses within the study area. The second strategy recommends a local building code audit to identify and evaluate similar barriers. The third strategy, an upper-story apartment conversion assistance program, seeks to remove the private market barriers currently disincentivizing developers and property owners from providing attainable housing in Downtown. As noted earlier in this section, these barriers are the high cost of renovation and the more attractive business model of providing short-term rentals.

# TOURISM

**As mentioned earlier in this Plan, Downtown Logan has a complex relationship with tourism.**

On one hand, the city benefits from the many visitors that come to Downtown for public events, shopping, and dining. However, study participants were curious about the direct or indirect benefit Downtown receives from tourism. Locals feel priced out of local sit-down restaurants, feel Downtown is not geared toward their needs, and feel inconvenienced by road closures during public events.

While creating pressure on residents, these events are a regional draw and create a sense of community through its year-round public events programming and festivals, many of which occur at Worthington Park. For example, the Logan Frozen Festival is an annual Winter event in the study area. The event features family-friendly entertainment, 25 ice sculptures, ice games, ice sculpting demonstrations, live entertainment, locally-owned restaurants, and food trucks.<sup>5</sup> In the Fall, the Hocking Hills Bigfoot Festival takes place Downtown, with a sasquatch meet and greet and craft show. In 2023, the Bigfoot Festival attracted approximately 40,000 people to Downtown.

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<sup>5</sup> [About Logan Frozen Festival](#)

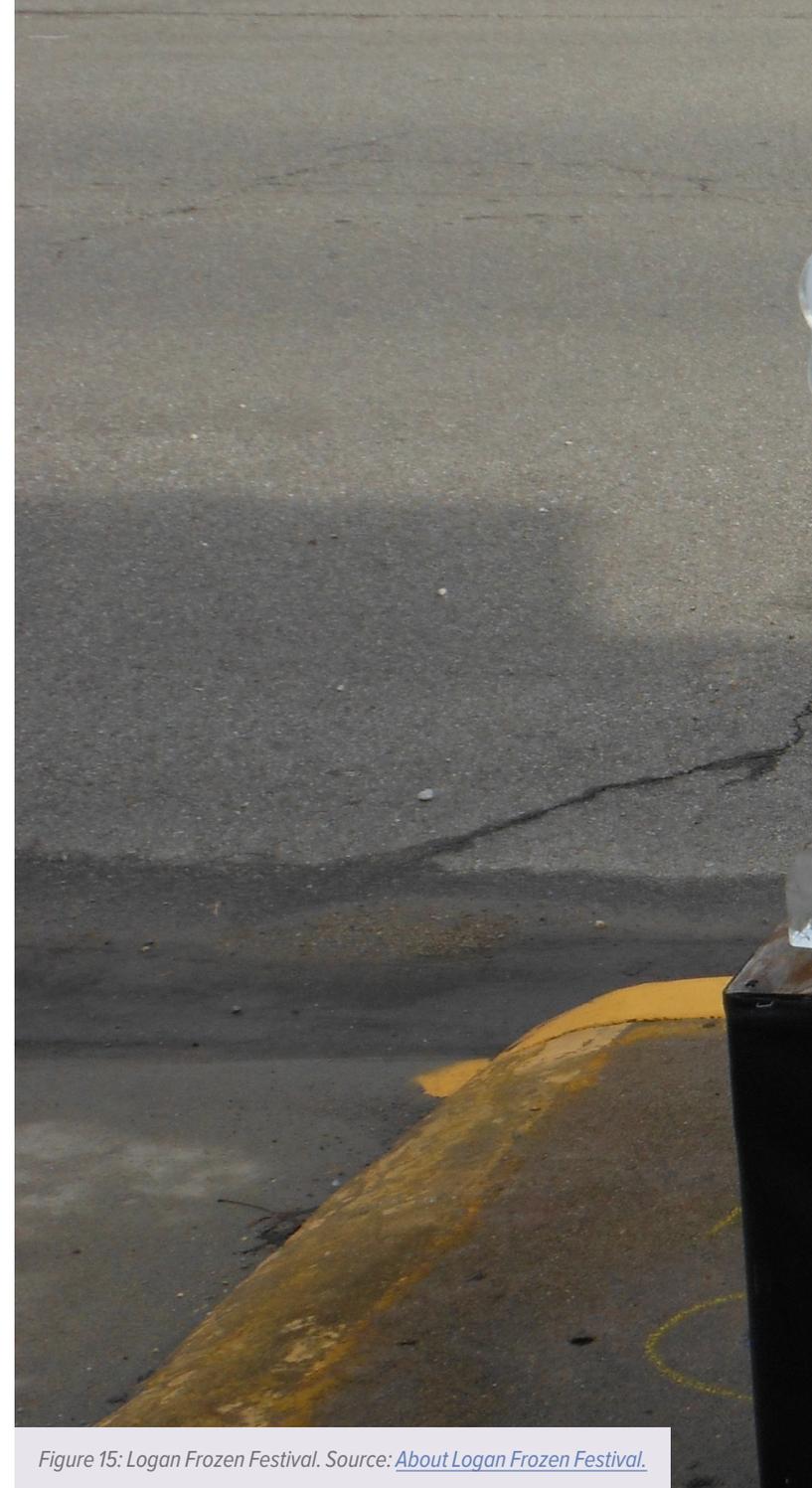


Figure 15: Logan Frozen Festival. Source: [About Logan Frozen Festival](#).



*Sponsored by:*  
**Hocking  
Hills  
Tourism  
Association**





## PREVIOUS PLANNING EFFORTS<sup>6</sup>

The Hocking County Land Use Plan goals include:

- Desire to capitalize on tourism, work-from-home culture, and parks.

## WHAT WE HEARD

- **Need to Balance Tourist Needs with Local Needs:** Hocking Hills Tourism Association is investigating Hocking County's tourism controls.
- **Discounts for Locals at Restaurants:** Before COVID-19, we heard that some local dining offered a deal for locals, particularly for lunch. A few respondents hoped to see these types of offers available again.
- **Need to Attract Visitors to Downtown Outside of Public Events:** Local businesses cannot survive on the intermittent revenues generated from tourism alone, especially in the winter months. Downtown needs a gateway with “bread crumbs,” such as wayfinding signage, community name on the highway overpass, and other place-based branding features to entice motorists on US 33 to turn onto OH-93/ South Mulberry Street. The existing community gateway signage is too far north to create this desired draw.

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<sup>6</sup> [2022 Hocking County Land Use Plan](#)

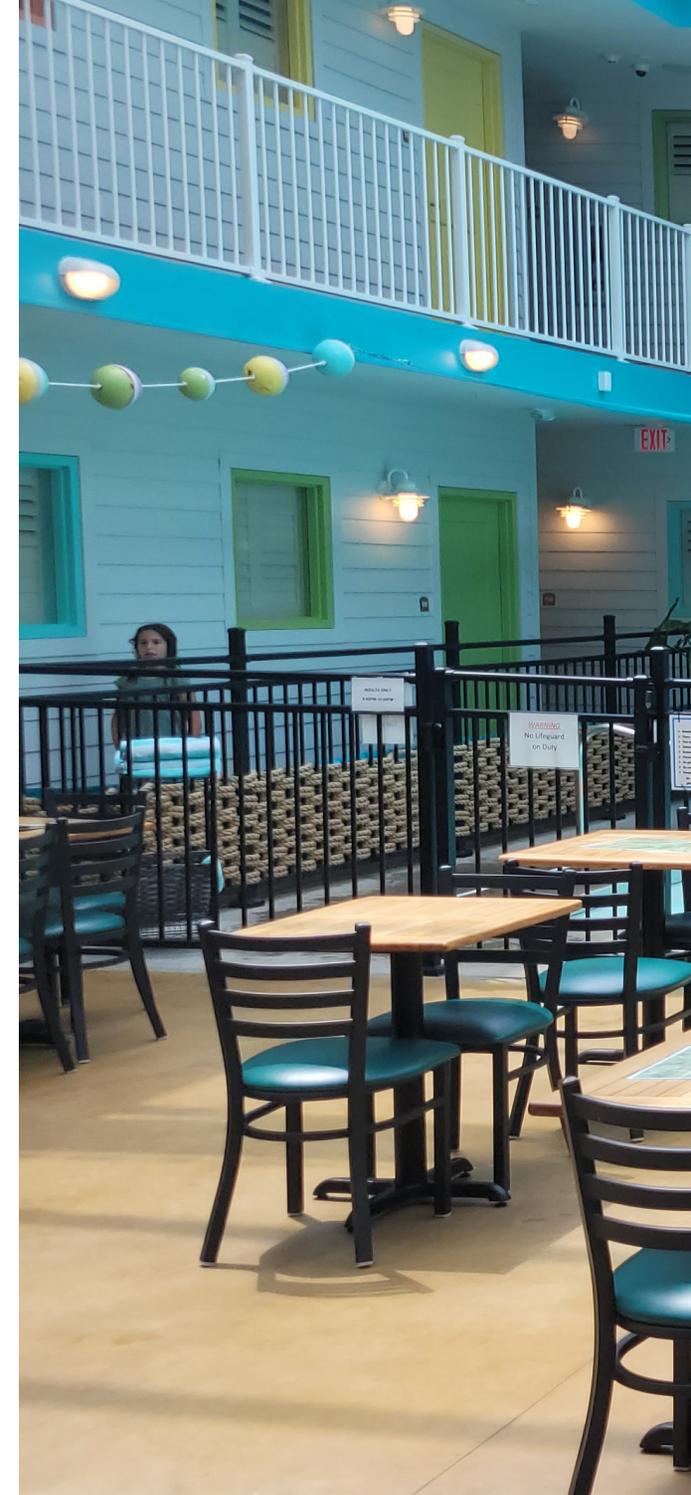
## RELEVANT GOALS

1. Maximize the existing Downtown Redevelopment Districts
2. Make Downtown Logan a destination for locals as well as tourists
3. Support local business development

## OBJECTIVES AND STRATEGIES

Generate traffic from US 33 to Downtown Logan businesses.

- **Strategy:** Implement a Wayfinding Signage Plan to direct residents and visitors to businesses and points of interest within Downtown.
- **Strategy:** Encourage winter travels to enjoy Logan in less popular tourist months through targeted advertising campaigns.





# TARGET RETAIL AND ENTERTAINMENT FOR LOCALS

The community discussed the price escalation of goods and services during stakeholder meetings and a public workshop. Tourism is essential for the City of Logan and Hocking County as it generates income for various businesses in the area. However, it is crucial to recognize that while tourism offers numerous benefits, there can also be challenges and downsides associated with its impact. One notable concern is the potential adverse effects on the quality of life for locals. Because of considerable tourist activity, the demand for goods and services escalates, leading to increased prices across various services, referred to as “tourist inflation.” By proactively acknowledging and addressing these concerns, the City of Logan and the Downtown can grow into a destination that not only captivates visitors but also ensures the sustainable well-being of its residents.



Figure 16: Downtown Retail and Entertainment. Source: American Structurepoint.



### PREVIOUS PLANNING EFFORTS<sup>7</sup>

Below are responses from the survey conducted by The Montrose Group, LLC, for the 2019 Downtown Logan Redevelopment Plan.

What could or should be done in Downtown Logan to get people to spend more time and money here?

- Affordable rental space for new business
- Pedestrian traffic only from Mulberry to Spring Street
- More outdoor restaurants
- Grocery stores
- Make property owners responsible for their buildings
- Enforce building codes
- More variety in shopping
- Camping/outdoor store
- Movie theater
- Coffee shop
- Expand the park

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<sup>7</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.





## WHAT WE HEARD

Comments received during steering committee meetings and the public workshop included the following:

- **Bike Path and River:** There is an interest in establishing a bike path along the river to enhance recreational opportunities and promote outdoor activities.
- **DORA Boundary:** The presence of a “DORA” (Designated Outdoor Refreshment Area) Downtown was noted by participants as a positive addition to downtown.
- **Winter Activities:** The idea of introducing more winter activities, such as ice skating, to increase attractions and engagement during colder months.
- **Family-Oriented Activities:** There is a desire for activities that cater to families, like a theater with an attached arcade, suggesting a need for diverse entertainment options.
- **Affordable and Varied Entertainment:** Participants enhanced the need for entertainment options that are affordable and accessible. They would like to see more affordable, sit-down restaurants with various cuisines, such as Thai or Indian, and “cool” places to hang out, like rooftop bars.
- **Local Daily Needs:** Respondents wanted more retail targeted for everyday needs, like quality home furnishings, clothing, and personal care needs.

### DORA

A Designated Outdoor Refreshment Area (DORA) is an exception to the Ohio Revised Code’s Open Container Law. Residents mentioned DORA during the public workshop. DORA allows patrons of an establishment serving alcohol to take an open container of alcohol out of business and walk around the designated DORA boundaries. The boundaries of DORA include Hunter Street, Walnut Street, Second Street, and High Street, which include the full extent of the study area. Participant businesses in this area include Shamrock, Maya Burrito, Hocking Hills Moonshine, and 58 West.<sup>8</sup> Some residents see the designated area as an entertainment opportunity as they can walk around Downtown while enjoying an alcoholic beverage in a designated DORA cup. City officials noted that the area’s lack of available liquor licenses prevents more businesses within Downtown from participating.

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<sup>8</sup> [Designated Outdoor Refreshment Area](#)

### **TAKE-AWAYS FROM THE COMMUNITY CONDITIONS REPORT**

The retail gap analysis conducted in the Community Conditions Report reflected the leakages for locals in full-service restaurants, clothing and clothing accessories stores, and health and personal care stores.

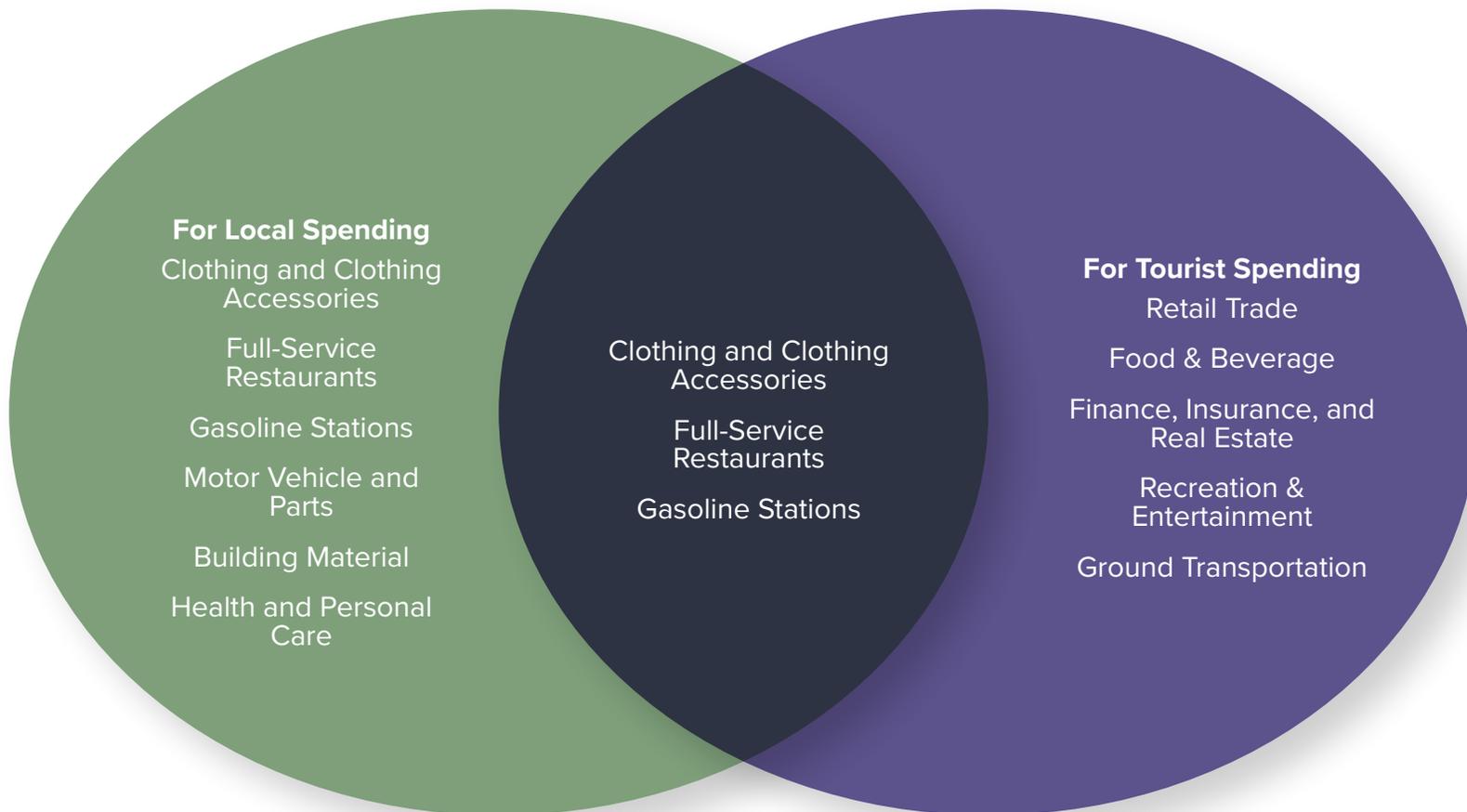
### **RELEVANT GOALS**

1. Maximize the existing Downtown Redevelopment Districts
2. Make Downtown Logan a destination for locals as well as tourists

### **OBJECTIVES AND STRATEGIES**

**Offer diverse entertainment, shopping, and dining opportunities that attract residents and visitors.**

- **Strategy:** Encourage entrepreneurs and local businesses to serve underserved retail NAICS market areas.
- **Strategy:** Create more events during the winter months when tourism numbers are reduced.



*Figure 17: Target Retail for Locals and Tourists*

# DOWNTOWN ENVIRONMENT

**Recent beautification efforts spearheaded by local groups as part of the American in Bloom competition have shown that physical improvements have real impacts.**

Community members stated they would like to see continued development of the downtown environment, more seating opportunities, and replicating the natural beauty found throughout the Hocking Hills area. Creating this type of enjoyable physical environment will help downtown beyond pleasing aesthetics. This environment encourages residents and visitors to “linger” after going to dinner and walking around, potentially visiting more than one store.

## **PREVIOUS PLANNING EFFORTS<sup>9</sup>**

Below are responses from the survey conducted by The Montrose Group, LLC, for the 2019 Downtown Logan Redevelopment Plan.

What are the three biggest challenges or negatives in Downtown Logan?

- No nightlife
- Lack of dining
- Parking during the day
- Lack of housing
- Empty buildings
- No open-air dining
- Nothing to do

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<sup>9</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

## WHAT WE HEARD

- **Business and Experiences:** The community believes there is potential for more cooperation to create a vibrant downtown atmosphere.
- **Urban Planning and Design:** The community would like to preserve the architecture and preservation of historic structures in the area. Also, they mentioned river integration as they see it as a current missed opportunity.
- **Pedestrian Connectivity:** The community emphasized the importance of creating pedestrian-friendly sidewalks, creating bike paths, and offering bike racks around downtown.
- **Community Engagement and Development:** There is a desire for community-driven improvements with funding support.

## TAKE-AWAYS FROM THE COMMUNITY CONDITIONS REPORT

The identification of redevelopment opportunities and the focus on urban design principles indicate a potential for positive transformation and enhancement of the downtown environment.

- **Building and Parcel Conditions:** Most buildings were considered “Good,” primarily commercial and institutional structures. The presence of “Average” and “Vacant” parcels suggests opportunities for future redevelopment, enhancing the overall vibrancy of the downtown area.
- **Urban Design Principles:** Downtown boundaries were evaluated based on Lynch’s elements: paths, nodes, edges, districts, and landmarks. Points of emphasis were identified within and around the downtown study area. Key landmarks, such as the Hocking County Courthouse and Worthington Park, contribute to the area’s identity.

## RELEVANT GOALS

1. Foster attainable housing opportunities for residents
2. Maximize the existing Downtown Redevelopment Districts
3. Make Downtown Logan a destination for locals as well as tourists
4. Support local business development

## OBJECTIVES AND STRATEGIES

### Utilize Downtown's built environment to create a sense of place and identity.

- **Strategy:** Insert public art, signage, or branding elements into the “left-over” spaces within Downtown.
- **Strategy:** Use “left-over” spaces, such as vacant parking lots and on-street parking spaces, to create temporary seating and outdoor dining areas.
- **Strategy:** Expand Worthington Park as a Downtown activity focal point and public event space.
- **Strategy:** Add diverse public spaces to Main Street to encourage residents and visitors to “hang out” and spend more time on Main Street.
- **Strategy:** Create a parking deck near Worthington Park.

### Create a unique gateway and connection to the US 33 and SR 93 intersection.

- **Strategy:** Work with the Ohio Department of Transportation (ODOT) to determine the feasibility of enhancements on State right-of-way and wayfinding signage along US 33.
- **Strategy:** Implement a design for landscaping enhancements, signage, and a walking path/trail along Mulberry Street to connect downtown to Kachelmacher Park.

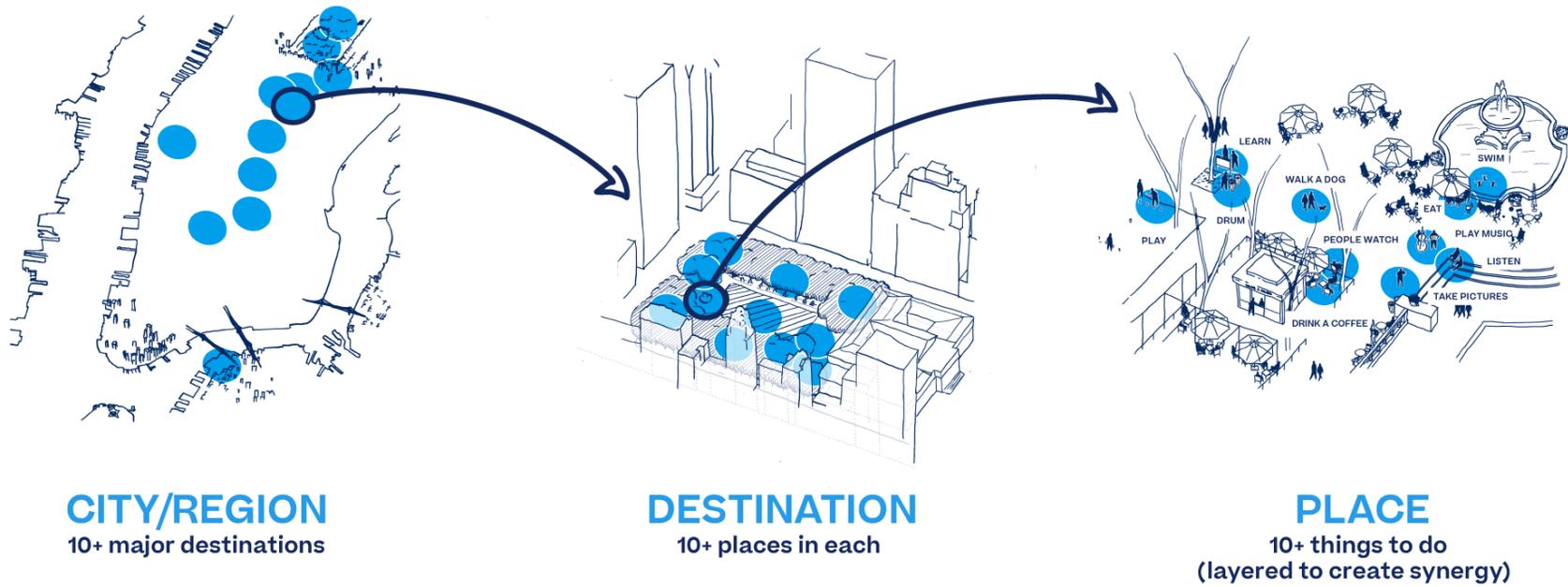




Figure 18: The existing South Mulberry Street gateway into Downtown. Source: American Structurepoint.

# Power of 10+

## How Cities Transform Through Placemaking



Project  
for Public  
Spaces

Figure 19: Power of 10+ Conceptual Diagram. Source: [Project for Public Spaces](#).

## DEVELOPMENT OPPORTUNITIES

Through input from stakeholders, an existing conditions report analysis, and a market assessment report, key development opportunities were identified with the help of the advisory team. These focus areas helped guide recommendations to create a unique downtown environment. In this section, the options of each focus area are described.

### THE POWER OF 10+<sup>10</sup>

“The Power of 10+ is a concept Project for Public Spaces developed to evaluate and facilitate Placemaking at multiple city scales. The Power of 10+ shows how paying attention to the human experience when building a city’s destinations and districts can have immediate and widespread impacts.”

The idea behind The Power of 10+ is that places succeed when they offer the community ten or more reasons (10+) to be there, as shown in Figure 19. These can include but are not limited to sitting areas, art to touch, a café, a place to read the paper or drink a cup of coffee, food to eat, water features, history to experience, etc. Creating an appealing downtown environment is a key economic driver for Logan. Based on community comments, it is important to incorporate elements that provide a unique experience and encourage social interactions in Logan’s downtown.

In this section, different development opportunities are described. All of these development opportunities were created to create a unique downtown environment. The development opportunities of this plan include essential placemaking elements, including outdoor sitting areas, wayfinding signage, shade trees, umbrellas, etc. Multiple focus areas were chosen to connect entertainment and amenities.

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<sup>10</sup> [The Power of 10+](#)

## POWER OF 10+ EXAMPLES

Creating a district involved a variety of exciting nodes that add up to the Power of 10+. The following are examples of those nodes:

### PARKLETS WITH SEATING

A parklet is an approach that can be implemented along East Main Street, between North Market Street and North Mulberry Street, to help create a unique downtown environment. Temporary parklets can be installed in future on-street parking spaces or sidewalks along East Main Street. Parklets serve as an extension of the sidewalk, creating additional space for amenities. A parklet design can consist of café tables and chairs, activations such as arts and culture events, cycle hoop stations, etc. Day pop-up parklets can also be established with decorative plants, chalkboard figures, cornhole games, etc., all to encourage people to stop and interact.

### POP-UP SHOPS

Pop-up shops are short-term sales spaces that can last briefly as a day or for weeks. These pop-up shops allow emerging local businesses to engage with their communities and boost their brand awareness. Pop-up shops can be located in public open spaces or vacant storefronts. Logan residents emphasized the importance of creating a community downtown by diversifying public spaces for locals and visitors to provide them with various experiences. Setting up pop-up shops can be a starting point to achieve a general atmosphere downtown.

### WAYFINDING SIGNAGE

Wayfinding uses signage, color, and other design elements to help residents and visitors familiarize themselves with existing and new amenities in Downtown Logan. Implementing wayfinding signage was highly mentioned by the community from Logan to create a sense of place and identity in the area.

### FOOD TRUCK FESTIVAL

Food truck festivals could be an opportunity to support the mission of bringing people together and creating entertainment downtown. A food truck festival can feature local restaurants from the City of Logan and local vendors exhibiting crafts, jewelry, gifts, etc. Different food truck events could be planned during the summer along Main Street; this will also help activate the street and bring food traffic to the area.



1

Figure 20: Example of a parklet along a street showcasing sitting areas.  
Source: [Columbus Proves Parklets Don't Have to Be a Perfect.](#)



2

Figure 21: Example of a pop-up shop. Source: [Learn How to Set Up a Pop-Up Shop in 5 Easy Steps.](#)



3

Figure 22: Example of Wayfinding Signage.  
Source: [Wayfinding and Transport Signage.](#)



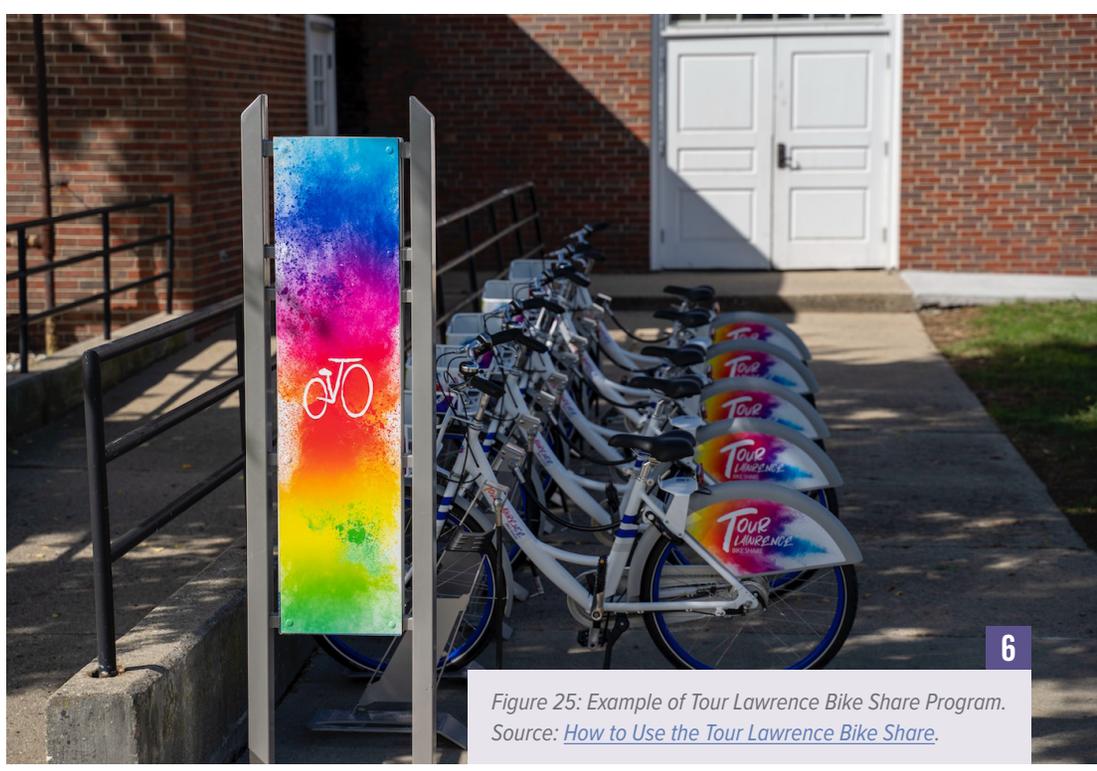
4

Figure 23: Example of Food Truck Festival.  
Source: [Food Truck Festival and Shop Hop.](#)



5

Figure 24: Short North District Gateway (Columbus, Ohio).  
Source: [Neighborhood - the Short North Arts District](#).



6

Figure 25: Example of Tour Lawrence Bike Share Program.  
Source: [How to Use the Tour Lawrence Bike Share](#).



7

Figure 26: Example of Brick Pedestrian Crossings. Source: [Urban Design Street Guide: Midblock Crosswalks](#).

### **GATEWAYS<sup>11</sup>**

A gateway is an enhanced entrance to a downtown area, a city, county, state, etc. Gateways can be an arch to a neighborhood street or an entrance corridor into a city with signs, lighting, and landscaping. The purpose of creating a gateway in downtown Logan is to create identity. Public input emphasized the importance of implementing gateways, especially along the river overpass.

### **BIKE SHARE STATIONS**

Planning for pedestrian-oriented development is essential for the community of Logan, and the community mentioned the need for bike racks around the City of Logan. Bike share programs can give Downtown Logan residents and visitors an affordable transportation option; a bike share program can also increase the connectivity around the city and help make downtown an experience for the residents and tourists.

### **BRICK CROSSWALKS<sup>12</sup>**

A crosswalk is designated for pedestrians and cyclists to cross vehicular roads safely. Drivers are expected to prioritize pedestrians or cyclists during interactions between them on the crosswalk. Using brick pavement on a crosswalk increases the safety level of the crosswalk as it increases its visibility and identification. Designing this type of crosswalk in Logan can also help emphasize its unique character and history.

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<sup>11</sup> [Gateways: Creating Civic Identity](#)

<sup>12</sup> [Pedestrian Safety Guide and Countermeasure Selection System](#)

### **DEVELOPMENT CONCEPT—EXPANDED PARK\***

At the Hocking County Fair, residents showed overwhelming support for enhancing Worthington Park. The proposed expanded Worthington Park design for Downtown Logan embodies a harmonious blend of calming pathways, distinctive overhead canopies, flexible spaces for various activities, a transformed Market Street, preserved monuments, and enhanced family-friendly areas. This proposed design fosters a deeper connection between people and their surroundings while honoring the area's historical significance. The design creates and strengthens the area's aesthetic appeal and enriches the overall experience for residents and visitors. The natural materials and layout chosen pay homage to Logan's history (brick from Logan Clay Products) and are inspired by the natural beauty of the Hocking Hills area (stone and timber construction).

\*Development concepts subject to change during final plan development.



Figure 27: Expanded Park Concept. Source: American Structurepoint.

### KEY ELEMENTS:

- 1. Calming Movement and Pathways:** One of the standout features of the new design is the incorporation of calming movement pathways. These pathways will provide an alternative to direct routes, offering an enjoyable way for people to explore the downtown area. This organic flow encourages relaxation and a deeper connection with the surroundings.
- 2. Overhead Canopies and Special Uses:** The community highly supported the overhead canopies as they add shade and unique design to the downtown area. These canopies will remain prominent, creating inviting spaces for pedestrians to gather and providing shade during sunny days. Furthermore, the design will incorporate open spaces to host various activities and events.
- 3. Market Street Transformation:** Responding to community preferences, Market Street is proposed to transform into a paved, curbsless street. This change is aimed at maximizing space and creating a vibrant atmosphere. Despite this transformation, it's important to note that North Market Street will remain accessible through traffic, ensuring convenience while enhancing the overall atmosphere.
- 4. Play Area:** This space will provide opportunities for recreational activities, fostering a sense of community engagement and providing a place for families and children to enjoy.



Figure 28: Play Area Concept Perspective. Source: American Structurepoint.

5. **Preservation of Monuments and Memorials:** The integrity of the center monument and the veterans' memorials and monuments was maintained throughout the design process. These critical historical elements remain central to the design, and steps have been taken to incorporate them into the overall layout.
6. **Enhanced Family and Community Areas:** The new design strongly emphasizes providing more areas dedicated to families and children. These spaces will feature interactive installations, play structures, and seating, creating an environment that encourages community bonding and family-friendly activities.
7. **Stage Area for Events:** Responding to the popularity of events like "Music in the Park," a dedicated stage area has been incorporated into the design. This stage will serve as a focal point for cultural and entertainment events, contributing to the vibrant social fabric of Downtown Logan.
8. **Power of 10+:** The Expanded Park concept incorporates elements that help create a place for the downtown. Some features incorporated include public gathering spaces, shade areas (canopy), sitting areas, history, art, music, entertainment, nature enjoyment, and people-watching areas. All of these elements contribute to the placemaking of Logan's Downtown.



Figure 29: Canopy Concept Perspective. Source: American Structurepoint.



Overhead Canopy



Climbing Boulder Play Area

Overhead Canopy

Existing Monument

Veteran's Memorial

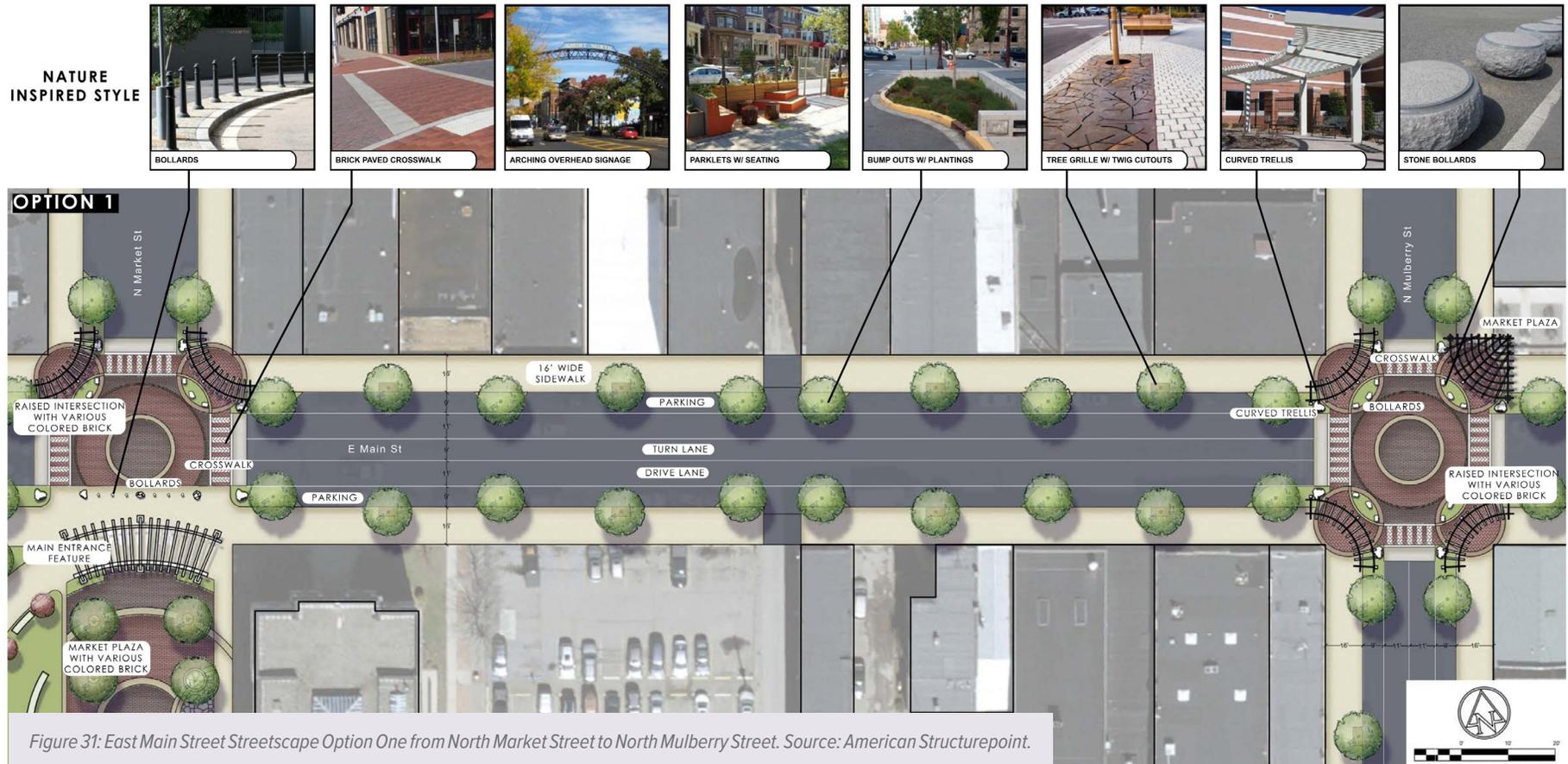
Natural Stone Seating Wall

Lawn Area

Figure 30: Expanded Park Concept Perspective. Source: American Structurepoint.

**DEVELOPMENT CONCEPT—EAST MAIN STREET STREETScape OPTION ONE  
FROM NORTH MARKET STREET TO NORTH MULBERRY STREET**

The proposed concept for this section of East Main Street enhances its aesthetics and creates a safer, more inviting, and sustainable urban environment that encourages community interaction and economic vitality. Option One was most preferred by residents who responded at the Hocking County Fair, because it does not change the turn lane or on-street parking, but it enhances the street intersections.





## KEY ELEMENTS:

- 1. Green Bump Outs:** Integrate green bump-outs at intersections and alleyways, expanding the planting areas and more vegetation by incorporating the current trees and landscaping along East Main Street.
- 2. Raised Intersection:** The design proposed raised intersections on East Main Street with North Market Street and East Main Street with North Mulberry Street. The plan includes visually appealing materials like brick pavers to enhance visibility and safety for pedestrians and drivers.
- 3. Enhanced Streetscape:** Throughout the design process, preserving the existing street trees and plantings was essential, and they were well integrated into the overall proposed design.





- 4. Placemaking:** The proposed design offers the potential to incorporate parklets at strategic locations along East Main Street. Introducing this type of placemaking into the area can create community socialization.
- 5. Brick-Paved Crosswalks:** Visually appealing brick pavers can help enhance the pedestrian experience and provide a safe, walkable environment. The different patterns in the design delineate pedestrian zones, crossings, and bump-outs, add navigation, and create a unique atmosphere.
- 6. Power of 10+:** Implementing the Power of 10+ elements into streets is crucial as they create a vibrant and inviting urban place. Some features included in this section of East Main Street include bollards, brick paved crosswalks, gateways/signage, parklet seating, art displays, interactive play areas, plantings, and curved trellis. These elements help connect the Extended Park concept and help create a pleasant and walkable street.



## **DEVELOPMENT CONCEPTS—EAST MAIN STREET STREETSCAPE OPTION ONE AND TWO**

### ***FROM NORTH MULBERRY STREET TO NORTH ORCHARD STREET***

These design options provide alternative features to achieve the same goals established in Option One. The proposed designs for this street section attempt to capture the essence of Main Street by incorporating these unique elements into the design:

#### **KEY ELEMENTS:**

- 1. Hocking Hills-Inspired:** The design integrates design elements that help reflect the connection of East Main Street with Hocking Hills by incorporating nature-inspired elements such as stone seating options.
- 2. Green Buffering and Plantings:** For Option 2, the design creates lush green buffering alongside the street, using native plants and trees that complement the recent tree plantings. This vegetation adds an inviting and refreshing ambiance, enhancing East Main Street's aesthetic and natural aspects.
- 3. Interpretive Art Installations:** This design can include art installations. Art installations can help interpret the natural elements and geological formations of Hocking Hills. Displays may involve sculptures or interactive exhibits that engage pedestrians and showcase the area's distinctive features.
- 4. Seating Areas Between Plantings:** Option two and three designate pockets of public spaces with seating arrangements and shading.
- 5. Parallel Parking and Green Buffering:** Both options implement parallel parking to optimize space and create a safer pedestrian environment. Integrate alternating parallel parking spots with green buffering to balance parking convenience.
- 6. Parking Garage:** Option three illustrates the location of a possible garage. If a parking garage is added, the parking structure should consider integrating a façade into the new design.
- 7. Interactive Wayfinding:** Incorporate interactive digital kiosks or touch-screen displays into this design to provide wayfinding assistance to tourists and locals alike. These could include maps, historical information, and recommendations for exploring East Main Street and Logan's downtown.
- 8. Power of 10+:** Implementing Power of 10+ elements into streets and sidewalk help encourage people to walk, shop, and remain interested. For options one and two concept designs, the following elements included brick pavers, natural materials such as clay pipes and stone to give the area a natural environment, seating options, rustic bike rack options, and vegetative green buffers.

### **US 33 AND MULBERRY STREET ENHANCED GATEWAY AND STREETSCAPING**

Tourists and visitors travel to the Hocking Hills area on US 33. While direction access to Downtown Logan is only three blocks from the highway's intersection and Mulberry Street, a newcomer would not know a vibrant downtown environment is just up the road. Many of the natural attractions in the area are south of Logan, and navigation apps will have you head that way. Many will not realize Downtown Logan is so close. Figures 34 and 35 represent before and after concepts to help gain visitors' attention and direct them to Downtown Logan.

Figure 34 illustrates how lighting and enhanced pedestrian connectivity can direct the attention of someone new to the area towards Downtown by directing them towards Logan. This concept also shows reduced vehicle travel lanes to enhance pedestrian safety.



*Figure 34: Mulberry Street Bridge Gateway Concept Perspective. Before and After Illustrations. Source: American Structurepoint.*



Figure 35 indicates one possible design direction for those traveling on US 33. Enhanced landscaping beds, new signs, and colored treatments and signage on the overpass alert motorists to the presence of Downtown Logan. The overpass is painted in Logan High-Schools colors to increase brand awareness for the city as well.



Figure 35: Highway Gateway Concept Perspective. Before and After Illustrations. Source: American Structurepoint.



**AFTER:**

# ZONING

Zoning is a tool that offers a range of significant benefits that enhance the functionality, aesthetics, and economic vitality of urban areas. By tailoring zoning regulations and design standards to specific commercial districts, these zoning districts can foster mixed-use development, encouraging a vibrant blend of businesses, residences, and community spaces. This dynamic environment promotes walkability, reduces traffic congestion, and supports local economies by attracting diverse businesses and increasing foot traffic. Ultimately, these standards facilitate a more sustainable and appealing urban landscape, fostering a sense of place and contributing to the community's overall livability and prosperity.

## PREVIOUS PLANNING EFFORTS<sup>13</sup>

The 2019 Downtown Logan Redevelopment Plan called for “New Urbanism” principles to be employed in a new Urban Overlay District for Downtown, including:

- Walkability
- Mixed-Use & Diversity
- Mixed Housing
- Traditional Neighborhood Structure (e.g., public space at the center, discernable edges, etc.)

“New Urbanism” is a design idea promoting sustainable habits by creating walkable neighborhoods with a wide range of housing and job types.

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<sup>13</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

## WHAT WE HEARD

The following comments were received at the public workshop and second steering committee meeting.

- 1. Maintain Historic Development Patterns:** The steering committee and workshop participants wanted Downtown to maintain the same building height and encourage the same general land use distribution. Future development should have a maximum height of 55' based on currently available fire response equipment.
- 2. Make the Code More Form-Driven:** Respondents felt that uses under the current code are over-regulated, and more emphasis should be placed on visitor's experience of Downtown. They wanted a distinctive feel to Downtown as a district without standards that lead to monotony and "placelessness." Historic architectural standards should remain elective.
- 3. Downtown Use Interaction to Surrounding Areas:** Light industrial, hotels, entertainment, office, retail, personal care and services, higher education/institutional, and mixed-use were noted as appropriate uses within the Downtown by participants. Hotels were to be permitted but not actively encouraged by this Plan as Downtown Logan has experienced a downturn in traditional accommodation. Community gardens, age-restricted/assisted living apartments, and dog parks are among the uses participants did not feel were a good fit for Downtown, as needs were adequately being met elsewhere in the community or the land area required for the use would break up the desired density/urban character.



Figure 36: The closure of the Stagecoach Inn and Banquet Hall is a sign of traditional hospitality struggling in Downtown Logan. Source: American Structurepoint.



## RELEVANT GOALS

1. Foster attainable housing opportunities for residents
2. Maximize the existing Downtown Redevelopment Districts
3. Make Downtown Logan a destination for locals as well as tourists
4. Support local business development

## OBJECTIVES AND STRATEGIES

**Create a year-round, local presence to encourage vibrancy, attainable housing, and pedestrian activity in Downtown.**

- **Strategy:** Establish Downtown zoning standards that encourage mixed-use development and support the other goals and objectives of this Plan.

**Address deficient parking capacity without removing valuable infill development opportunities.**

- **Strategy:** Revise the parking exemptions for downtown uses, limitations on on-site parking for residential uses, and limitations on distance separation for all other uses.
- **Strategy:** Create additional parking capacity with a parking garage.

**Encourage investment in Downtown Logan.**

- **Strategy:** Provide rehabilitation- and redevelopment-ready sites to market to commercial brokers and developers.

## DOWNTOWN LOGAN ZONING AMENDMENT RECOMMENDATIONS

The vision for Downtown Logan is to provide a walkable, connected neighborhood where many businesses continue to mix with residences in an integrated land use pattern. Amendments to the B-1 Central Business District and Zoning Ordinance should be brought before City officials to accommodate the various types of development desired.

### DESIGN NARRATIVE GUIDELINES

All uses should be held to the following guidelines:

- All sites within the study area currently zoned B-1 should retain that zoning designation to permit maximum flexibility. Other commercial sites outside of this study area that do not meet the intent of the zoning district, such as no parking minimums for commercial uses, should be considered to be rezoned to another commercial zoning designation during the next comprehensive zoning map amendment.
- While creating an architectural style is important to unify the neighborhood, front-facing elevations should have enough variety to create visual interest. Design standards should provide guidance but not be too restrictive.
- Buildings located on Main Street should be oriented towards Main Street.
- Parking lots should not be located between any new buildings and Main Street. Joint and flexible parking should be recognized and considered viable alternatives (utilizing existing standards) to meet parking minimums.
- Parking minimums should not be restricted to be provided on-site; however, parking must be addressed within the identified Downtown boundaries.





## **PROPOSED STANDARDS**

An “audit” of Logan’s current zoning standards was conducted as part of this plan’s development. That review did not encompass the entire zoning code but focused on identifying potential amendments to implement the vision contained in this document.

Mixed-use should be the primary built-form in the study area, meaning first-floor business with residences located on the upper stories to help encourage new residential and retail development and drive activity to Downtown. Residential units should include a variety of unit square footage and bedroom counts ranging from efficiencies to three-bedroom. The following amendments are recommended to Logan’s Zoning Ordinance to encourage this development pattern:

## **USE REQUIREMENTS**

Permitted uses for the B-1 Central Business District are in Appendix I: Official Schedule of Permitted Uses and Dimensional Requirements of Chapter 157.

- The Zoning District B-1 lists several permitted uses. However, all residential uses are classified as conditional Uses. Upper-story dwelling units should be added as a permitted use.
- Short-term rentals should be added as a conditional use in the B-1 District. This use should also be limited to the non-first floor portion of all buildings except for lobby/check-in areas. That would be a separately defined use from hotels.
- Ensure that pop-up shops and other temporary uses are permitted in the B-1 District.



## **BULK REQUIREMENTS**

Bulk requirements deal more with the size, height, and distances determining how a built structure is situated on individual parcels. The following modifications should be incorporated into Appendix I of the zoning ordinance:

- Increase the maximum lot coverage to 100 percent. While accommodations for parking spaces on each lot may be needed, increasing this percentage would permit the second floor to overhang off-street parking spaces located at the rear of buildings.
- Add a maximum front yard building setback of five feet. This maximum front-yard setback may be increased administratively by staff to 30 feet if the area between the sidewalk and front of the building contains two or more of the following:
  - Outdoor dining area
  - Public art displays
  - Seating areas
  - Parklets
  - Memorials
  - Wayfinding signage
  - Decorating walls
  - Water features
  - Or similar amenities available to the
- Reduce the minimum rear yard setback to zero.

## **PARKING REQUIREMENTS**

Section 157.180 General Parking Requirements, Subsection (B) states, “Except in the Central Business District, whenever a building or use constructed or established after the effective date of this chapter is changed or enlarged in floor area, number of employees, number of dwelling units, seating capacity, or otherwise to create a need for an increase of 10 percent or more in the number of existing parking spaces, such spaces shall be provided on the basis of the enlargement or change. Whenever a building or use existing prior to the effective date of this chapter is enlarged to the extent of 50 percent or more in floor area or in the area used, such building or use shall then and thereafter comply with the parking requirements set forth herein.”

This requirement has been interpreted as not requiring new parking for development in the B-1 Central Business District. This requirement should be modified to include the following provisions:

- For newly constructed buildings in the B-1 Central Business District, the applicant must demonstrate that adequate publically available parking spaces are within 1,320 feet (one-quarter mile) from the principal entrance of the building or business.



- Adequate public parking is defined as:
  - 50 percent of the off-street parking required for the principal use of the building for all non-residential permitted uses; or
  - 75 percent of the off-street parking is required for all residential uses.
- Publicly available parking spaces are defined as any space on a public street, off-street parking lot (private or publicly owned), and parking garage.
- If the newly constructed building does not meet the 1,320-foot requirement, they shall be required to create one row of parking adjacent to the rear lot line. The number of spaces required shall be the number of off-street parking spaces that meet the width requirements for off-street parking spaces required by the zoning ordinance.

### ARCHITECTURAL GUIDELINES

- As infill redevelopment or rehabilitation occurs Downtown, the architectural guidelines listed below are highly recommended to preserve and replicate the historic character and meet this Plan's objectives. A few of these features are shown in Figure 36.
- Front elevations should incorporate large glass areas to showcase activity visible to the public street and provide lighting to enhance the safety of patrons.
- Front elevations should incorporate two building height projection changes.
- Front elevations should have prominent features to denote the front door, such as metal overhangs, awnings, and signage.
- The primary building materials used on street-facing elevations should be masonry or integrally colored, split, or ground-face Concrete Masonry Units (CMUs).
  - Smooth, non-colored CMUs should be prohibited.
  - Stucco, standing seam metal, architectural metal panes, siding, and Exterior Insulated Finishing Systems should be limited to accent materials for no more than 15 percent of street-facing building facades.
- Parking lots/off-street parking spaces between the building and Main Street are prohibited.
- Streets should be well-lit to encourage walking and enhance security during the evening and nighttime.
- Add a provision that permits flower boxes on second and third-story windows.



Features to break up shear walls and create visual interest

Ornate cornice

Consistent character between stories

Increased glazing amounts at the pedestrian level

Recessed entry, awnings, or other means for pedestrian refuge

Prominent features to denote the front door

Figure 37: Recommended Architectural Features for Downtown Logan. Source: American Structurepoint.

# IMPLEMENTATION AND CRITICAL PATH STRATEGIES

The previous chapter outlines the objectives and strategy recommendations for the Downtown Logan Strategic Plan. This chapter provides specificity to the strategies identified as a top priority. These projects or programs are known as Critical Path Strategies.

There are four critical path strategies for the Downtown Logan Strategic Plan. Each strategy has an entire page dedicated to outlining the work plan. To assist in implementation, the work plan identifies related goals, parties to involve, action steps, the timeframe of completion, and estimated project cost.

## CRITICAL PATH STRATEGIES

The goals and objective statements are created to guide the community's vision through recommendations; the strategies are straightforward, actionable guidelines to implement those recommendations. All listed strategies are important, but the Critical Path Strategies are actions that should be completed first as top priorities. The priorities are a combination of short-term, affordable projects that can create near-term progress for Downtown Logan. In contrast, other priorities are long-term and might require an extended timeframe and budget.



Hometown Hero



Tiffani Bell Mello  
U.S. Navy  
Logan

Hometown Hero



Dale Howdyshell  
U.S. Army  
LOGAN

West Main St

UTOPIA

SPRING

W. MAIN



## HOW TO USE THE CRITICAL PATH STRATEGIES

Critical Path Strategies are the key to the implementation of this plan. Each Critical Path Strategy has a complete page outlining the work plan. This portion of the plan is intended to assist implementation by listing related goals, outlining action items, listing people or organizations who should be involved, and suggesting an estimated timeline and cost for each project.

The Critical Path Strategies for the Downtown Logan Strategic Plan are as follows:

1. Work with the Ohio Department of Transportation (ODOT) to determine the feasibility of enhancements on State right-of-way and wayfinding signage along US 33.
2. Expand Worthington Park as a downtown activity focal point and public event space.
3. Provide rehabilitation- and redevelopment-ready sites to market to commercial brokers and developers.
4. Establish Downtown zoning standards that encourage mixed-use development and support the other goals and objectives of this Plan.
5. Encourage entrepreneurs and local businesses to serve potentially underserved retail NAICS market areas.
6. Implement a Wayfinding Signage Plan to direct residents and visitors to businesses and points of interest within Downtown.

**Strategy 1:** Work with the Ohio Department of Transportation (ODOT) to determine the feasibility of enhancements on State right-of-way and wayfinding signage along US 33.

**Action Steps**

Getting the process moving forward with ODOT to initiate improvements to State right-of-way has the potential to take some time. The initial steps with ODOT outlined below are essential to move this strategy forward.

- Study more detailed traffic counts on Mulberry Street from US 33 to downtown to determine if the number of lanes on the overpass can be reduced.
- Work with a consultant to develop a more detailed conceptual plan for these improvements, including potential dimensions and a cross-section.
- Arrange an initial coordination meeting with ODOT's District 10 to discuss and introduce the concept and receive their feedback.
  - Determine if an interchange Modification Study (IMS) is required.
  - Discuss the need for a maintenance agreement
  - Ask for guidance on the overpasses weight requirements to see if heavy items, such as planters, are possible on this structure.
  - Fine out the clearance requirements for landscaping proposed along US 33.
- Research potential funding or grant programs.
- Develop construction level drawings based on ODOT's feedback (and IMS if required).
- Submit to ODOT for review and approval.

\*Note: Construction timing and costs would be developed as part of bullet point number four.

**Parties to Involve**

- City of Logan
- City Council
- Chamber of Commerce
- Hocking County CIC
- ODOT (District 10)

**Related Goal Categories**

- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment

**Timeframe:** Year 0-3

**Estimated Cost:** Estimated Cost: \$500,000 to \$1,000,000 (for development of plans and construction-level documents)

**Strategy 2:** Expand Worthington Park as a downtown activity focal point and public event space.

**Action Steps**

Worthington Park represents a tremendous opportunity to continue the Main Street beautification efforts initiated with America in Bloom. Redefining the space to incorporate more passive play, seating, and shade areas will encourage people to enjoy staying downtown Logan for extended periods. The ability to close the street for festivals, music events, and farmer's markets adds another dynamic that makes Main Street the focal point of activities. Another critical aspect of this design is to honor the veteran's memorials by including them in the new park space.

- Determine a desired budget figure for the project's total cost, including design, permitting, construction, and including in the City's Capital Improvement Plan.
- Continue to engage all stakeholders responsible for continued programming and maintenance responsibilities.
- Refine the final conceptual drawings into the City's desired final concept.
- Develop construction-level drawings based on the finalized concept to ensure that cost estimates are finalized for including in local, regional, and state-wide grant programs.
- Monitor active funding sources for inclusion in this effort, such as the Appalachian Community Grant Program.
- Work with partner agencies to raise any funds not covered by grant opportunities.
- Once complete, and funding is secured, send the project out for bid and construction.

**Parties to Involve**

- City of Logan
- City Council
- Logan Town Center
- Chamber of Commerce
- Hocking County CIC
- Veterans groups

**Related Goal Categories**

- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment

**Timeframe:** Year 0-2

**Estimated Cost:** \$200,000 to \$600,000 (for development of plans and construction documents)

**Strategy 3:** Provide rehabilitation- and redevelopment-ready sites to market to commercial brokers and developers.

**Action Steps**

Despite tremendous local government efforts, generating interest from the private market may still lag demand or have extra challenges. When a municipality finds itself in this situation, those small cities should consider taking matters into their own hands.

- Develop a “pre-inspection” program to help potential businesses assess the code deficiencies and potential costs of locating into a Downtown Logan building before signing a lease or purchasing.
- Create a rental subsidy/grant program to incentivize building or land owners to attract, lease, or sell to desirable retail categories.
- Establish a 50/50 matching grant program to upgrade code deficiencies or structural repairs to encourage the re-occupancy of vacant commercial buildings.
- Continue to meet with the owners of vacant buildings or buildable properties to help determine any issues with leasing space.
- Consider purchasing properties whose owners show little interest in redeveloping or actively seeking tenants for Main Street Spaces.

**Parties to Involve**

- City of Logan staff
- City of Logan Code Enforcement
- City Council
- Local brokers and developers
- Existing businesses and business owners
- Chamber of Commerce
- Hocking County CIC

**Related Goal Categories**

- Housing
- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment
- Zoning

**Timeframe:** Year 0-5

**Estimated Cost:** Varies

## B.A.S.E Visits

### Building Assessment and Safety Evaluation

Schedule your B.A.S.E Visit today!

Call Us

Email Us



#### What is a B.A.S.E Visit?

The City of St. Charles offers B.A.S.E. Visits as a courtesy service to anyone looking to open a new business in St. Charles. These visits help identify potential zoning, building, or fire code violations that may need to be remedied before the new business occupies the space.

You may consider scheduling a B.A.S.E. visit if:

- there is a change in use from one commercial use to another (like turning a former retail store into a restaurant).
- renovations are needed but you are unsure of permit requirements
- this is your first business and you are unsure what to look for in a space



#### When should the visit be scheduled?

Ideally, the visit should be scheduled before signing a lease or purchasing a property. Why? Because the B.A.S.E. visit could reveal costly code requirements that need to be remedied (like adding a new sprinkler system or elevator) before occupancy can be granted.

#### Who attends the B.A.S.E. Visit?

Generally, City Staff (including someone from the Community Development, Building and Code Enforcement and Fire Prevention) will meet the applicant at the site. The property owner or real estate agent may also be present to give the BASE team access to the property.

Building and Code Enforcement Manager, Allen Finnell and Fire Prevention Lieutenant, Michael Naumaiter, filling out a BASE Report on a site visit.



Download a sample BASE Report to see what information is typically included

Schedule your B.A.S.E Visit today!

Call Us

Email Us

### PRE-INSPECTION PROGRAM CASE STUDY

St. Charles, Illinois, has created a program to assist new tenants about to sign a lease or anyone going to purchase a commercial/industrial space within their city limits. These visits help potential tenants/owners better understand the space they are considering and its potential costs. These complementary meetings are called Building Assessment and Safety Evaluation (BASE) visits. Meetings occur at the commercial space and host building, fire and zoning officials to identify any potential code issues (e.g., not enough parking spaces) or expensive modifications (e.g., fire sprinkler installation) required to occupy the building. BASE visits are an invaluable tool to help retail recruitment efforts. Not only do they identify potential code or structural issues to tenants, but they also establish a report with prospective business owners and their commercial brokers. This program provides “goodwill” to the retailer and insights into their business and why they are considering Logan for their business’s location.

Figure 38: St. Charles Pre-Inspection Request Website. Source: [www.thinkstcharles.com](http://www.thinkstcharles.com)

**Strategy 4:** Establish Downtown zoning standards that encourage mixed-use development and support the other goals and objectives of this Plan.

**Action Steps**

- Draft, finalize, and submit the updated Zoning Ordinance for approval through the formal zoning ordinance amendment process. The proposed zoning overlay is recommended to include the following elements:
  - Parking standards
  - Setbacks
  - Architectural standards
  - Permitted temporary uses on private property
  - Permitted and conditional uses
- Conduct post-implementation reviews by evaluating impacts on Downtown Logan. Adjust if undesired outcomes occur, such as excessive variance requests or loopholes that permit development character that does not meet Downtown objectives.

**Parties to Involve**

- City of Logan
- City Council
- Planning Commission
- Chamber of Commerce
- Hocking County CIC
- Logan Town Center

**Related Goal Categories**

- Housing
- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment
- Zoning

**Timeframe:** Year 0-1

**Estimated Cost:** \$0 if city staff produced—\$40,000 if consultant produced



### **BEST PRACTICES FOR MIXED-USE IMPLEMENTATION<sup>14</sup>**

The American Planning Association offers the following strategic points of intervention to help communities encourage mixed-use development:

- Identify performance standards that support mixed-use development while protecting community assets.
- Create incentives such as expedited permit review or lowered development fees.
- Require mixed-use development that creates accessible everyday destinations when issuing requests for proposals to develop publicly owned properties.
- Create opportunities for public-private partnerships to advance mixed-use development, such as publicly owned, privately developed property near transit stations. For Logan, this could mean the bike path.

---

<sup>14</sup> [Supporting Active Living Through Mixed-Use Developments](#)

**Strategy 5:** Encourage entrepreneurs and local businesses to support underserved NAICS market areas.

**Action Steps**

Logan should focus on expanding opportunities and programs for local entrepreneurs to encourage them to fill the gaps in the underserved retail NAICS market areas.

1. Work with local education facilities such as Hocking College to establish a local entrepreneurship program and entrepreneur pipeline. Provide business plan development, location search assistance, mentorship, and networking services.
2. Partner with property owners of vacant storefronts to create a maker space, pop-up shops, and/or a food hall Downtown.
3. Develop a permit or assistance program so business owners can host business-to-business marketing events, such as wine walks, sidewalk sales, etc.
4. Create opportunities for pop-up and temporary businesses downtown by utilizing existing events and spaces, such as the farmer's markets and local festivals at Worthington Park.

**Parties to Involve**

- City of Logan
- Local brokers and developers
- Existing businesses and business owners
- Chamber of Commerce
- Hocking Hills Tourism Association
- Hocking College
- Hocking County CIC

**Related Goal Categories**

- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment

**Timeframe:** Year 0-5

**Estimated Cost:** \$5,000 to \$15,000 per year (depending on activities)

### **WHY PROMOTE AND FOSTER LOCAL BUSINESSES IN DOWNTOWN LOGAN?<sup>15</sup>**

Encouraging and supporting local businesses in downtown Logan offers diverse benefits that contribute to the overall vibrancy and prosperity of the community. When individuals commit to shop locally and support small businesses, they circulate money within their community. Shopping locally directly impacts the local economy by generating sales tax revenue and supporting essential local government initiatives. Tax revenue is a vital resource that can be reinvested in various community development projects, further enhancing residents' overall quality of life.

Establishing local businesses in Downtown Logan could create employment opportunities for community members who may prefer working for smaller, locally rooted enterprises over impersonal big-box corporations. Supporting local businesses not only keeps income within the community but also creates a sense of pride and loyalty among residents who can contribute to the growth of their hometown.

Furthermore, the presence of small businesses goes beyond economic contributions; they are also an opportunity for entrepreneurial growth. These local businesses allow entrepreneurs to innovate, create, and contribute to the local economy. By supporting such businesses, the community encourages a culture of self-reliance and creativity that can lead to even more economic diversification and resilience over time.

Advocating for and investing in local businesses within downtown Logan could generate a positive ripple effect on the community's economic, social, and entrepreneurial aspects. By choosing local over big-box chain options, residents become active contributors to their community's prosperity, forging a path toward sustainable growth and a more vibrant downtown environment.

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<sup>15</sup> [Why Buy Local? An Assessment of the Economic Advantages of Shopping at Locally Owned Businesses.](#)

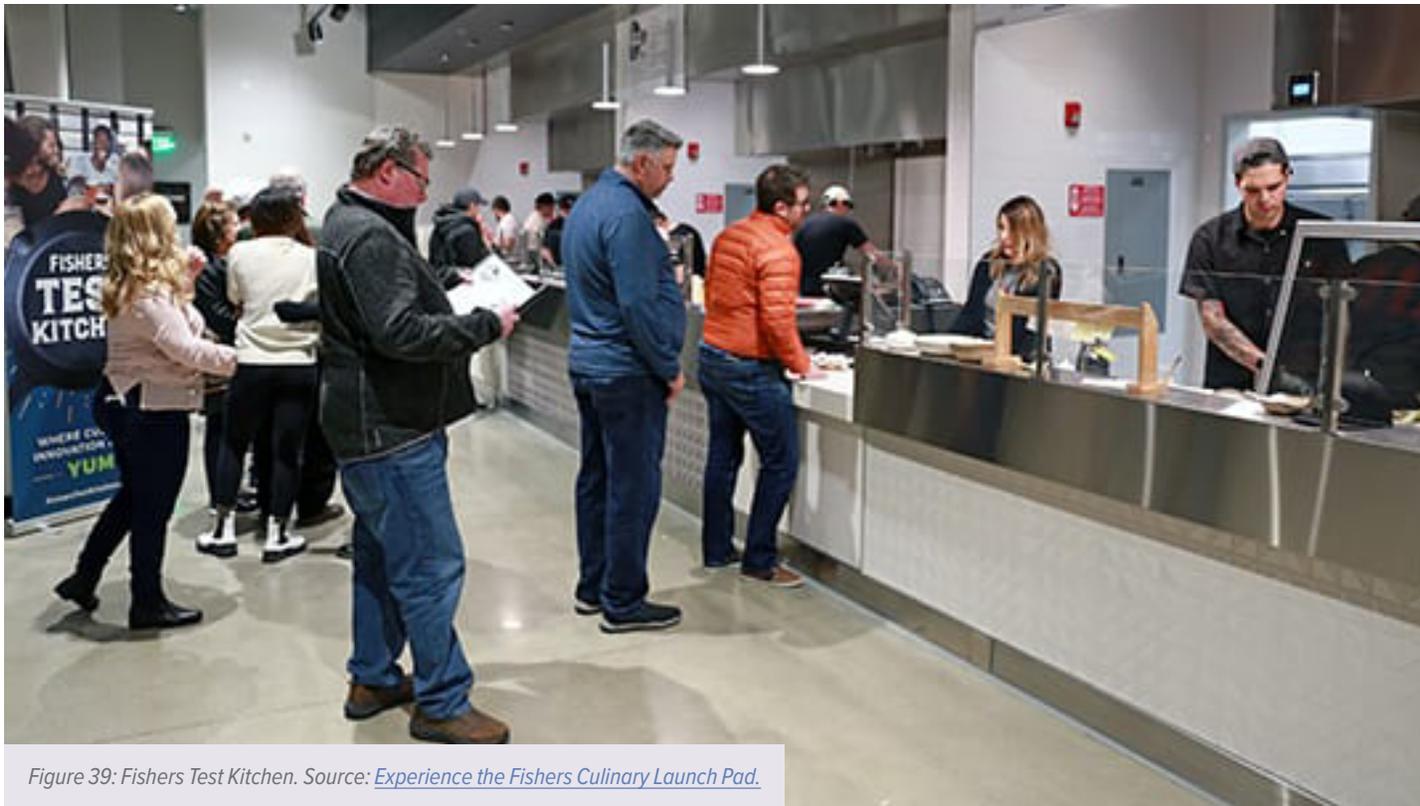


Figure 39: Fishers Test Kitchen. Source: [Experience the Fishers Culinary Launch Pad](#).

### **CASE STUDY: FOOD HALL—FISHERS TEST KITCHEN, FISHERS, INDIANA**

The Fishers Test Kitchen hosts three culinary entrepreneurs launching their restaurant concepts in the completely built-out test kitchen. The chefs remain in the test kitchen for a year to test ideas and build their menus. The time spent in the food hall also gives them the time to gain a following from local diners. The food hall partners with Sun King Brewery to provide diverse local dining experiences and options from the Test Kitchen chefs. Chefs rotate every few years, with the goal being that once chefs have gained enough following, built their menu, and learned how to run a kitchen, they can start their restaurant in the community. The test kitchen supports local culinary entrepreneurs while creating a more vibrant and exciting local food culture for the community to enjoy.

**Strategy 6:** Implement a Wayfinding Signage Plan to direct residents and visitors to businesses and points of interest within Downtown.

**Action Steps**

1. Visioning and Recommendations:
  - Engage local businesses, community organizations, and residents to gather input on wayfinding needs and preferences.
2. Wayfinding Design:
  - Develop consistent and visually appealing wayfinding design guidelines that reflect the corridor’s character and are easy to understand.
3. Sign Mapping Placement:
  - Determine the locations for wayfinding signage, considering visibility, foot traffic patterns, and accessibility.
4. Signage Development and Production:
  - Collaborate with professional designers and sign manufacturers to create high-quality, durable signage that meets established design guidelines.
  - Consider partnering with Ayers Saint Gross, a firm with wayfinding and graphic design expertise. Ayer Saint Gross helped with the design implementation of the Ohio University Wayfinding and Signage Program.
5. Permits:
  - Navigate through local regulations and obtain necessary permits to install wayfinding signage.
6. Partnerships and Funding:
  - Explore partnerships with local businesses to secure funding for the signage plan.
  - Seek grant opportunities or sponsorships to support the signage’s development, installation, and maintenance.

**Parties to Involve**

- City of Logan
- Existing businesses and business owners
- Chamber of Commerce
- Hocking Hills Tourism Association
- Hocking County CIC

**Related Goal Categories**

- Tourism
- Target Retail and Entertainment for Locals
- Downtown Environment

**Timeframe:** 1-2 years

**Estimated Cost:** Variable depending upon design, location, and availability of external funding.

### **WORTHINGTON OHIO SIGNAGE PROGRAM EXAMPLE<sup>16</sup>**

The City-wide Wayfinding Project focuses on identifying and highlighting essential local landmarks, signage, pathways, and environmental elements to create an orientation experience for residents and visitors within the city.

One of the primary goals of the Wayfinding Project is to enhance mobility for all. By carefully considering the needs of pedestrians, cyclists, and motorists, the system facilitates smooth and safe movement throughout the city. The Wayfinding Project is not just about providing directions; it embodies Worthington's identity. Each element of the wayfinding system is thoughtfully designed to celebrate the city's unique character, history, and culture.

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<sup>9</sup> [\*Wayfinding Project | Worthington, OH - Official Website.\*](#)

# Signage & Wayfinding Program

## VEHICULAR ORIENTED SIGNS - CITY-WIDE GATEWAYS

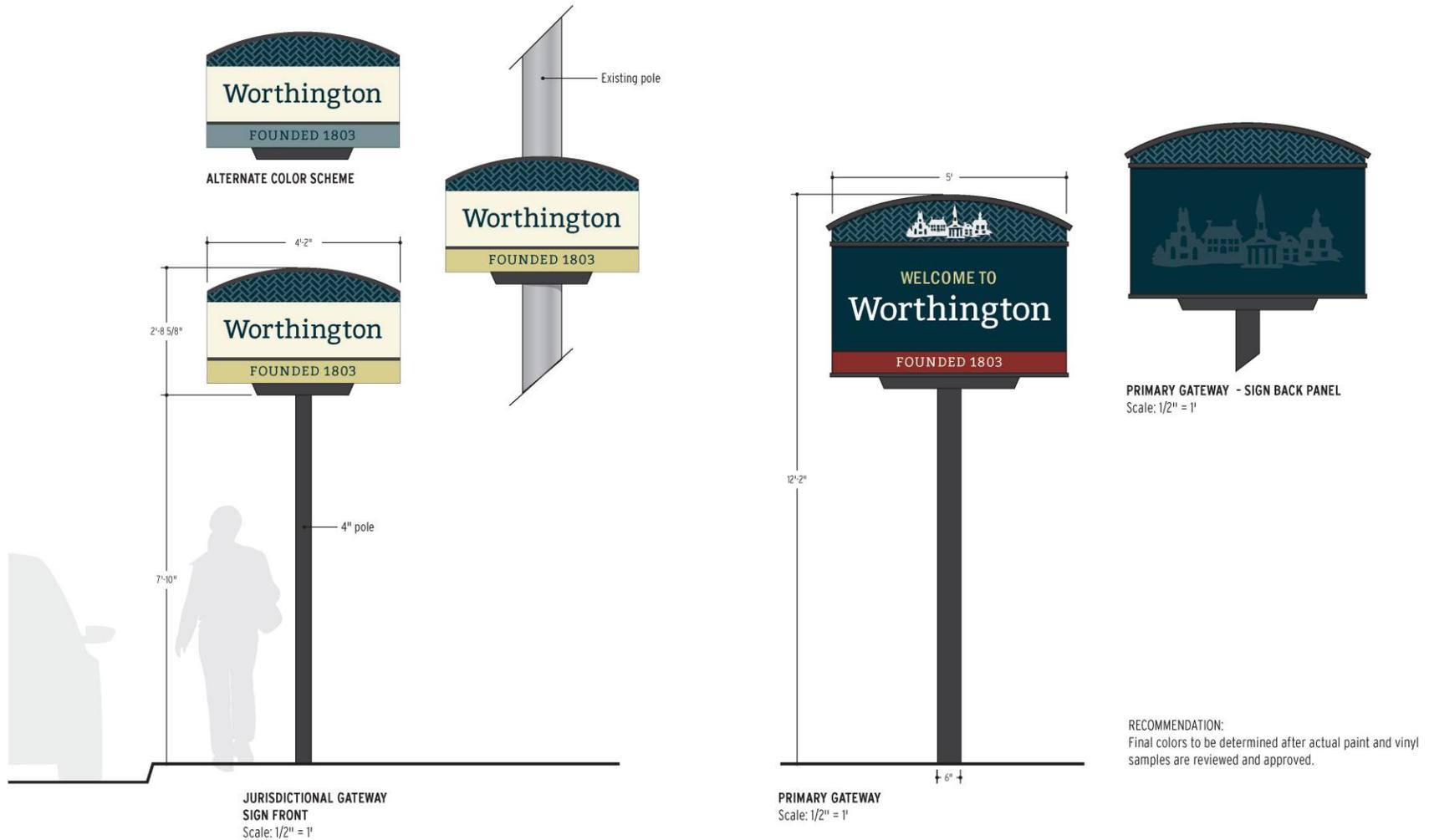


Figure 40: Wayfinding Signage Program for Worthington, Ohio. Source: [Wayfinding Project](#).



Figure 41: Wayfinding Signs Help Visitors Find Available Points Of Interest. Source: [Downtown Wayfinding Program](#).

# APPENDICES

# **APPENDIX A — COMMUNITY CONDITIONS REPORT**

# Community Conditions Report

Logan Downtown Strategic Plan

July 2023



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Figure 1: Recent commercial development in downtown Logan.  
Source: ASI



## 1.0 Introduction

The Community Conditions Report provides an inventory of existing conditions within the Downtown Logan planning area. The analysis of those existing trends will assist in developing recommendations and will frame later outcomes in the strategic plan.

---

*What is a downtown strategic plan?<sup>1</sup>*

*A successful downtown begins with a plan establishing the community's goals, objectives, policies, and actions over a defined timeline. Plan recommendations focus on addressing barriers to reinvestment, such as land ownership issues, poor infrastructure, and inappropriate land development regulations. Successful plan implementation often requires a balanced mix of public investment, changes to regulation, and development incentives.*

---

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<sup>1</sup> [APA Knowledgebase Collection: Downtown Revitalization](#)

*Figure 2: Downtown strategic plans help tie together community objectives, such as economic development and historic preservation.  
Source: ASI.*



## 2.0 Regional Context

The City of Logan, Ohio, sits along US-33, approximately 43 miles southeast of Columbus. It takes about 50 minutes by car to get between the two cities. Logan serves as the county seat for Hocking County. Lake Logan State Park is directly adjacent to the city, just east of the municipal boundary.

Figure 3: Regional Context Map.

Source: ESRI, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, MRLC.



## 2.1 Downtown Study Area

The study area includes downtown Logan, as defined as Hunter Street East to 2nd Street West and Walnut Street South to Spring Street South. It also includes Mulberry Street/Ohio State Route 93 between downtown and US-33. All portions of the study area lie within Logan’s incorporation limits and focus area for their streetscaping and beautification program, Logan In Bloom<sup>2</sup>. The majority of the study area is also located in an opportunity zone as highlighted in Figure 4. The portions of study area within the opportunity zone also lie within the Logan Historic District, which was placed on the National Register of Historic Places in 2010<sup>3</sup>.

---

<sup>2</sup> [GROW - Logan in Bloom: The Story Behind the Winning 2022 AIB YouTube People's Choice Award - America In Bloom](#)

<sup>3</sup> [Logan Town Center | Historic Walking Tour | National Register](#)

Figure 4: Study Area Boundaries.

Source: ESRI, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, MRLC.



## 3.0 Demographics

An analysis of the Logan's current conditions was carried out to help guide the planning process and provide the necessary background information to develop project and policy recommendations. Topics considered in the analysis included: community demographics, current market conditions, resident amenities, transportation elements, community infrastructure, and the natural environment. Due to the small size of the study area, demographic analysis was performed for the entire city.

Data used in this analysis was pulled primarily from the US Census Bureau via the following sources:

- American Community Survey, US Census  
In addition to the decennial census, the US Census Bureau conducts dozens of other censuses and surveys, including the American Community Survey. The American Community Survey is an ongoing effort that gathers information from a community through a small sample rather than the extensive 10-year survey with which most people are familiar.
- ESRI Business Analyst  
ESRI Business Analyst is a powerful tool for analyzing data within a specific geographic location. ESRI allows data to be observed at a very local level and compared with surrounding groups.

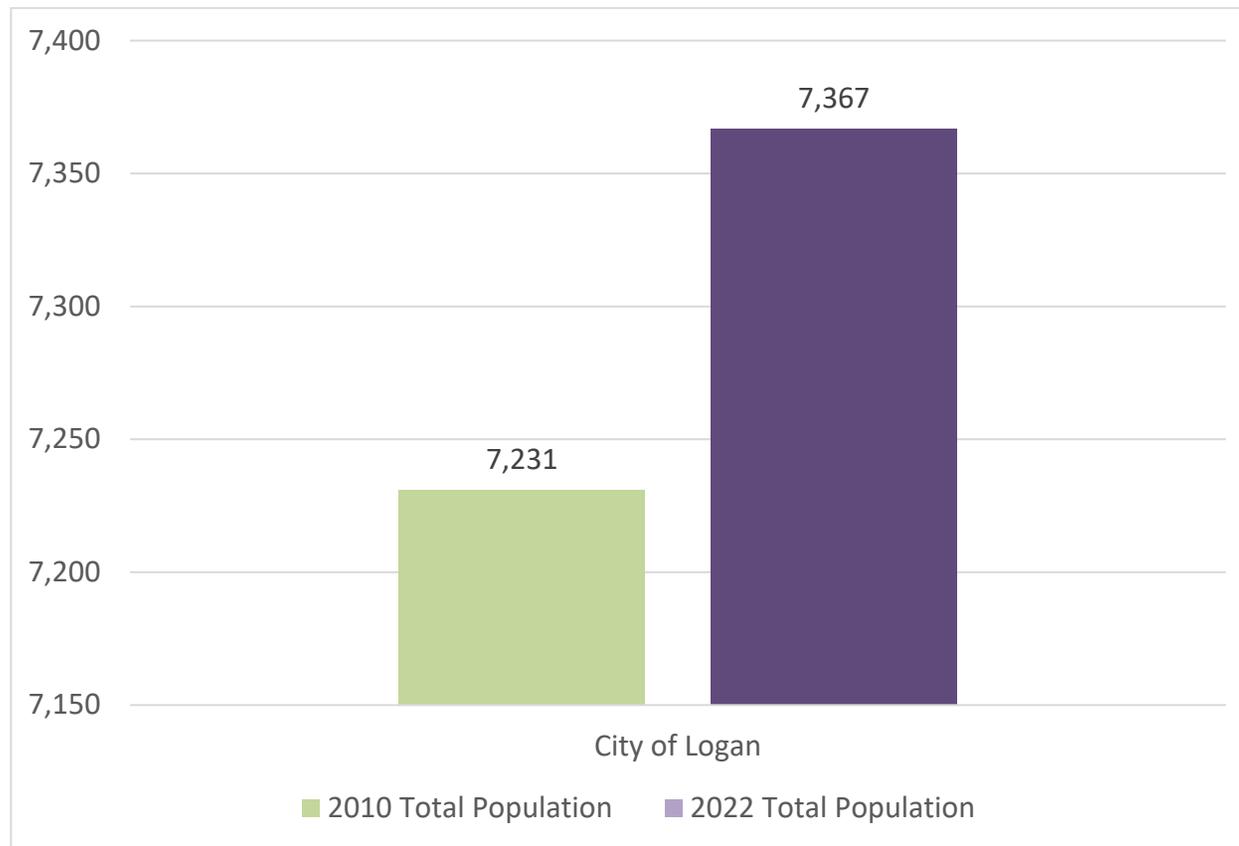
Data was used from the US 2010 and 2020 Census, American Community Surveys (ACS), and Bureau of Labor Statistics (BLS).

### 3.1 Population

Population trends and projections tell us how much development the area should expect over the next few years. Population data looks at how many people are living within the incorporated boundaries of Logan. The population of the City of Logan increased from 2010 to 2022. The City of Logan’s 2010 population was 7,231 residents. In 2022, the city's population was 7,367 residents, an increase of 136 people.

*Figure 5: Total Population.*

*Source: US Census/American Community Survey.*

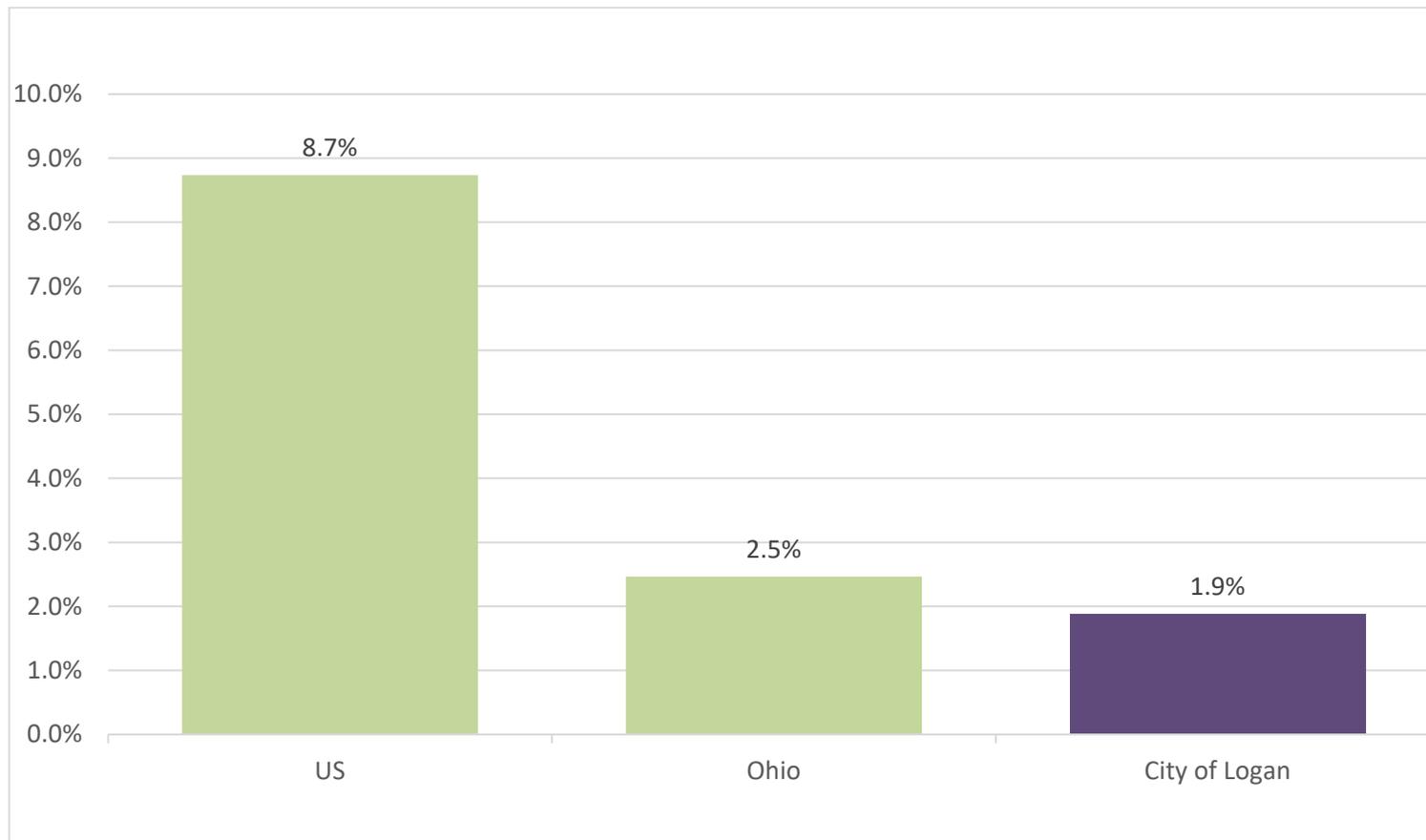


### 3.2 Historical Change

Looking at the historical population change can create an understanding of prior development patterns. As previously mentioned, Logan gained 136 residents from 2010 to 2022 (1.9 percent growth). For comparison, the State of Ohio’s 2010 population was 11,536,504 residents. In 2022, the population of the state was 11,820,906 people. The State of Ohio saw 2.5 percent growth in the same timeframe.

*Figure 6: 2010 to 2022 Population Percentage Change.*

*Source: US Census/American Community Survey.*



### **3.3 Population Projections**

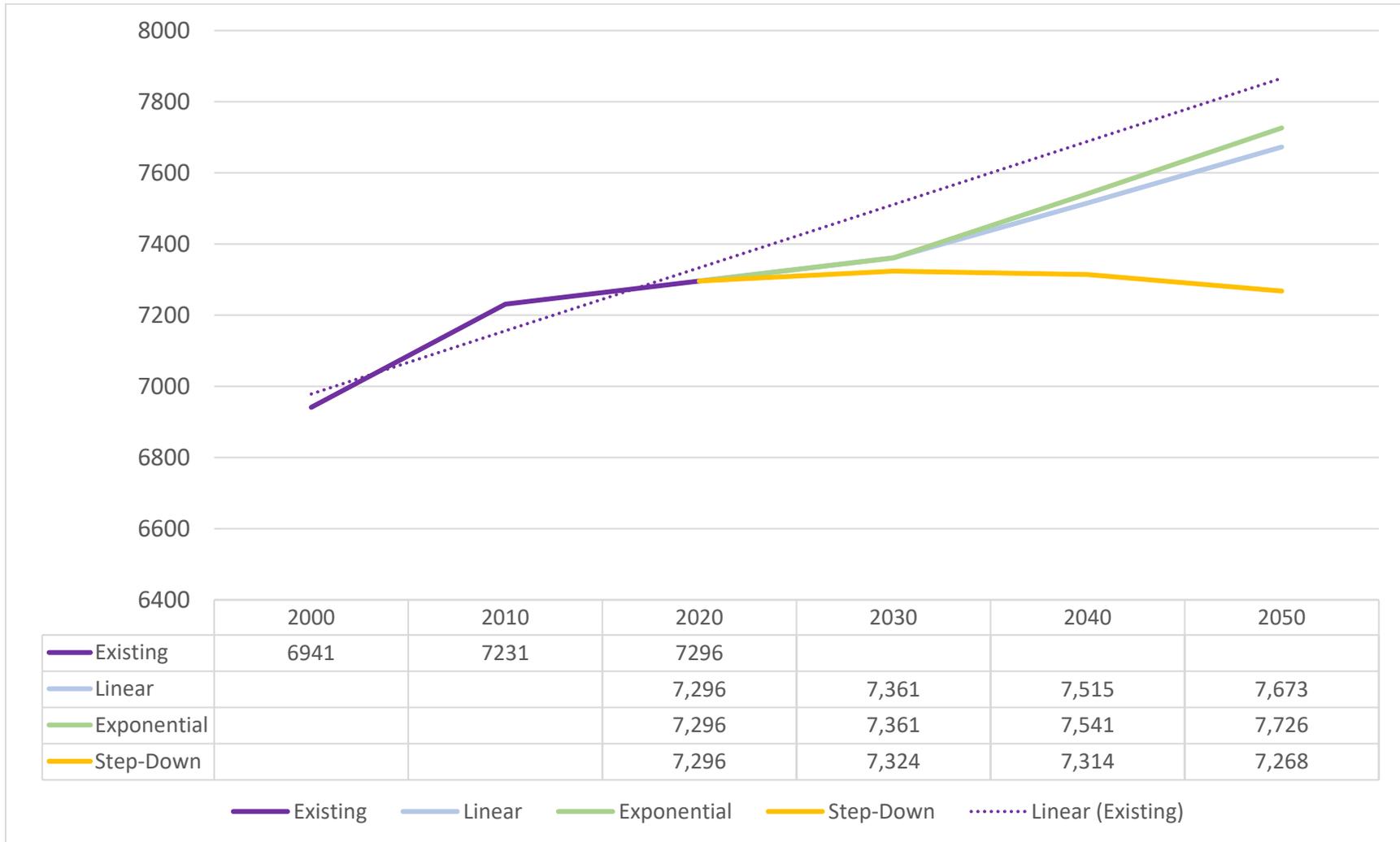
Population projections are important to any long- and short-term planning process. The population projections help determine and quantify the demands that will be placed on public facilities and services based on the potential pace and scale of the community's physical growth or decline.

These projections will help the city and study area identify major trends that could affect social and economic development and will inform the strategic plan. The city must continue to monitor their population to account for both short- and longer-term shifts that can affect future development activity in the study area.

For the population calculations, several methods were used to forecast the City of Logan's population in 2050. Figure 7 below compares scenarios for future population changes in the City of Logan. The projections were calculated by utilizing population data from the US Census Bureau. The population projections were built off the historical population trends from 2000 to 2020 and identified potential population-level increases in ten-year increments to 2050.

As previously stated, Logan's population increased from 2010 to 2022. Three of the four projections show that the study area will continue to expect a population increase. From 2020 to 2030, the population is expected to increase by 65 residents. Between 2030 and 2050, the city is expected to gain approximately 310 residents at current linear increasing rates. As the population continues to increase, there will be more demand for basic services and infrastructure.

Figure 7: Population Projections.  
Source: ASI.



### 3.4 Median Age

Figure 8 compares the age distribution for the City of Logan from 2010 and 2022. In 2010, 27.2 percent of the city’s population was under 19. This percentage fell to 24.4 percent by 2022. Senior citizens aged 60 and over were 22.0 percent in 2010; in 2022, this was 27.0 percent. The 2022 data indicated that the percentage of seniors aged 60 and above increased. As shown in Figure 9, the 2010 median age of the City of Logan was 38.2, which increased to 40.4 in 2022. The 2010 median age of Ohio was 37.2, which increased to 40.6 in 2022. Logan is an aging community like many of its peers in Appalachian Ohio.

*Figure 8: Age Distribution for Logan.*

*Source: US Census/American Community Survey.*

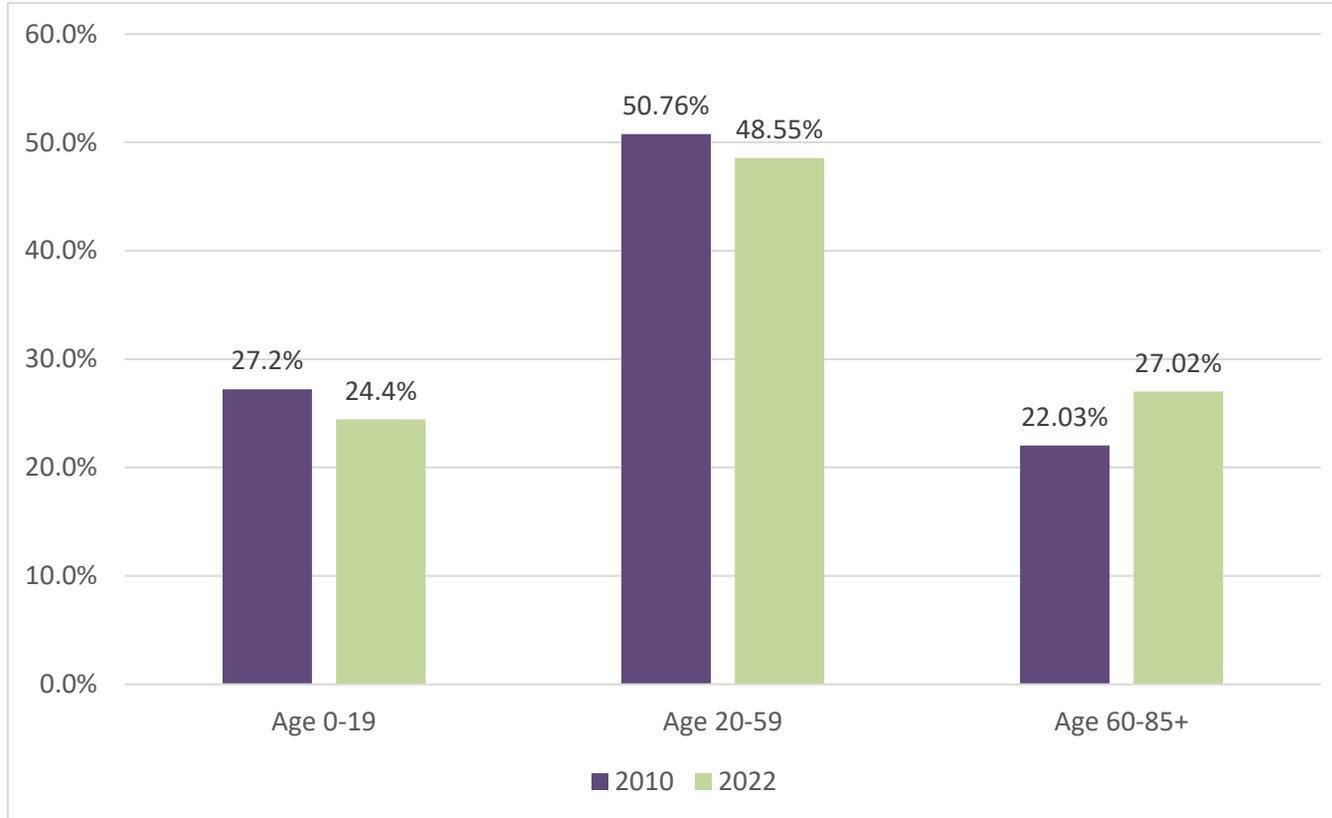
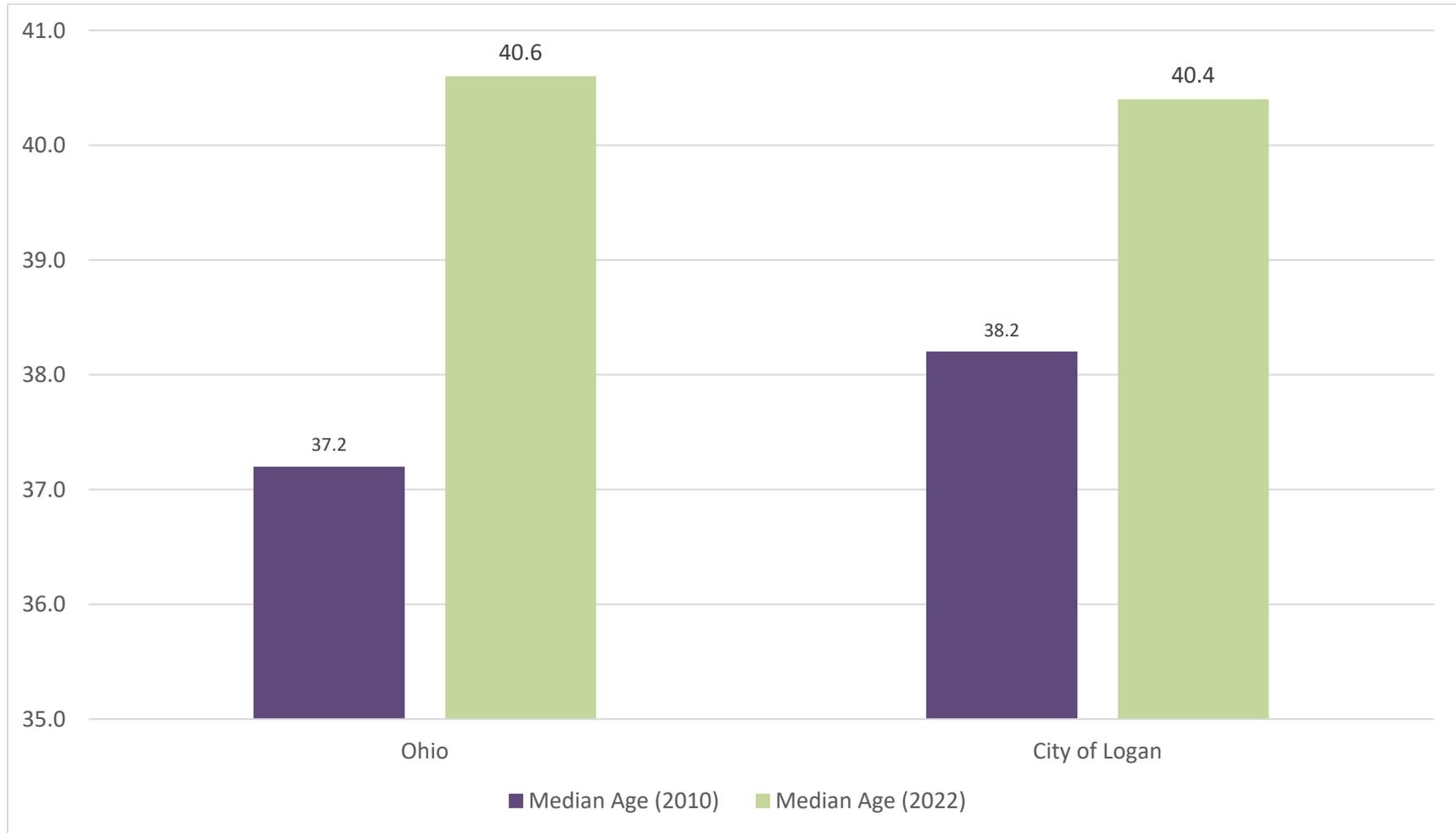


Figure 9: Logan Median Age.  
Source: US Census/American Community Survey.



### 3.5 Race and Ethnicity Comparisons

The ESRI Diversity Index is calculated on a 1-100 scale. A geography's diversity index represents the likelihood that two randomly selected residents will be of different races.<sup>4</sup> Logan has a score of 14 on the Diversity Index (2022). For comparison, Ohio scored 44.6 and the United States scored 71.6 (2022). Logan's population is about 94% White, with the next largest category being 4.8% of residents who identify with more than one race.

*Figure 10: Northward view to the First Presbyterian Church from Main Street.*

Source: ASI.



<sup>4</sup> [Esri: Diversity Index Methodology](#)

Figure 11: Ohio 2022 Race and Ethnicity Comparisons.  
Source: US Census/American Community Survey.

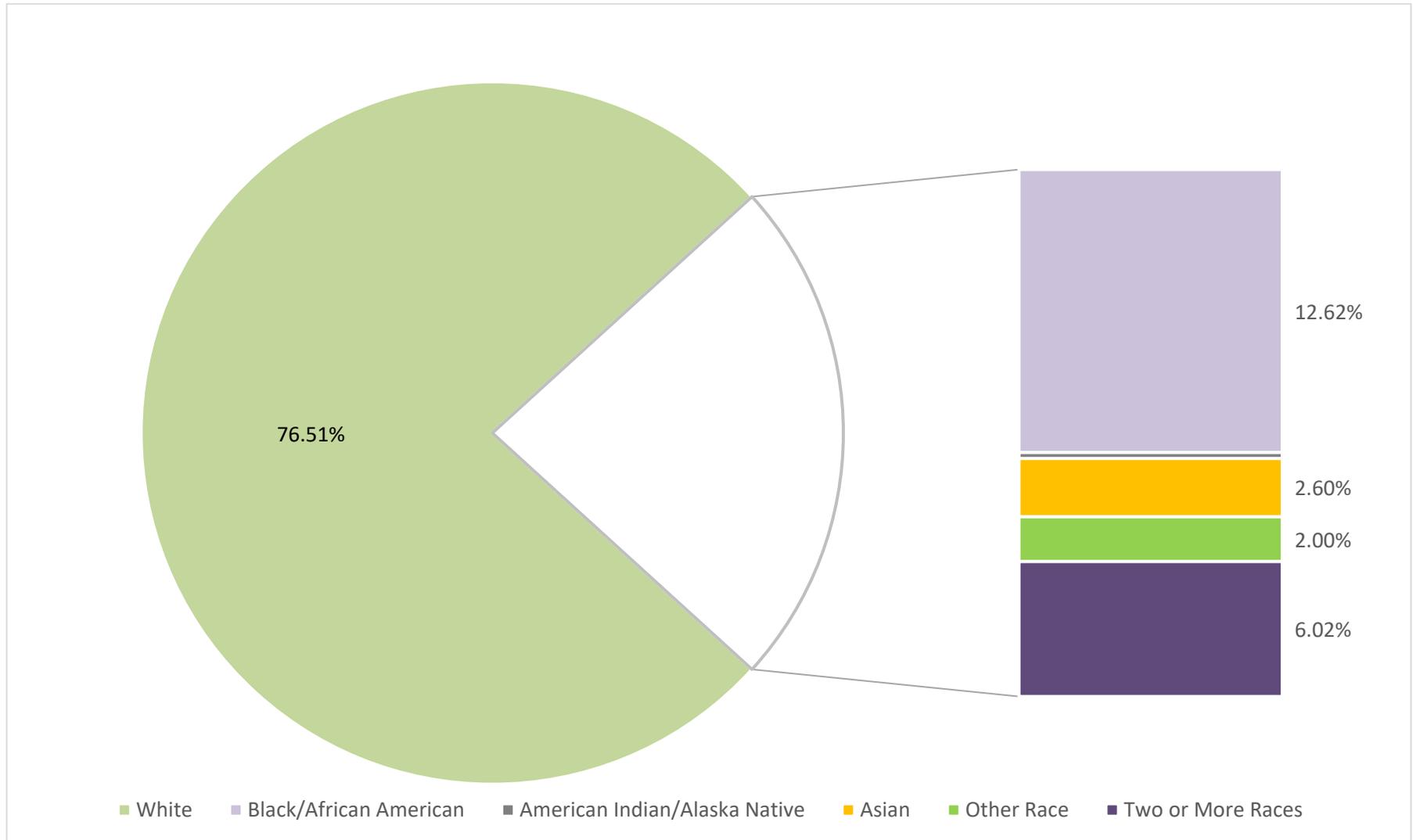
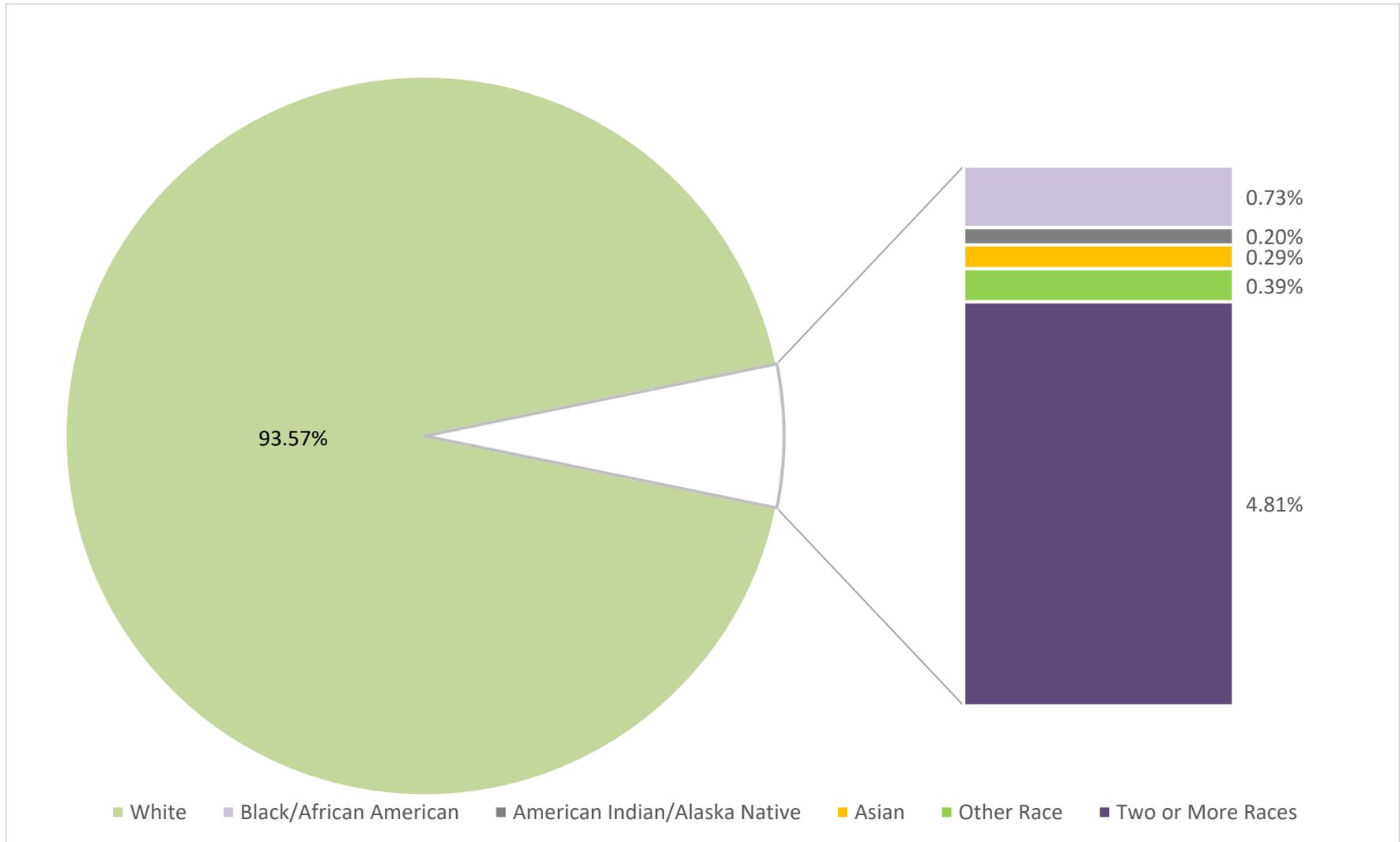


Figure 12: City of Logan 2022 Race and Ethnicity Comparisons.  
Source: US Census/American Community Survey.

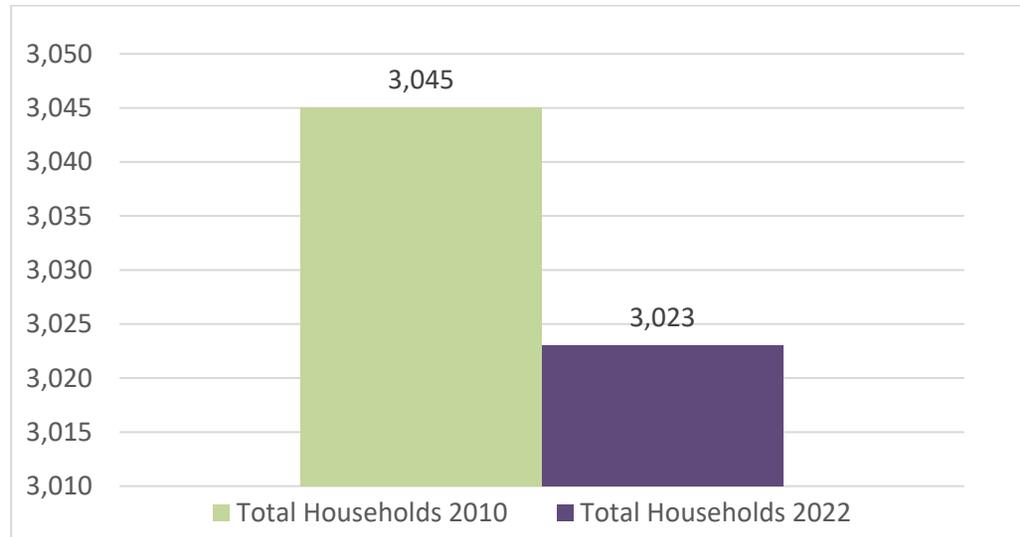


### 3.6 Households

A household comprises all the people who reside in a housing unit, including family members and unrelated roommates.<sup>5</sup> The total number of households in Logan was 3,023 (2022). This is a 0.72 percent decrease (22 units) since 2010. While Logan’s population increased in that period, the total number of households decreased. The State of Ohio saw a 0.47 percent increase in households during that time period.

*Figure 13: City of Logan Total Household Numbers.*

*Source: US Census/American Community Survey.*



### 3.7 Average Household Size

Household size refers to the number of people sharing a household. The average household size in Logan is 2.4 (2022). Ohio has a similar household size of 2.38, and the United States has an average household size of 2.55 (2022).

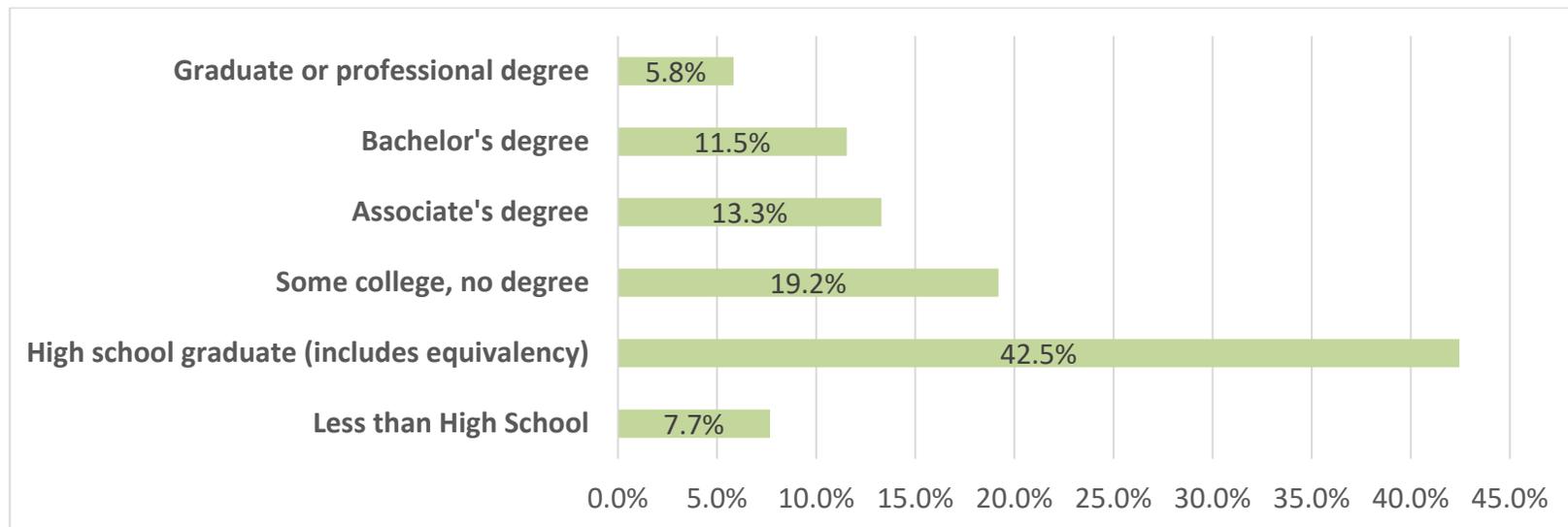
<sup>5</sup> [US Census Bureau: Subject Definitions](#)

### 3.8 Education

Figure 14 illustrates the level of educational attainment of residents in the City of Logan. According to ESRI Community Analysis, 42.4 percent of the City of Logan population received a high school diploma or GED compared to 32.6 percent for the State of Ohio. About 19.2 percent of adults in the City of Logan had completed some college credit work, similar to Ohio at 18.5 percent. The low educational attainment of the City of Logan can reflect the region's economy, educational resources, and job skill training issues. However, Figure 14 shows that there has been improvement since the 2019 Downtown Logan Redevelopment Plan reported on this key economic performance indicator. Logan has experienced an approximately 12 percent increase in educational attainment for Bachelor's Degree or higher<sup>6</sup>.

*Figure 14: City of Logan 2022 Education Attainment.*

*Source: US Census/American Community Survey.*



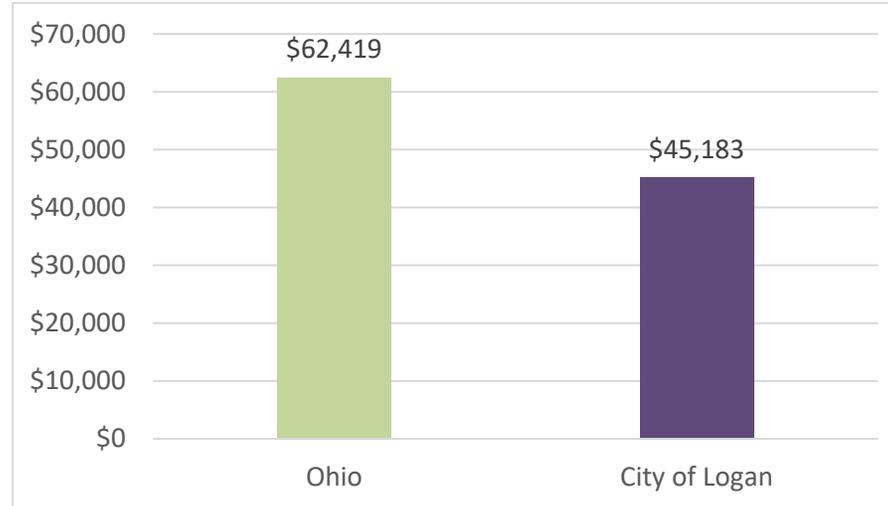
<sup>6</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

### 3.9 Income

As shown in Figure 15, the City of Logan had a median income of \$45,183, about \$2,000 less than HUD’s FY2022 Preliminary Two-Person Low-Income Limit for Hocking County.<sup>7</sup> The City of Logan’s median income is also less than Ohio’s by almost \$17,000 for the same year. Despite the low median income for 2022, we again see improvement over findings from 2019’s Downtown Logan Redevelopment Plan. Logan has seen an approximately 40% increase since the report was published.<sup>8</sup>

*Figure 15: 2022 Median Household Income.*

*Source: US Census/American Community Survey.*



### 3.10 Poverty

The poverty rate is determined by totaling a household’s income and determining if that income sits above or below the poverty threshold. The poverty threshold for each household is determined by household size and makeup.<sup>9</sup> In 2021, there were 581 households (19.2 percent) in Logan experiencing poverty. The Ohio poverty rate for the same year was 12.9 percent.

<sup>7</sup> [FY 2023 Income Limits Documentation System -- Summary for \\$inputname\\$ \(huduser.gov\)](#)

<sup>8</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

<sup>9</sup> [US Census Bureau: How the US Census Bureau Measures Poverty](#)

## 4.0 Housing

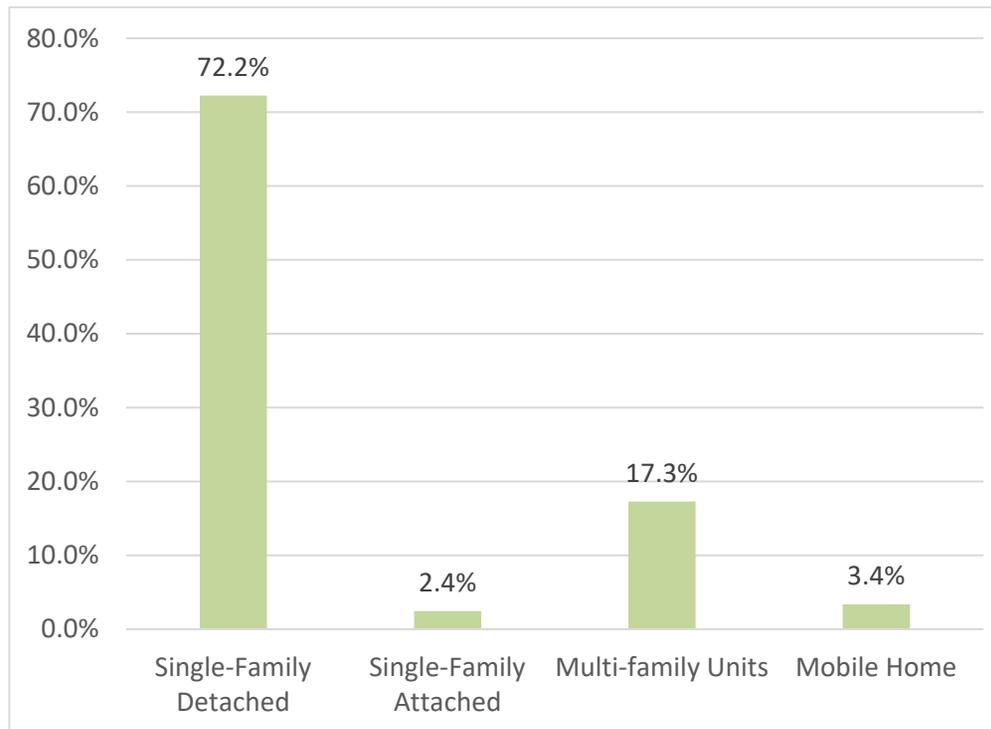
Housing is often the largest expense for households. Stable, well-developed housing options can attract talent and businesses to a community and enhance economic growth and prosperity by encouraging community investment by homeowners and renters. Attainable housing options also enable families to allocate more of their income to other essential needs, such as healthcare, education, and food.

### 4.1 Type

As shown in Figure 16, the housing stock in Logan is made up of primarily single-family detached homes. 72.2 percent of the housing units are single-family detached, 17.3 percent of housing units are part of a multi-unit building, and less than six percent of homes are single-family attached or mobile homes (2021).

*Figure 16: 2021 City of Logan Housing Types.*

*Source: US Census/American Community Survey.*



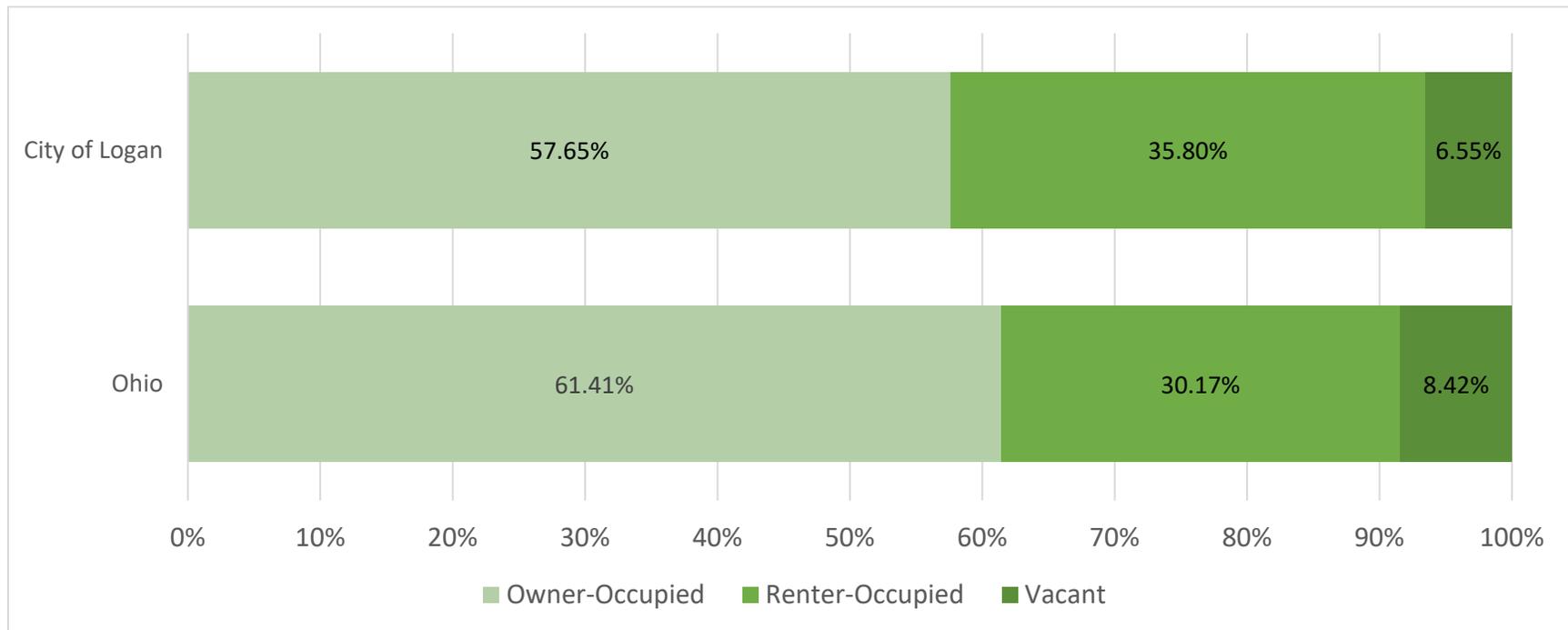
## 4.2 Occupancy

57.7 percent of homes in Logan are owner-occupied, 35.8 percent of homes are renter-occupied, and 6.6 percent are vacant (2022). The City of Logan experienced a three percent reduction in vacancy rates compared to 2010. The State of Ohio has a higher homeownership rate of 61.4 percent and a higher vacancy rate of 8.4 percent (2022).

While low vacancy is typically desirable for communities, lack of housing was noted as a challenge for downtown Logan by respondents in the 2019 downtown study.<sup>10</sup>

Figure 17: 2022 City of Logan Housing Occupancy.

Source: US Census/American Community Survey.



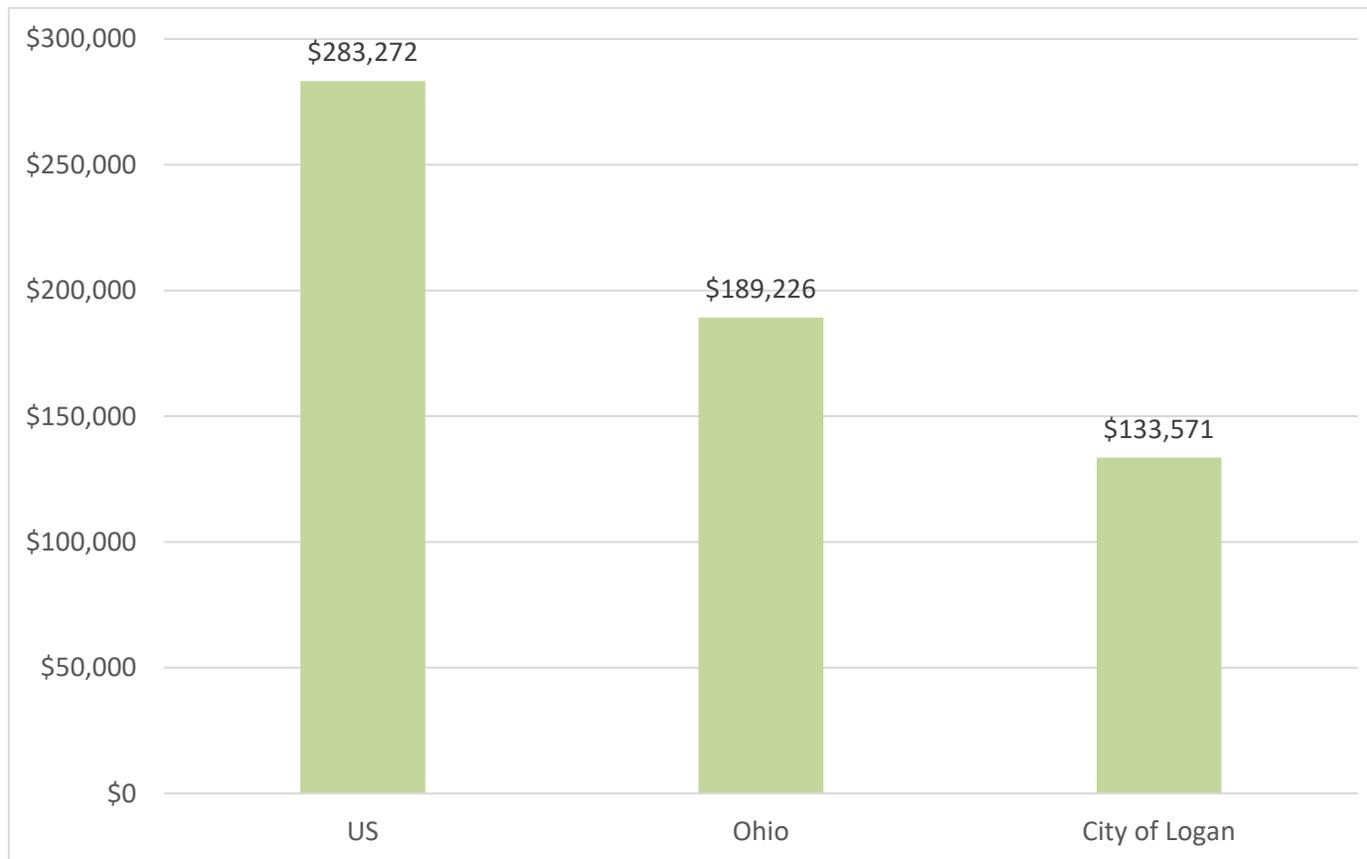
<sup>10</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

### 4.3 Home Values

Home value is an important indicator of socio-economic status as well as the demand and quality of housing stock within the area. The City of Logan’s median home value sits at \$133,571 (2022). The State of Ohio has a higher median home value of \$189,226, and the country has an even higher median home value of \$283,272 (2022). The largest portion of homes in Logan are valued between \$100,000 and \$149,999; few homes exceed \$400,000 in value.

*Figure 18: 2022 City of Logan Median Home Value.*

*Source: US Census/American Community Survey.*

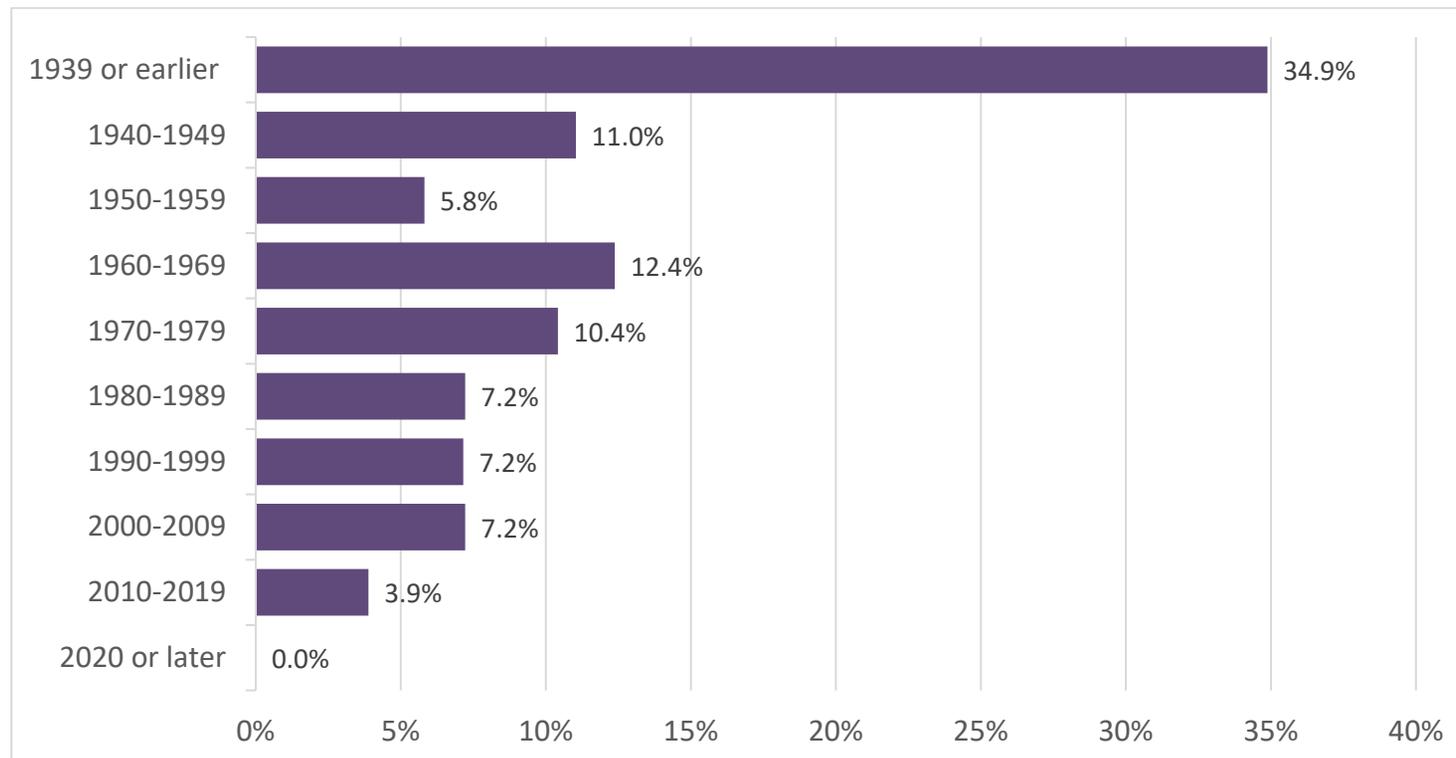


## 4.4 Age of Housing Units

Looking at the age of housing units allows us to understand when the community saw growth as well as can provide a look into quality of homes in the area. Almost 46.0 percent of homes in the City of Logan were built before 1950. Another 40.0 percent of the homes were built before 1999. As of the 2020 data, only 11.0 percent, or about 350 homes, were built in 2000 or later.

*Figure 19: City of Logan Housing Age.*

*Source: US Census/American Community Survey.*



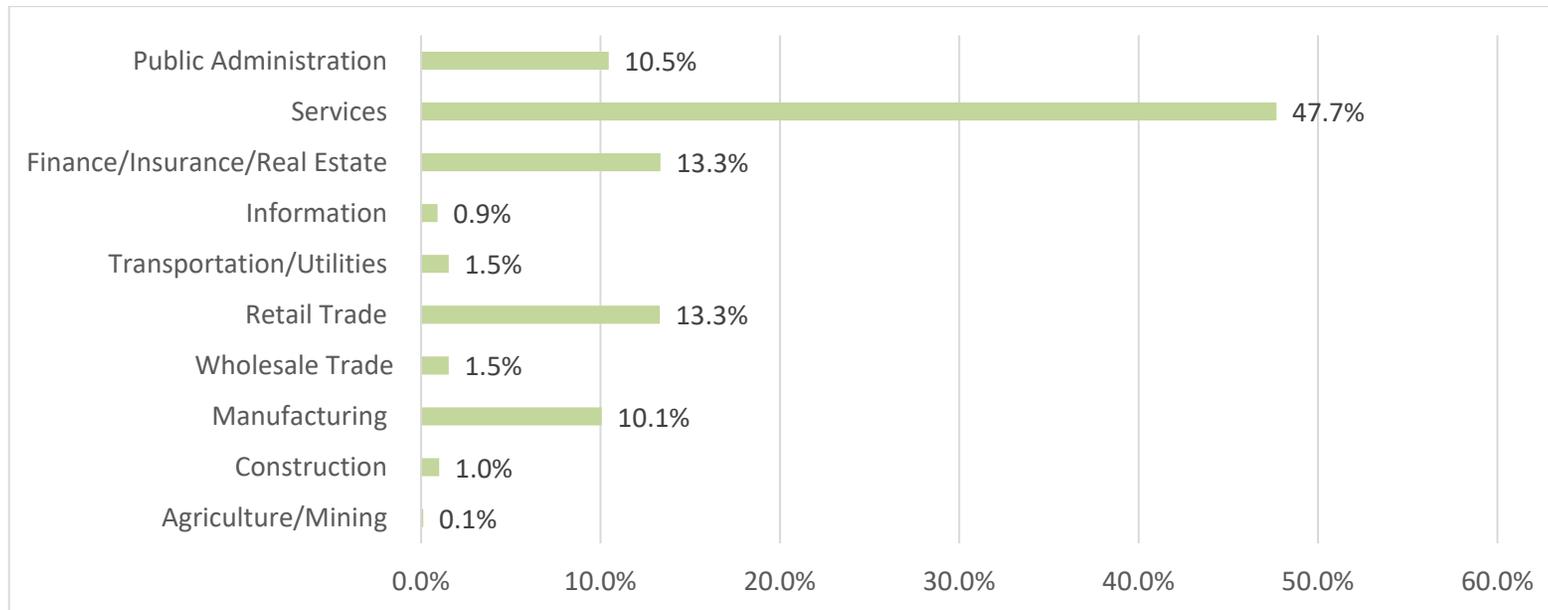
## 5.0 Employment

Understanding employment by industry, unemployment, and commuter behavior is crucial for downtown strategic planning. These variables can provide insight on how to keep residents employed within the city and attract additional workforce to downtown.

### 5.1 Industry

This section's employment information was based on the 2023 North American Industry Classification System (NAICS) database. Among the residents in the workforce, employment is varied but concentrated in several major employment sectors. As of the 2023 data, workers from the City of Logan were heavily concentrated in services jobs, which accounted for about 47.7 percent of workers. No other employment industry had anywhere near this level of concentration. The second highest employment industry for the City of Logan is a tie between retail trade and workers and finance/insurance/real estate at 13.3 percent. Other industries such as construction, wholesale trade, transportation/utilities, information, agriculture, and mining were 0.0 to 1.0 percent of workers in the industry.

*Figure 20: 2023 Employed Population 16+ by industry.*  
Source: US Bureau of Labor Statistics.

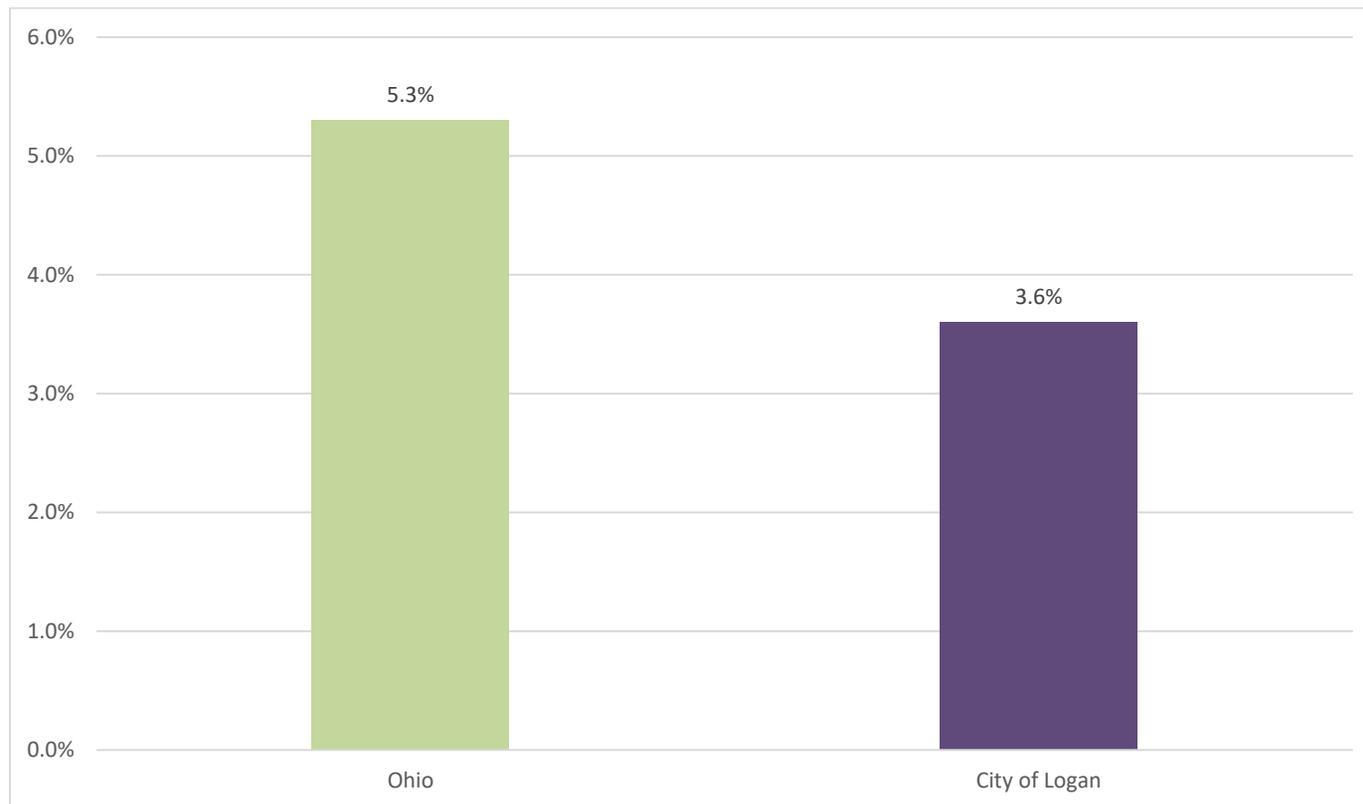


## 5.2 Unemployment

The unemployment rate is the percentage of the labor force who are unemployed.<sup>11</sup> In 2021, the City of Logan’s unemployment rate was 3.6 percent, lower than Ohio (5.3 percent).

*Figure 21: 2021 Unemployment Rate – Population 16 years and over.*

*Source: US Bureau of Labor Statistics.*



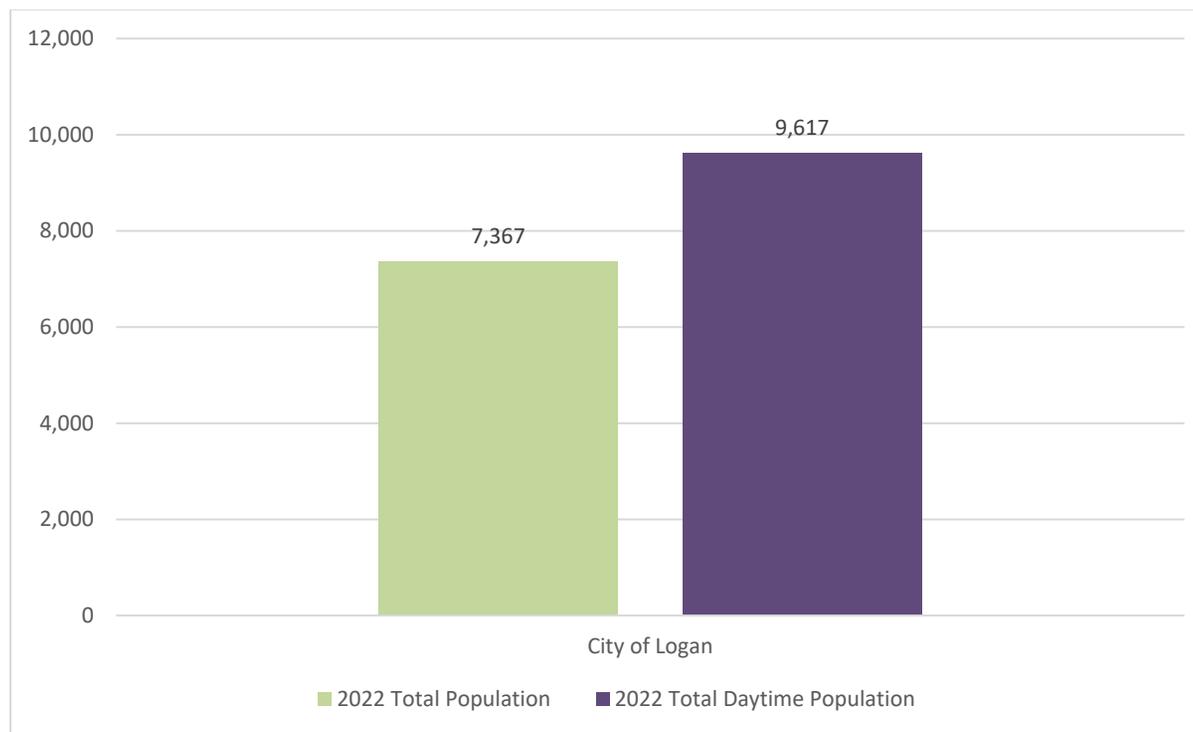
<sup>11</sup> [US Bureau of Labor Statistics: How the Government Measures Unemployment](#)

### 5.3 Daytime Population

The daytime population accounts for workers, commuters, and others who spend time in the area during the day. Existing residents only account for a portion of this demographic. Local employees and students also make up the daytime population. While not residents, these individuals represent groups or individuals that regularly spend a lot of time within the City of Logan, representing a strong interest in thriving businesses, shopping, and community. According to 2022 ACA data, the daytime population of the City of Logan is about 9,617 people. Compared to the total population, the city's daytime population is larger. This indicates that other people are traveling to Logan to work, study, shop, etc., during the day.

*Figure 22: Total Population vs. Daytime Population.*

*Source: US Census.*

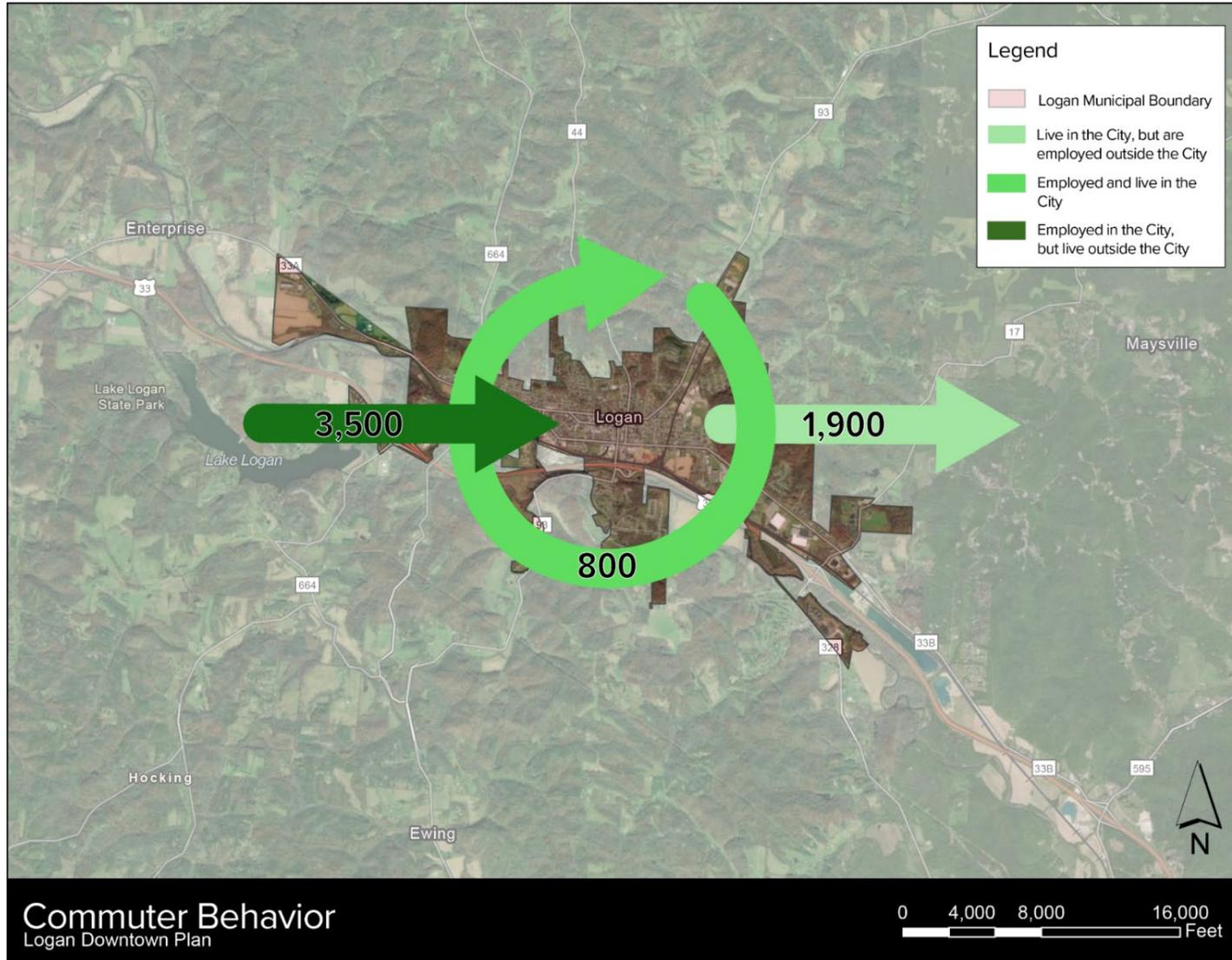


## 5.4 Commuter Behavior

In 2020, 6,200 people were employed in the City of Logan. The majority (3,500) did not live in the study area and commute from outside the study's boundary for work. Of those who lived in the study area, 800 people also worked within the city, while 1,900 residents worked outside the City of Logan. Important industries are located within the city, including Logan Clay Products LLC, located near the Downtown study area. Also, other businesses are located within the Downtown study area, including CMC Real Estate Group, Logan Police and Fire Department, Hocking Valley Industries, etc.

Most people commuting into the city for work are from the northwest, east, and southeast. Most of the people commuting out of the city are going northwest to Lancaster and the Columbus areas. The cities where Logan sees the largest exchange of employees are Lancaster, Columbus, Nelsonville, and Athens (all in Ohio).

Figure 23: Inflow and Outflow Analysis.  
 Source: OnTheMap.



## 6.0 Market Conditions

Market conditions in Logan were analyzed using stakeholder input, commuter data, and daytime population to determine trade areas. The trade areas were used as a basis for a retail gap analysis to examine spending data and identify retail categories that Logan may consider attracting to downtown to address the needs of residents. Additionally, tourism market conditions for the Ohio Appalachian region can be used to frame this analysis on how to also attract tourism to downtown Logan.

### 6.1 Logan's Trade Areas

The analysis of Logan's population trends, commuter patterns, daytime population, and public input revealed two distance trade areas (Figure 25). The two trade areas identified were:

1. Primary trade area (15-minute drive) – the primary trade area was defined as a 15-minute drive from Logan and captured residents and employees that work and likely shop at local businesses multiple times per week.
2. Extended trade area (20-minute drive) – the extended trade area was defined as a 20-minute drive from Logan and captured potential shoppers that may frequent Logan businesses once or twice a month.

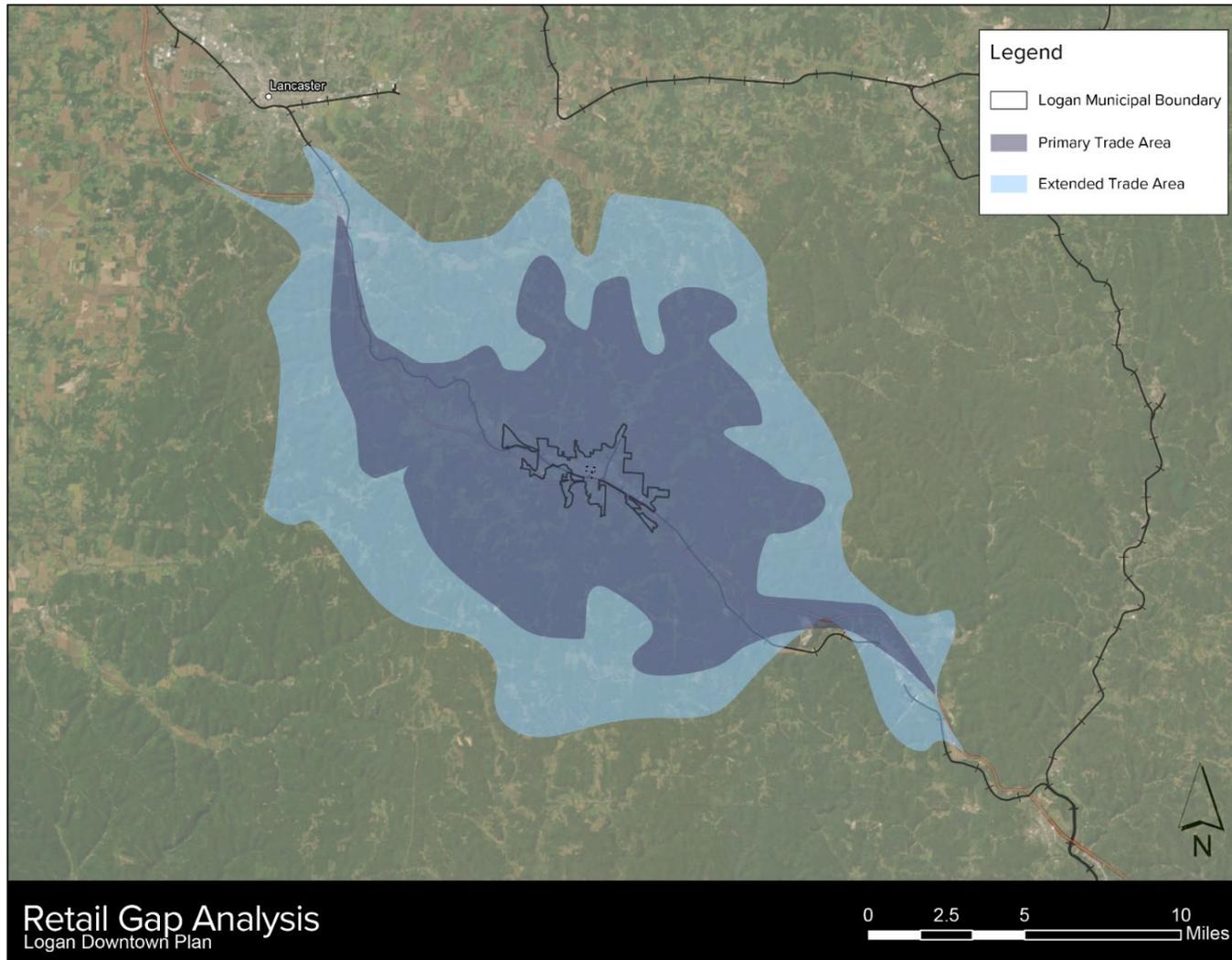
*Figure 24: Residents and tourists enjoy the unique local retail experience in Logan.*

*Source: ASI.*



Figure 25: Comparison Trade Areas

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, Business Analyst.



## 6.2 Retail Gap Analysis

A retail gap analysis shows how much money is spent locally compared to how much money “should” be spent based on the local population’s disposable income. A retail gap analysis helps to:

- Uncover unmet demand and possible opportunities;
- Understand the strengths and weaknesses of the local market area; and
- Measure the difference between actual and potential retail sales.

“Leakage” and “surplus” are the two categories used in a retail gap analysis.

- Leakage in a local market means that people living in a trade area are spending money outside of that trade area. That indicates that additional disposable income could be captured in the trade area but is being lost or “leaking” to competing shopping districts.
- A surplus in a local market means more money is being spent at local businesses than the trade area’s population “should be” spending. A surplus can have multiple meanings:
  1. Too many businesses exist in the trade area without enough disposable income to support them all; or
  2. The trade area attracts spending from additional shoppers beyond the residents’ spending power.

Figure 26: Comparative Retail Gap Analysis of Logan and Extended Trade Areas.  
Source: Retail Market Power Opportunity Gap by Retail Store Types 2022; Claritas.

Category	Primary Trade Area (\$)	Extended Trade Area (\$)
<b>Total</b>	119,924,427	203,034,165
Motor Vehicle and Parts Dealers	54,578,903	91,277,740
Furniture and Home Furnishing Stores	2,773,660	6,185,685
Electronics and Appliance Stores	2,325,616	4,917,643
Building Material and Garden Equipment and Supplies Dealers	13,450,510	18,272,647
Food and Beverage Stores	-11,461,592	-7,469,131
Health and Personal Care Stores	13,280,062	16,665,151
Gasoline Stations	15,736,455	14,576,185
Clothing and Clothing Accessories Stores	10,161,084	16,983,033
Sporting Goods, Hobby, Musical Instrument, and Book Stores	261,667	1,692,810
General Merchandise Stores	-27,895,122	-25,977,337
Miscellaneous Store Retailers	-462,177	1,567,412
Food Services and Drinking Places	8,167,422	17,888,340
Drinking places (alcoholic beverages)	934,818	579,474
Restaurants and other eating places	4,856,147	13,563,517
Full-service restaurants	4,844,517	8,572,058
Limited-service restaurants	-1,590,873	2,542,658
Cafeterias, grill buffets, and buffets	-74,041	-255,941
Snack and non-alcoholic beverage bars	1,676,544	2,704,743

### **6.2.1 Primary Trade Area**

The primary trade covers a wide area out past the city of Logan’s boundaries and encompasses a number of residents both within and outside of the community’s corporate limits. This area had a sizable total leakage of \$119,924,427. The largest leakages were observed in the following retail categories:

- Motor vehicle and parts (\$54,578,903)
- Gasoline stations (\$15,736,455)
- Building material and garden equipment and supplies dealers (\$13,450,510)
- Health and Personal Care stores (\$13,280,062)
- Clothing and Clothing Accessories stores (\$10,161,084)
- Full-service restaurants (\$4,844,517)

### **6.2.2 Extended Trade Area**

Given the speed limit of US 33, the extended trade continues northwest and southeast following that road’s outline. This trade area’s boundary reached almost Lancaster and Athens. This area also had a sizable total leakage of \$203,034,165. The largest leakages were observed in the following retail categories:

- Motor vehicle and parts (\$91,277,740)
- Building material and garden equipment and supplies dealers (\$18,272,647)
- Clothing and Clothing Accessories stores (\$16,983,033)
- Health and Personal Care stores (\$16,665,151)
- Gasoline stations (\$14,576,185)
- Full-service restaurants (\$8,572,058)

### **6.2.3 Gap Analysis Summary**

The leakages observed in both the primary and extended trade areas are an initial indication of potential retailers needed in the City of Logan. An important distinction to consider is that gap analysis relies solely on spending from residents within the identified trade area. However, given the prevalent tourism in Logan and Hocking County, the demand for certain categories may be even higher specifically, in categories that visitors and tourists utilize, such as full-service restaurants, gasoline stations, and certain types of clothing stores.

### 6.3 Tourism

Like other Appalachian Ohio communities, tourism has been a tremendous boon to fill the loss of manufacturing jobs in Logan and Hocking County over the last three decades. Hocking Hills State Park, Wayne National Forest and other community assets attracted \$161.7M in sales (three percent of total sales for the region) for Hocking County in 2019.<sup>12</sup> It also accounts 1,139 jobs or nearly 15 percent of jobs in Hocking County. In the same year, tourism in Hocking County generated \$21M in tax revenue. For the region, tax revenue from tourism saved households an average of \$392 per household.

According to Tourism Economics, the following industries experience the most in direct business sales impacts in the region (in order):

1. Retail trade
2. Food & beverage
3. Lodging
4. Finance, Insurance, and Real Estate
5. Recreation & entertainment
6. Ground transportation

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<sup>12</sup> [https://www.appalachianohio.com/resources/Appalachian%20Region\\_2019.pdf](https://www.appalachianohio.com/resources/Appalachian%20Region_2019.pdf)

Figure 27: Existing lodging in downtown Logan.  
Source: ASI.



*Figure 28: New eating and drinking establishments capture primary market leakages and attract tourism.  
Source: ASI.*



## 7.0 Existing Land Use and Development Plans

An understanding of existing land use and development plans allows future downtown Logan strategies to capitalize on existing redevelopment efforts, to continue to build on success with America In Bloom, and to ensure cohesion with Hocking County initiatives. This well-informed approach prevents redundancies and missed opportunities in strategic planning for downtown Logan.

### 7.1 Existing Documents

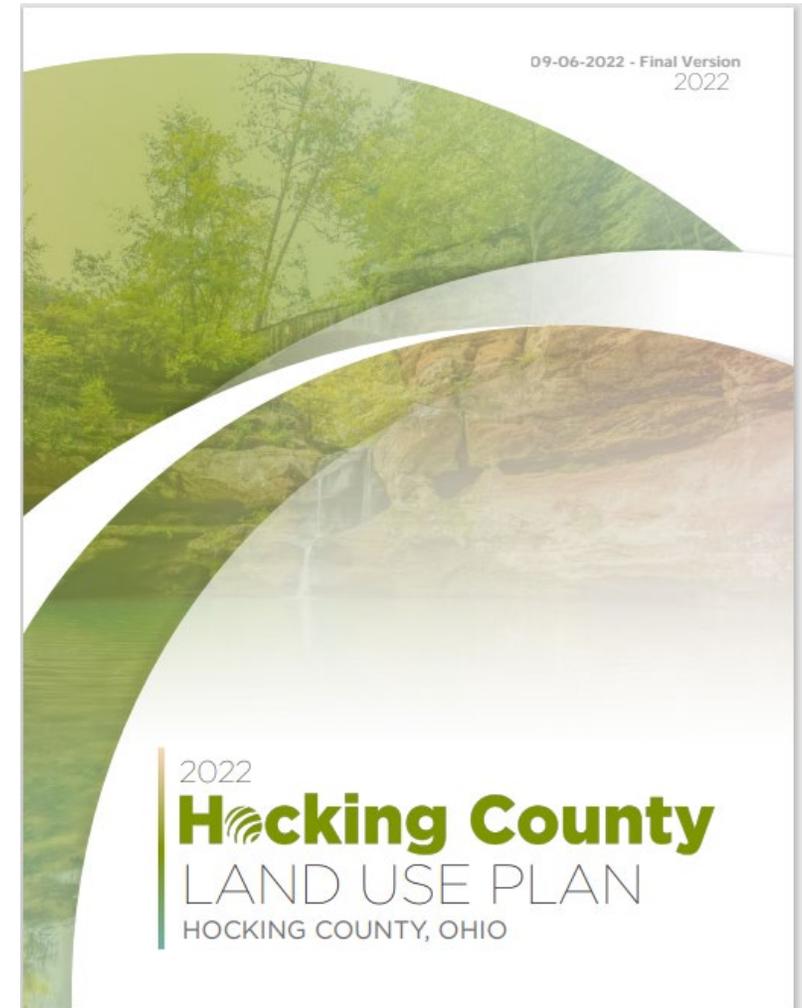
#### 7.1.1 Hocking County Land Use Plan<sup>13</sup>

The Hocking County Land Use Plan was adopted in September 2022. The plan outlines aspirations and strategies for land use, housing, tourism, mobility & infrastructure, and environmental stewardship.

Key objectives from the plan that relate to the study area include:

1. Creating a greenways plan to protect important environmental areas and connect tourist destinations.
2. Promoting Innovation (medium-scale industrial, research, and office) and Tourism Mixed-Use (medium density residential, tourism, and retail) future land use groups adjacent to Logan's incorporation limits.
3. Creating a broadband infrastructure plan.
4. Identifying motorized and non-motorized mobility connections to improve safety and access.

*Figure 29: Downtown revitalization efforts must be informed by past planning efforts by both the city and Hocking County.*



<sup>13</sup> <https://hocking.oh.gov/sites/default/files/2023-02/Hocking%20County%20Land%20Use%20Plan.pdf>

### **7.1.2 Downtown Logan Redevelopment Plan<sup>14</sup>**

Based on public engagement conducted by the Montrose Group, LLC. in 2017, the Downtown Logan Redevelopment Plan focuses creating four downtown redevelopment districts (DRDs) to leverage for downtown revitalization. The primary goal of the DRDs is to encourage new capital investment within each district. A secondary goal is to create more jobs for the community. The idea is that new investment within the districts will cause an increase in building values which will subsequently increase property taxes. The DRD takes 70 percent of all newly generated property taxes and uses that money to fund infrastructure improvements, grants and loans for the rehabilitation of historic buildings, and organizations aimed at furthering economic development. Ideally, this program creates a positive feedback loop that results in more capital investment and, therefore greater infrastructure improvements.

The DRDs were adopted in March 2019 along with the Logan Downtown Redevelopment Districts Economic Development Plan, created to ultimately guide development and investment within the downtown area to create more economic opportunity. The redevelopment plan centers on four strategies: redevelopment through historic preservation, retention, and attraction of millennials, a focus on arts and tourism, and “white collar” job creation. These initiatives are designed to encourage population growth by increasing the quality of life for residents.

The plan outlines the following action steps:

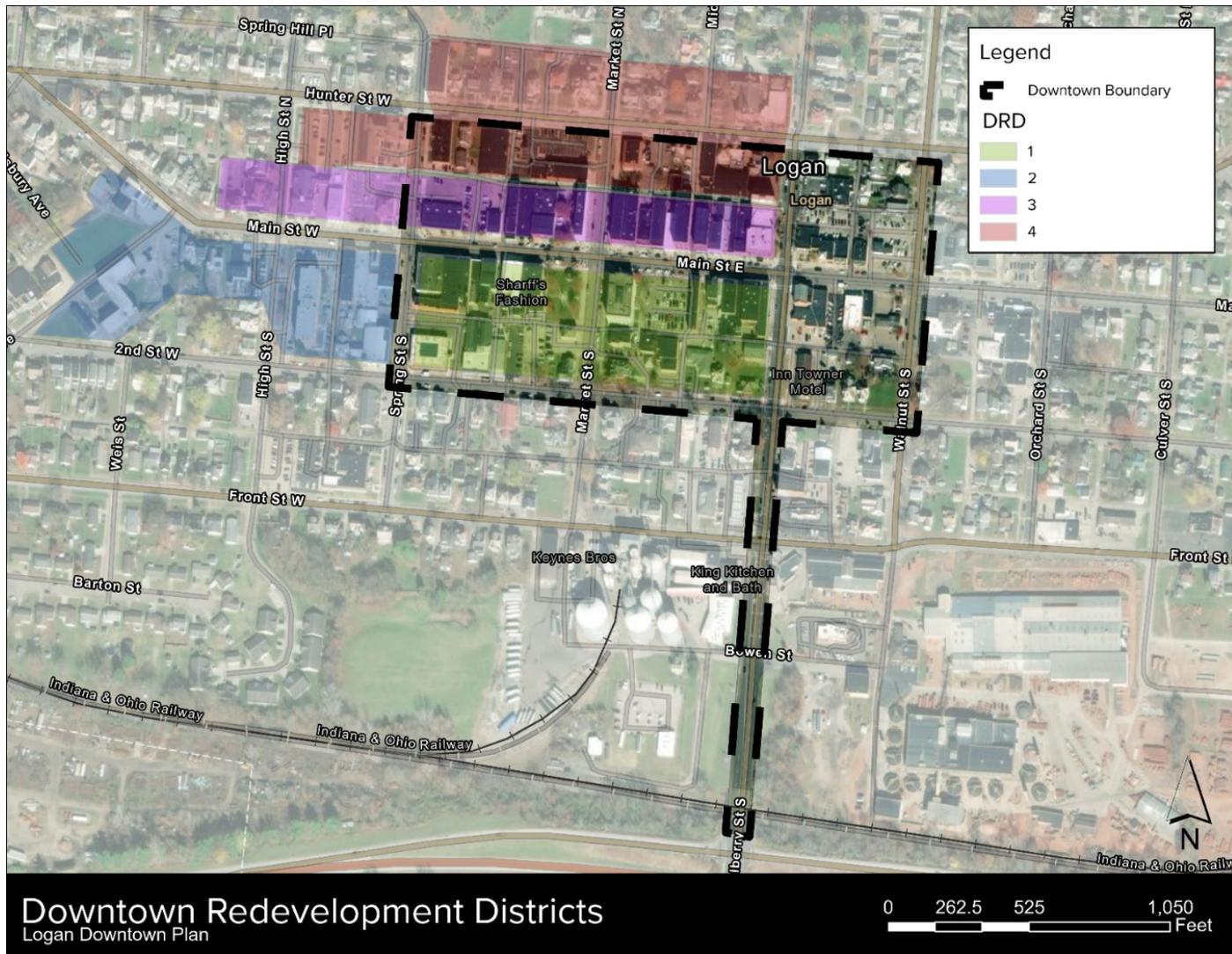
1. Establish the Logan DRD(s).
2. Establish the Downtown Logan Community Investment Fund.
3. Encourage residential development by amending the zoning code, creating an Urban Overlay District, and offering incentives for developers.

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<sup>14</sup> Nate Green and Dave Robinson. Downtown Logan Redevelopment Plan. The Montrose Group, LLC., 2019.

Figure 30: Downtown Redevelopment Districts.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, The Montrose Group.



### 7.1.3 America In Bloom<sup>15</sup>

America In Bloom (AIB) is a non-profit organization that “promotes nationwide beautification through education and community involvement” by encouraging streetscaping and other placemaking elements. AIB provides funding for downtown revitalization and a variety of community resources, such as articles on how to start a public art program with murals or creating safe pedestrian routes. Logan has an active local chapter, Logan In Bloom, and the city won nationally the 2022 AIB YouTube People’s Choice Award. Future development regulations, such as an Urban Overlay District, and other city policy should include provisions that speak to the standards outlined on the AIB community scorecard, including:

- Home repair programs (CHIP).
- Streetscaping that encourages non-plant seasonal decorations.
- Community gateway features.
- Effective signage ordinance enforcement.
- Incentives offered to promote historic preservation, such as tax credits or waived permit fees.
- Public tree inventory and construction tree protection ordinance.
- Public gathering spaces for farmers markets and performances<sup>16</sup>.

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<sup>15</sup> [GROW - Logan in Bloom: The Story Behind the Winning 2022 AIB YouTube People's Choice Award - America In Bloom](#)

<sup>16</sup> [2023-America-in-Bloom-Metrics-for-Communities.pdf \(americainbloom.org\)](#)

## 7.2 Assessor’s Land Use Analysis

Land use maps examine each parcel using the associated tax code and are used to understand the distribution of different activities within an area. Land uses in the study area are commercial, institutional (government, religious, non-profit, schools, etc.), single-family residential, other residential types, and vacant parcels. Most of the Downtown study area was commercial (55.0 percent), as many business and retail stores are located around the area. The second largest land use in the area was institutional (23.0 percent), as the Hocking County Board of Elections, Hocking County Children Services, the Hocking County Courthouse, the Hocking County Regional Planning, Worthington Park, and other government facilities are located within the study area.

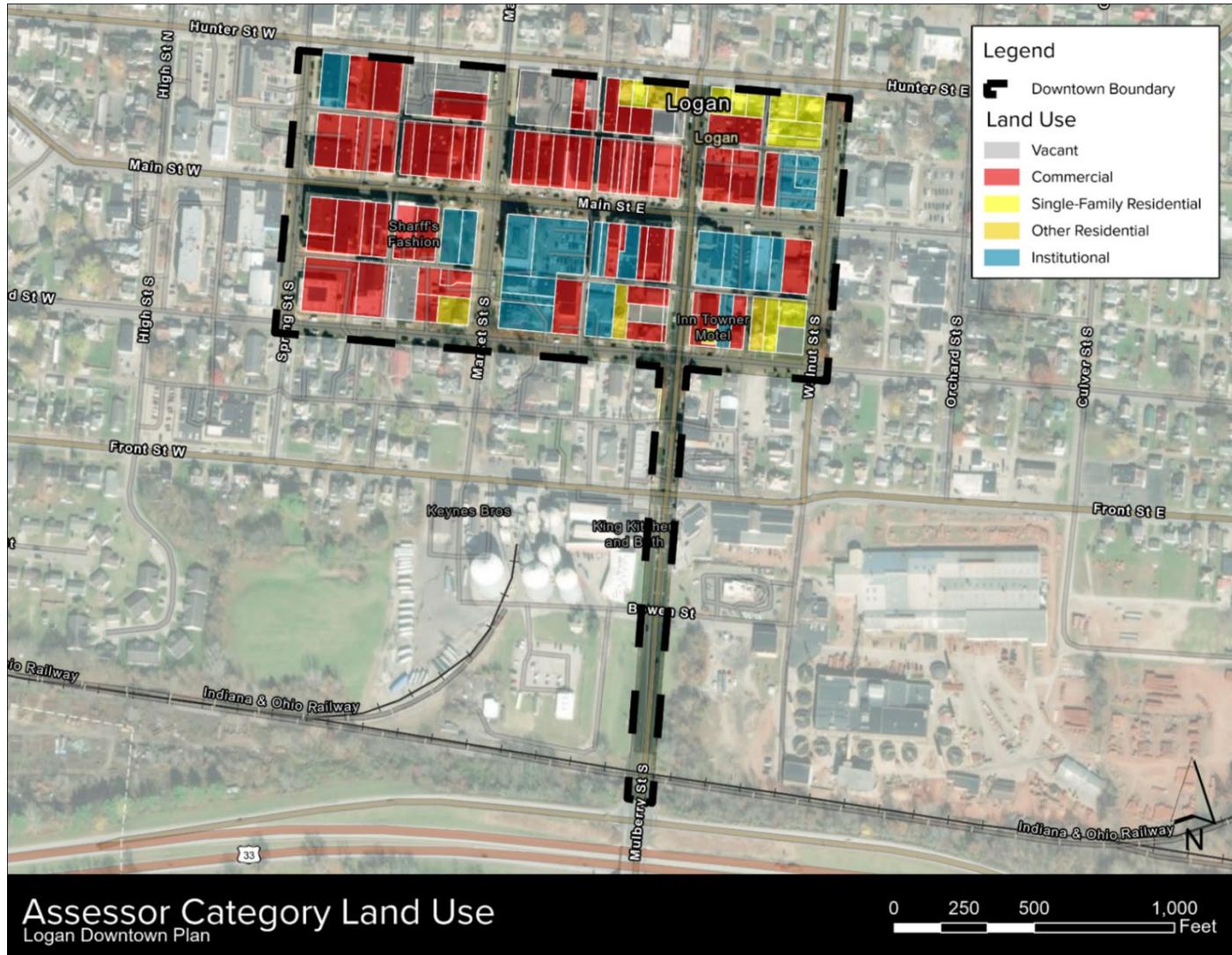
Other parcels were classified as residential. Only about 7.0 percent were classified as single-family residential. Approximately 11.0 percent of parcels were classified as vacant. Vacant parcels include abandoned houses, businesses, and empty lots.

*Figure 31: Land Use Acreages in the Downtown Study Area.  
Source: Hocking County.*

Use	Study Area	
	Acres	Percent of Total
Other	0	0.0
Commercial	15	55.3
Industrial	0	0.0
Institutional	6	23.0
Multi-family Residential	0	0.0
Other Residential	1	4.0
Single-family Residential	2	6.9
Utilities	0	0.0
Vacant	3	10.8
<b>Total</b>	<b>28</b>	<b>100.0</b>

Figure 32: Land use for Downtown's Study Area.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, Hocking County.



## 8.0 Physical Environment

An inventory of physical conditions provide a starting point for placemaking and explores the main characteristics of the built environment of downtown Logan. Existing development, land uses, and infrastructure influence the type of development that can be expected in the future as the built environment changes incrementally.

### 8.1 Observed Land Uses Analysis

The observed uses in Figure 34 were compiled on-street visual analysis. The observed uses identified in the Downtown study area include commercial, institutional, residential, vacant parcels, parking, and mixed-use areas. Figure 33 illustrates the acreage of each category.

For the observed uses, the largest use category was commercial. Mixed-use buildings were identified in this analysis; these occupied 3.2 percent of the total land use acreage. As mentioned before, government institutions are located in the Downtown study area. The observed land use map classified 18.5 percent of the total land use acreage as institutional. Commercial uses occupied 12.0 percent of the total land uses and 3.0 percent of residential uses (single-family and multi-family).

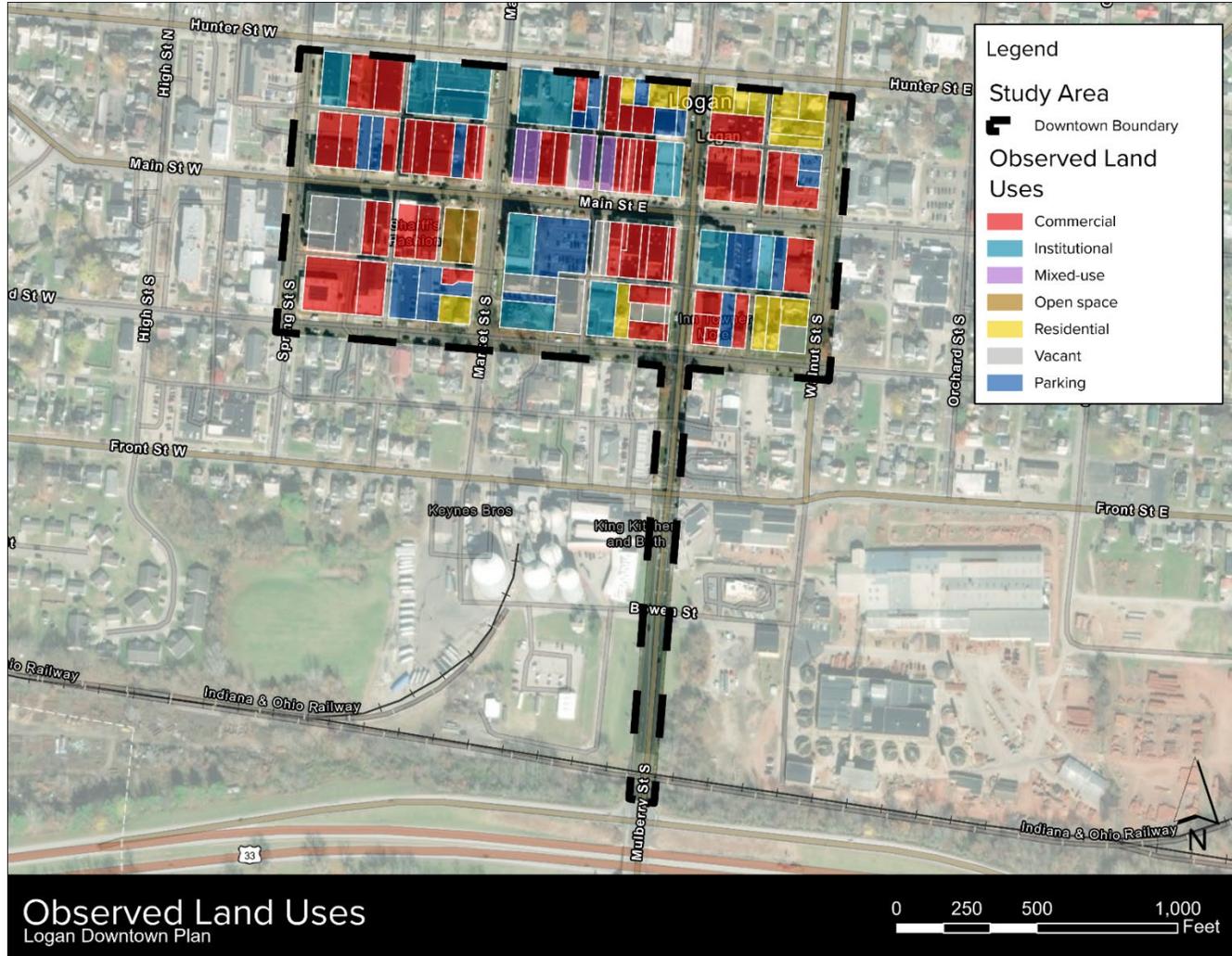
*Figure 33: Observed Land Use Acreages for Downtown Study Area.*

*Source: ASI.*

Observed Land Uses Acreages	Study Area	
	Acres	Percent of Total
Other	0	0.0
Commercial	12	43.3
Industrial	0	0.0
Institutional	5	18.5
Multi-family Residential	0	0.0
Residential	3	10.6
Parking	4	15.8
Utilities	0	0.0
Mixed-use	1	3.2
Vacant	2	8.7
<b>Total</b>	<b>27</b>	<b>100.0</b>

Figure 34: Observed Land Uses for Downtown Study Area.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, ASI.



## 8.2 Observed Building/Parcel Conditions

A building and land physical conditions assessment was to determine if parcels needed major renovations or were in very poor condition based on their view from the public street. As shown on Figure 35, parcels/buildings were given a number according to their condition. The following describes what each number represents:

- 1 Beyond Repair – The structure has clearly visible substantial damage and appears to be unsafe for occupancy.
- 2 Critical – There are major defects or damages to the property.
- 3 Average – There are minor cosmetic defects or minor visible damage, but the structure is still habitable.
- 4 Good – There are no major defects or damages. The building stands in good condition.
- 5 Very Good – There are no defects or damages. The building is brand-new and in excellent condition.

Buildings or parcels ranked as critical were mainly empty lots of land that could bring a bad appearance to the study area. Mainly parking lots or empty parcels were ranked as average. Other buildings ranked as average included buildings that are not being used or with minor visible damage. Institutional, commercial, and mixed-use buildings were mainly ranked as good since they were kept in good functional condition, and major structural damage was not observed. A few parcels were ranked as very good conditions; these buildings are classified as commercial and institutional. As seen in Figure 35, the Downtown study area was mainly ranked good, as many businesses and institutional buildings are located in the study area.

When the observed uses and observed conditions data are paired, potential future redevelopment opportunities begin to emerge. There were 12 parcels identified as “vacant” observed use, including empty lots and unoccupied buildings. Most buildings and parcels were classified as “good” as most buildings were in good condition and occupied. 38 parcels were classified as “average”; these buildings included parking lots or unoccupied buildings. Buildings classified as “vacant” and as “average” are an opportunity for future redevelopment in the area.

Figure 35: Observed Building/Parcel Conditions for Downtown Study Area.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, ASI.



*Figure 36: Vacant buildings with average exterior condition offer future redevelopment opportunities.*  
*Source: ASI.*



### 8.3 Floodplain

Logan is located along the Hocking River. Communities use FEMA floodplain data to set minimum building requirements for coastal areas and floodplains.<sup>17</sup> The Hocking River serves as an asset to the community but also creates a floodplain through a significant portion of the city. Sections of Mulberry Street are affected, but no land within the study area boundary sits within a floodplain as shown in Figure 37.

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<sup>17</sup> [Federal Emergency Management Agency \(FEMA\)](#)

Figure 37: Floodplain for Downtown’s Study Area.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, FEMA.

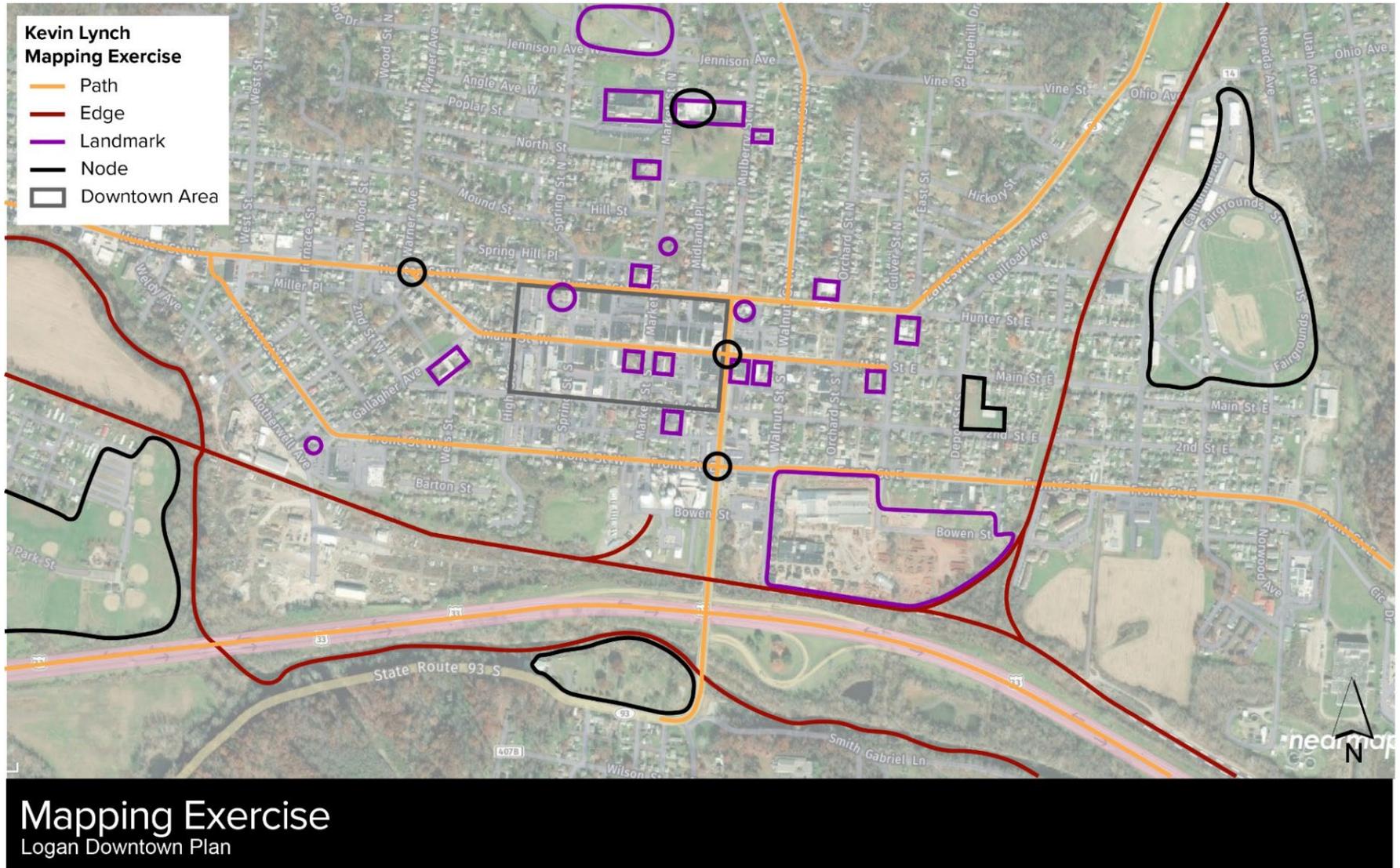


## 8.4 Urban Design

Urban design connects people, places, and the natural and built environment. The fundamental principles of urban design focus on placemaking (i.e., creating a “sense of place” or identity), environmental sustainability, social equity, and economic viability. These factors come together to create a site with distinct beauty and uniqueness. Good urban design can be achieved by creating recognizable neighborhoods with unique identities, designing safe and engaging spaces and buildings, and giving a recognizable “look” to the environment. Some of the commonly implemented elements of placemaking and urban design include lively commercial spaces, mixed-use development (with an emphasis on ground floor retail), human-scale design, safe and attractive public areas, branding, and beautifying aspects of the public realm such as streets, sidewalks, and open spaces.

During the first steering committee meeting, members identified Lynch’s five elements of city imageability (paths, nodes, edges, districts, and landmarks). Team members identified paths (orange) surrounding and running through the downtown study area and nodes (black) outside the study area. Also, edges (red) include the Indiana & Ohio Railway and Hocking River. Landmarks (purple) were identified within and outside the study area. Landmarks within the study area included the Hocking County Courthouse, Worthington Park, and the Hocking County Municipal Court. The committee also verified the boundary of the core downtown area shown as a gray rectangle.

Figure 38: Lynchian Elements Map.  
Source: ASI.



## 8.5 Gateways and Corridors

Effective place-based marketing at gateways and corridors, such as wayfinding signage or other features, is important to creating a successful downtown district. These features supplement district design guidelines by direct visual queues and immediately communicate to visitors their arrival into a distinct space.

*Figure 39: Logan Welcome Sign.  
Source: Marketplace.com*



*Figure 40: Logan Welcome Sign.  
Source: Waymarking.com*



## **8.6 Connectivity**

Connectivity includes all forms of transportation that move a person from one space to another. The transportation component of the community conditions report analyzed connections throughout the study area for pedestrians, cyclists, motorists, public transit, and other forms of travel.

### **8.6.1 Roadway Classification**

Roadway classifications define roads as interstates, freeways, principal arterials, minor arterials, major collectors, minor collectors, and local roadways. Arterial roadways cater to a large traffic volume and serve cross-community travel. Collectors distribute high traffic volumes from arterial roadways to local streets. Local streets are intended for property access.

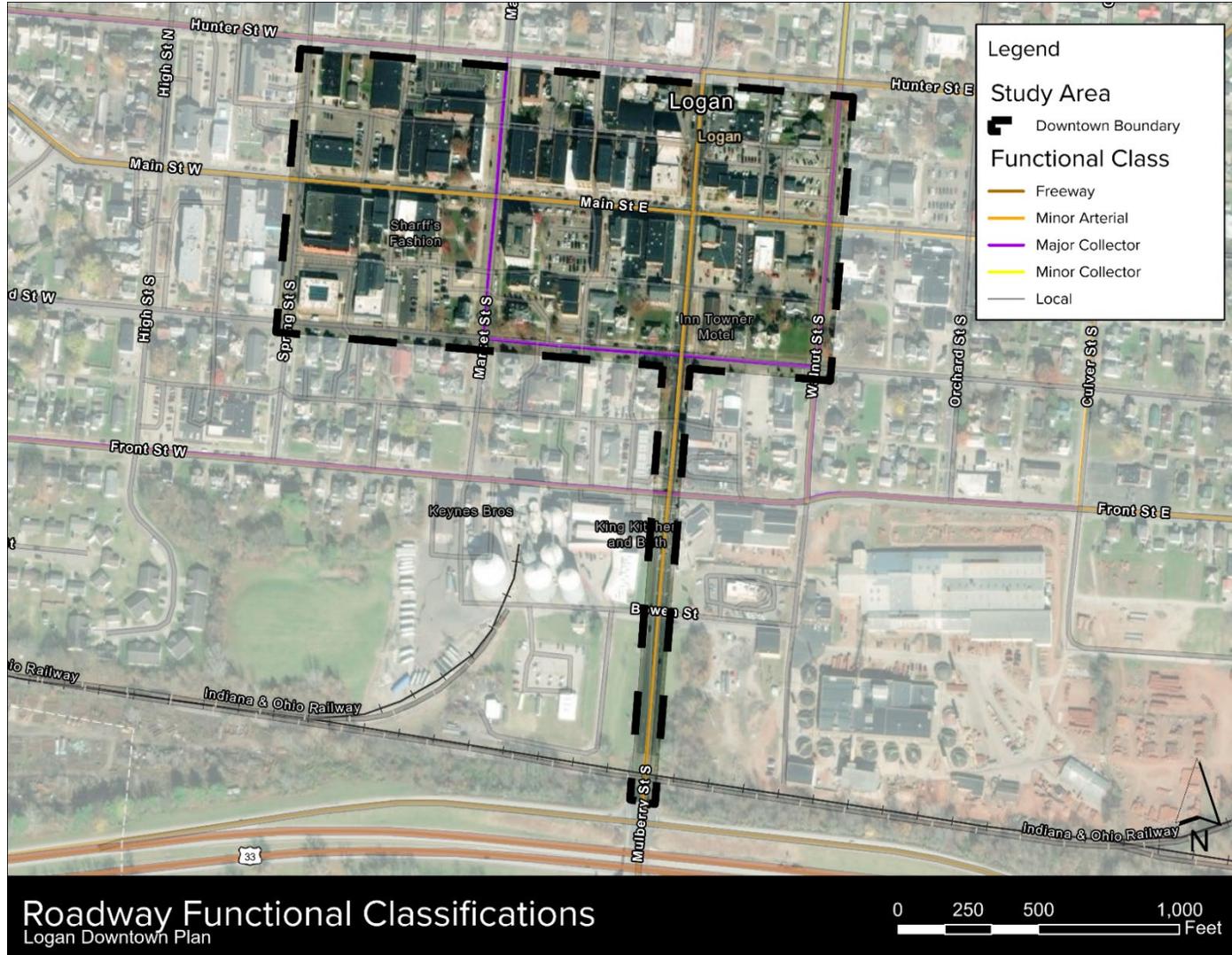
The Ohio Department of Transportation (ODOT) classified Main Street and Mulberry Street as minor collectors. These minor collector streets are connectors for multiple institutions, including the Hocking County Courthouse. Main Street also connects to Hunter Street, which is classified as a major collector. Market Street, 2nd Street, and Walnut Street are also major collectors within the study area. Other roads intersecting with minor and major collectors were classified as local. Local collectors were mainly located around residential areas. Local roads are important collectors as they are access points to businesses, institutions, and industries in the study area.

Figure 41: Westward view of the intersection of Main Street and Mulberry Street.  
Source: ASI.



Figure 42: ODOT Roadway Classifications.

Source: Maxar, Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA.



### 8.6.2 Public Transportation<sup>18</sup>

Logan offers a variety of public transportation systems to its community. Logan Public Transit is a demand-response public transportation system. This public transportation system offers discounted services for senior citizens, veterans, and people with disabilities. The service is offered throughout Hocking County. GoBus is another public transportation system; this offers city-to-city services connecting 39 towns and cities across Ohio. The Greyhound Bus connects Logan to other cities outside of Ohio, such as Detroit and Pittsburgh.

### 8.6.3 Walk Score

The Walk Score is determined on a scale from 1-100.<sup>19</sup> Logan has a Walk Score of 62, or “somewhat walkable,” indicating some errands can be accomplished on foot.

*Figure 43: The sidewalks surrounding Worthington Park, where many public events are held, are wide and barrier-free.*  
Source: ASI.



<sup>18</sup> [Public Transportation | City of Logan](#)

<sup>19</sup> [Walk Score: Logan, OH](#)

## 9.0 Zoning and Policy<sup>20</sup>

Zoning regulates the permitted and conditional uses, size, setbacks, and dimensions of properties. Zoning, therefore, can significantly impact the character of a street, neighborhood, or district.

Most of the Downtown study area was zoned as Central Business District (B-1). Three parcels on the northeast end were zoned as Medium Density Residences (R-2). The total zoning acreage for the City of Logan was 4,764 total acres. Compared to the Downtown study area, the total zoning acreage was about 16 total acres. As mentioned above, Downtown's study area was mainly covered by Central Business District (B-1); the total acreage of B-1 in the study area was 15 acres. The Central Business District encourages the future development of existing downtown retail, governmental, office, and institutional uses.

Between 2018 and 2022, there were six variance requests within the study area. Four of the requests were use variances in 2022 for short-term rentals (i.e. AirBnB) approved as Tourist Homes under the code. At the time of this report, the zoning ordinances are under review by McBride, Dale, and Clarion in regards to short-term vacation rentals.

One of downtown Logan's challenges in the retention of young professionals and attracting white collar jobs lies within the current zoning code. To activate spaces and generate vibrancy in downtown, the presence generated by downtown residents is required. As noted earlier, there is a shortage of housing in downtown, which is complicated by the fact mixed-use development is not permitted by right and requires a variance through the Zoning Board of Appeals. The zoning code (Chapter 157 of city code) provides Appendix I to enumerate permitted and conditional uses as well as dimensional requirements by zoning district. Mixed-use is omitted from permitted and conditional uses, which otherwise permits a wide range of retail uses and allows short-term rentals and multi-family as conditional uses.

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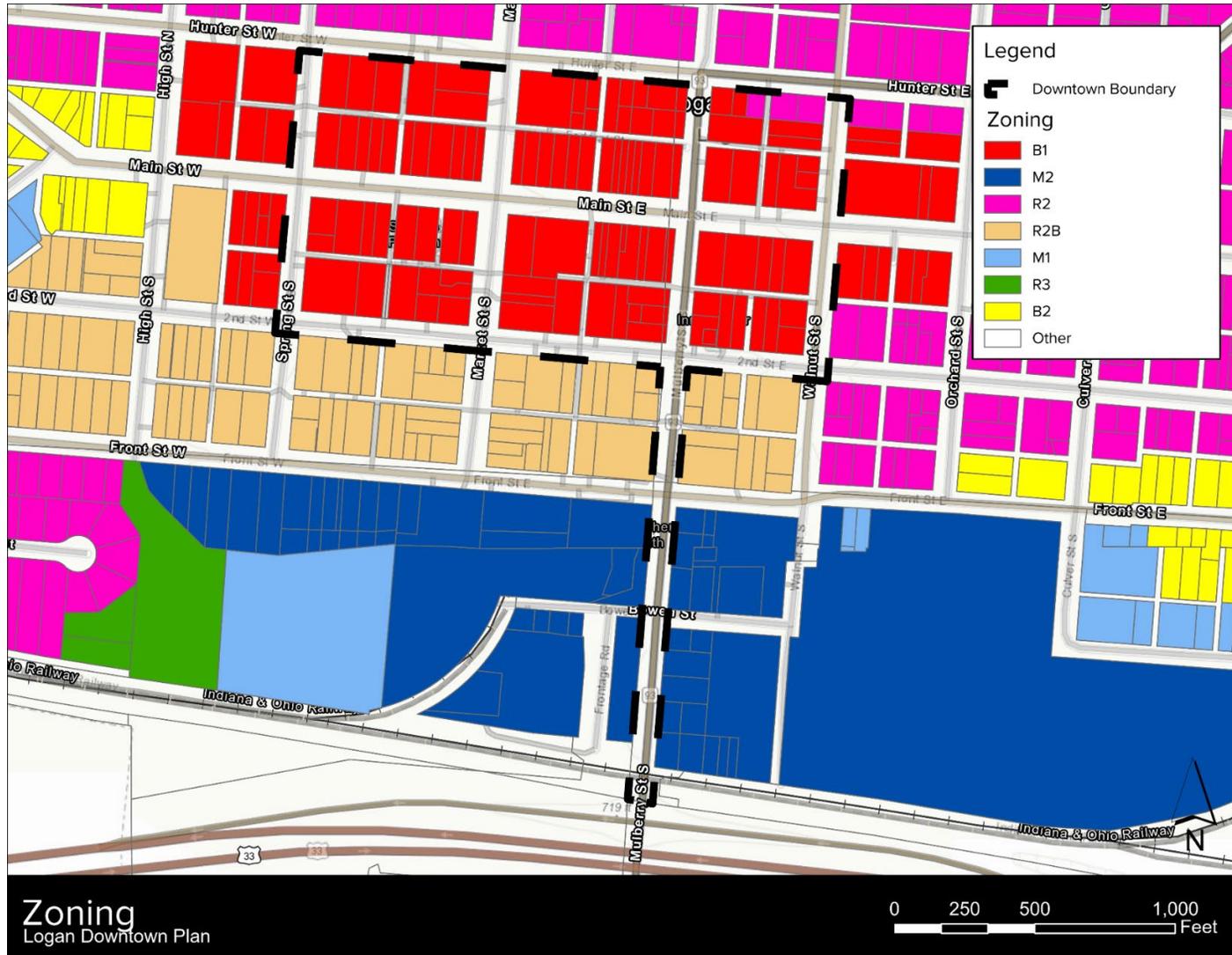
<sup>20</sup> [APPENDIX I: OFFICIAL SCHEDULE OF PERMITTED USES AND DIMENSIONAL REQUIREMENTS \(amlegal.com\)](#)

Figure 44: Zoning Acreage for the City of Logan.  
Source: City of Logan and Hocking County Assessor.

Zoning Classifications	City of Logan	
	Acres	Percent of Total
<b>B1: Central Business</b>	199.97	4.2
<b>B2: Highway Business</b>	1,397.81	29.3
<b>M1: Restricted Industrial</b>	68.47	1.4
<b>M2: General Industrial</b>	555.41	11.7
<b>S1: Special</b>	378.97	8.0
<b>R1: Low-Density Residence</b>	1,202.76	25.2
<b>R2: Medium-Density Residence</b>	750.52	15.8
<b>R3: High-Density Residence</b>	162.03	3.4
<b>R2B: Single- and Two-Family Residence</b>	48.07	1.0
<b>Total</b>	4,764.01	100.0%

Figure 45: Zoning in the Downtown Study Area.

Source: Esri Community Maps Contributors, West Virginia GIS, OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc., METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, City of Logan.





**APPENDIX B —  
DOWNTOWN LOGAN REDEVELOPMENT PLAN**

**EXHIBIT B**

**ECONOMIC DEVELOPMENT PLAN**

[See Attached]



The Montrose Group, LLC

Logan, Ohio



THE CITY OF  
**LOGAN**  
*Hocking County Ohio*

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**Downtown Logan Redevelopment Plan**

**March 2019**

**Presented by  
Nate Green & Dave Robinson  
The Montrose Group, LLC**



The Montrose Group, LLC



## The Montrose Group, LLC

### About the Montrose Group, LLC

The Montrose Group, LLC provides economic development planning, lobbying, marketing and public finance and incentive consulting services. The firm brings together some of the leading practitioners in economic development planning and strategy engaged in economic development planning at the state, local, and regional levels and corporate site location. Together the team utilizes a Learn, Listen and Do approach to economic development planning that starts with fundamental economic development research to understand who a community or site is then listens to what the community wants the region or site to be and then develops a detailed action plan tied to local and outside funding sources centered on the business retention and attraction of high wage jobs and capital investment.

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### Downtown Logan DRD Economic Development Plan Executive Summary

The City of Logan is seeking to preserve its history while also supporting businesses, jobs and commerce in town. The primary goal of the Logan DRDs will be new capital investment. A secondary, but equally important goal is the creation of jobs in the DRDs. The Logan DRDs will be four 10-acre DRDs that are roughly defined as:

1. Logan DRD 1: This area is bounded by Main St on the north, W. 2<sup>nd</sup> St on the south, N. Mulberry St on the east and Spring St on the west. The DRD includes Worthington Park, the Hocking County Courthouse, and many historic buildings along Main St that make up the downtown area. This DRD is 8.17 acres.





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2. Logan DRD 2: The area is bounded by W. 2<sup>nd</sup> St on the south, Main St on the north, Spring St on the east, and Gallagher Ave on the west. This area includes the Columbus Washboard Company, Logan Metro Housing and many historic buildings on Main St that define the downtown. This DRD is 7.6 acres.



3. Logan DRD 3. This area is bounded by Federal St in the north, Main St in the South, Mulberry St in the east and High St in the West. This area includes US Bank and an historic theater. The area of this DRD is 7.51 acres.





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4. Logan DRD 4. This area is centered on Hunter St and is bounded by Federal St on the south, Spring Hill Place on the north, Mulberry St on the east and High St on the west. This area includes several historic churches, the Hocking County Chamber of Commerce, and the US Post Office. The area of this DRD is 10 acres.



In order to encourage development in the Logan DRDs, the primary purpose of the DRD will be to incentivize developers and building owners to make capital investments in properties within the DRD. Revenue within the Logan DRDs will be generated through building investment, which will cause an increase in building value, resulting in an increase in property taxes. The DRD takes 70% of the new property tax generated and uses it to fund grants, loans, public infrastructure and economic development and non-profit organizations.

The City of Logan intends to use the DRD as a marketing tool to encourage further development in the downtown. The Logan DRDs are anchored in the Logan Historic District which was adopted by the National Register of Historic Places in 2010 and is roughly bounded by by Second St, Spring St, Hill St, Keynes Dr, and Culver St. The Logan Historic District is made up of 271 structures, many of which are in the Logan DRDs and are ripe for investment. Several of the buildings in the area are slated for development with the largest being the development of a hotel with an investment of roughly \$22M, roughly \$2M in renovations at 11 W Main St and the renovation of the historic downtown theatre. The creation of the Logan DRDs could produce initial revenue of over \$150,000 annually through the development of the hotel, second story residential, and renovation of existing buildings. This new property tax could benefit and renovate the buildings that are in the Logan Historic District, which is listed on the National Register of Historic Places and serves as the anchor of the Logan DRDs.



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### Economic Analysis

Understanding the economy Logan will impact the implementation of the Logan Downtown Redevelopment Districts economic development plan. What makes up the economy, whether the economy is growing, and what industries are growing all impact the development of the DRD.

Hocking County, home to the City of Logan, has a population of 29,375 making it the 76<sup>th</sup> largest of Ohio's 88 counties. Hocking County is located in Southeastern Ohio and is one of Ohio's Appalachian Counties. Hocking County's 422 square miles produces a taxable value of real property of \$512,938,520 with residential values at \$408,571,080, agriculture values at \$54,546,150, industrial values at \$7,394,630, commercial values at \$41,758,960, and mineral values at \$667,700. The City of Logan has an Ohio income tax liability of \$9,115,712 with an average per return \$904.61.

<b>People</b>	<b>Ohio</b>	<b>Hocking County, Ohio</b>	<b>U.S.</b>
<b>Population Growth 2010-15</b>	0.7	-3.5	4.7
<b>Persons 65 years and over</b>	15.9	17.7	14.9
<b>Homeownership Rate</b>	66.3	74.3	63.9
<b>Median Home Value</b>	129900	110600	178600
<b>Bachelor's degree or higher</b>	26.1	15.1	29.8
<b>Civilian Labor Participation Rate</b>	63.3	58.2	63.3
<b>Median Household Income</b>	49429	42170	53889
<b>Poverty Rate</b>	14.8	15.7	13.5

Source: U.S. Census Bureau

Hocking County is losing population and has a slightly older population than the Ohio and National average. On the positive side, Hocking County has a higher homeownership rate and a poverty rate only slightly higher than Ohio and the U.S, but the region's college graduation rate, civilian labor participating rate and income levels are below both the Ohio and national average.



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Hocking County's Economic Transition 1990-2016



Source: Bureau of Labor Statistics

Hocking County has gone through a major economic transition in the last three decades. Like Ohio and the United States, Hocking County has seen their share of wages gained from the manufacturing industry drop dramatically. As the chart above illustrates, Hocking County’s manufacturing and goods producing job sectors have dropped down five times. Currently, Hocking County’s major employers include: Amanda Manufacturing; General Electric Co; Gabriel Logan Hocking Valley Community Hospital; Logan Health Care Center; Kilbarger Construction; Kroger Co; Logan-Hocking Local Schools; Smead Manufacturing Co; State of Ohio; and Wal-Mart Stores.

The City of Logan is the county seat of Hocking County. As the table below indicates, Logan is lagging in key economic performance indicators.

	People Bellevue, Ohio	Kenton, Ohio	Logan, Ohio	Logan, Ohio	Ohio	U.S.
<i>Population Growth 2010-15</i>	-2.4	-0.6	-0.8	-0.4	0.7	4.1
<i>Homeownership Rate</i>	69.7	56.8	51.7	56.9	66.3	63.9
<i>Median Home Value</i>	96000	73200	86600	97100	129900	178600
<i>Bachelor's Degree or Higher</i>	14.0	8.1	15.7	15.4	26.1	29.8
<i>Civilian Labor Force Participation Rate</i>	67.2	63	52.2	56.5	63.3	63.3
<i>Median Household Income</i>	47822	35659	31492	31384	49429	53889
<i>Poverty Rate</i>	10.3	23.6	29.1	26.6	14.8	13.5



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Logan, Ohio has the same economic challenges as its peers in rural Ohio and in Southeastern Ohio's Appalachian community. Driven by the loss of high-wage manufacturing jobs and the low college graduation rates, Logan, Ohio's income levels are far below Ohio and national averages and their poverty rate is nearly double Ohio and the U.S. average.

Over the last several decades the tourism industry has been a bright spot for Hocking County and has benefited Logan. The Hocking Hills State Park and the Wayne National Forest have each provided a healthy flow of visitors, tax dollars, and capital investment to serve the tourists that visit the area on a daily basis. Hocking County's share of employment from the tourism industry at over 13% is greater than its peers in Appalachian Ohio. Sales in Hocking County from tourism has seen substantial growth over a 3-year period and bested its rivals in the region and in the state. To further illustrate the impact of tourism on the Hocking County and the City of Logan, lodging taxes between 2002 and 2016 saw a 317% increase from \$229,692 in 2002 to \$957,971 in 2016.

### Logan Lodging Tax History 2002-16

Year	Lodging Taxes	% Year to Year
2002	\$229,692.00	
2003	\$271,581.00	18.24%
2004	\$310,569.00	14.36%
2005	\$330,723.00	6.49%
2006	\$376,743.00	13.91%
2007	\$416,587.00	10.58%
2008	\$420,874.00	1.03%
2009	\$474,768.00	12.81%
2010	\$506,756.00	6.74%
2011	\$559,004.00	10.31%
2012	\$617,686.00	10.50%
2013	\$625,353.00	1.24%
2014	\$700,210.00	11.97%
2015	\$830,294.00	18.58%
2016	\$957,971.00	15.38%

The tourism industry has an impact on many sectors of the Hocking County and Logan economy, generating \$134 million in business activity.

While tourism is strong, Downtown Logan is not currently the home to a substantial white collar or tech based employment sector. Also, the Logan economy, not unlike many communities of its size around the state and the country, has experienced a loss of manufacturing jobs over the last three decades.



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Logan Community Assessment

To gauge the strength of the DRD and to inform the recommendations in the economic development plan, the Montrose Group along with Logan UP conducted a series of meetings and community surveys. The survey was done in the summer of 2016 with community members giving input on downtown Logan. The survey focused on what is needed in downtown Logan to revitalize the area as well as determine what public and private sector support is required to spur investment in the downtown. Logan UP a group formed to gather individuals and organizations concerned with the present and future of downtown Logan, has hosted several forums and listening sessions in 2016 and 2017. The results of the community survey and the Logan Up discussions follows.

On April 25, 2017 the Logan UP organization held a meeting with stakeholders throughout the community to learn what can be done to boost the activity in downtown Logan and to voice their thoughts and opinions about the future of Logan. This meeting was in addition to a meeting that took place several months ago to launch the Logan UP initiative. At the April 25, 2017 meeting stakeholders were asked several questions about downtown Logan. The results of those discussions follow:

Downtown Logan Focus Group Q&A

Questions	Answers
What is the number one obstacle to downtown revitalization?	Vacant buildings and absentee landlords that have not invested in the buildings. Lack of broadband connectivity; Mixed-used zoning does not exist in City code to allow for retail, restaurants and housing; Lack of local developers and investors; and Limited parking
What kind of businesses should be encouraged to locate in downtown Logan and what kind of incentives, if any should be utilized to attract those businesses?	Restaurants such as Italian, Steak House, Deli, Brewery. Hotel with conference center. Business incubator. Tax abatement. Parks with amenities such as basketball hoops, swings, slides and skate park. Hiking and biking supply store marketed with Hocking Hills State Park and Wayne National Forest. Genuine Souvenir Shop reflecting history and geography of Hocking Hills. Housing on the 2 <sup>nd</sup> and 3 <sup>rd</sup> floor of buildings.



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Do you believe there is private sector support and funding available in the community to make significant investments in downtown Logan?

Create a Special Improvement District (SID) that assesses property owners a fee to support façade improvements cleanup and maintenance.

Clone Roger Shaw.

Ask banks to invest in downtown.

Recruit out of area investors.

Support is needed from both public and private entities to support businesses that locate in the downtown. Starting and owning a business is an expensive and risky proposition and help is needed to mitigate that risk.

Create a foundation and tap into local investors as well as lodge owners in Hocking County.

To extend the reach of the community assessment and encourage as much participation as possible, an online survey was conducted. The survey, posted via the Survey Monkey tool, included just ten questions and was designed to be completed in less than 10 minutes. Anyone who lives and works in the City of Logan was invited to participate. The survey was promoted by the the Hocking Hills Tourism Association.

### Questions included:

1. Where do you live?
2. What is your age group?
3. What is your gender?
4. When your friends and family visit you where do you take them while they are visiting?
5. Where do YOU hang out on the weekends or during evening hours (other than your home)?
6. What are downtown Logan's three greatest assets?
7. What are the three biggest challenges or negatives in downtown Logan?
8. What could or should be done in downtown Logan to get people spend more time and money here?
9. What do you think Logan's downtown should be known for?
10. What image would you like people in Ohio to have of Logan?

The survey took place in 2016 and drew 240 participants.

Demographic overview: 39 percent of respondents live in the city limits of Logan with 25 percent living within 5 miles of Logan; 34 percent of respondents are under 20 years old with the next largest age range being 46 to 60 years old at 25 percent. The respondents were 55 percent female and 45 percent male.



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The answers when asked where they take family and friends when they visit included:

- Old Man Cave
- Ash Cave
- Lake Logan
- Lancaster
- Columbus
- Pizza crossing
- Millstone
- Winery
- Zip-Lining
- Columbus washboard company
- Conkles Hollow
- Olde Dutch
- Movies 10

The answers from Where YOU hang out included:

- Breweries
- Movie 10
- Columbus
- Lancaster
- Library
- Lake Logan
- Mingo Park
- Ash Cave
- Maya Burritos
- Athens
- Winery
- Hocking Hills State Park
- Old Mans Cave

The responses from the question about Downtown Logan's greatest assets contained:

- Worthington Park
- Utopia
- Proximity to caves
- Small and walkable
- Architecture
- North Fitness Center
- FroYo
- Local owned small stores
- Penny's Pastries
- Historic buildings
- Historic churches



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The biggest challenges or negatives in downtown Logan:

- No nightlife
- Lack of dining
- Parking during the day
- Lack of housing
- Empty buildings
- No open air dining
- Nothing to do

What could or should be done in downtown Logan to get people to spend more time and money here? Responses centered around:

- Affordable rental space for new business
- Pedestrian traffic only from Mulberry to Spring Street
- More outdoor restaurants
- Grocery store
- Make property owners responsible for their buildings
- Enforce building codes
- More variety in shopping
- Camping/outdoor store
- Movie theater
- Coffee shop
- Expand the park

The respondents answered the following about what they think Logan's downtown should be known for:

- Artisans
- Music
- Dining
- Its beauty
- Artisan shopping
- Grassroots music
- Small town charm
- Natural beauty
- Outdoor recreation
- Cleanliness
- Friendly
- Good food



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The question, what image would you like people in Ohio to have of Logan, has answers that focused around:

- Culture
- Beauty
- Gateway to Hocking Hills
- Natural Therapy
- Outdoor Adventure
- Quaint
- Great place to raise your family
- A retreat
- Scenic wonderland
- Family friendly fun
- Friendly
- Welcoming
- Trendy
- Unique town
- Hidden gem

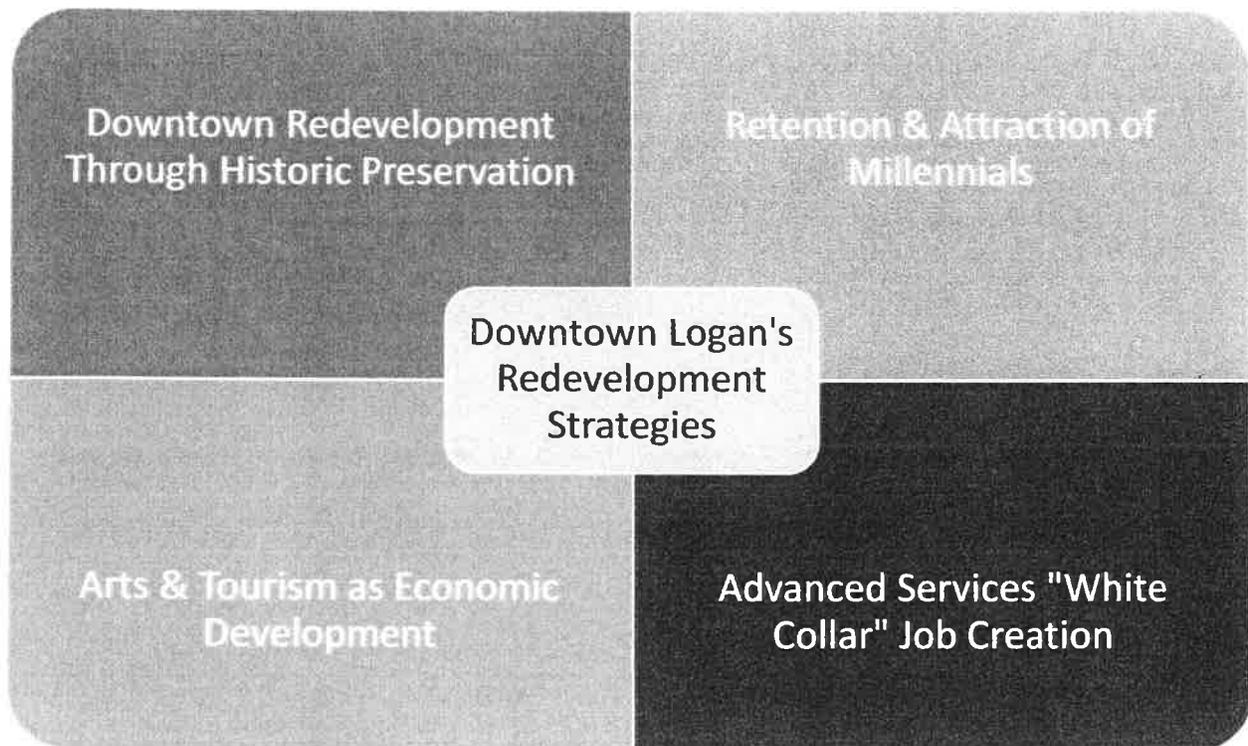
The Montrose Group also reviewed which Ohio Downtown strategies Logan is currently using to address economic growth. The major tax incentive award Logan is using is the adoption of a five year CRA tax abatement and the substantial base of tourism operating in the region.



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**Downtown Logan DRD Economic Development Plan, Statement of Goals and Purpose and Business Development Strategies**

The challenges of Downtown Logan are the same challenges being faced by all of rural America and can be answered through a variety of economic development strategies that capitalize on the advantages of the community while recognizing the challenges. The answer is not one government program but involves a multi-pronged effort tied to bringing young professional back to rural Downtowns and growing the base of high-wage jobs. Downtown Logan's redevelopment strategy centers on utilizing historic preservation to spur investment, retaining and attracting Millennials to live, work and play, continuing the growth of arts and tourism and attracting a new base of "white collar" jobs to the community.



Logan is an historic manufacturing town that grew out of the logging and oil and gas industries. As the economy in Ohio has shifted away from manufacturing so has Logan. The City and Hocking County has had a boom of sorts with the transformation into a tourist destination. Investments have been made in hospitality centers such as lodges and cabins across Hocking County and the Hocking Hills region by local and regional investors. As the popularity of the Hocking Hills region has grown, so has the investment in these hospitality centers. The historical center of commerce in Logan, the downtown, has seen some investment but a boost is needed to draw visitors to the area to the downtown. Programs and incentives are desired by community leaders to encourage businesses and residents to locate in the downtown to draw visitors to downtown.



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The City of Logan, like many Appalachian, rural towns in Ohio and across America is seeking to preserve its history while also supporting businesses, jobs and commerce in town. The elected officials and administration of Logan as well and the community and business leaders of Logan views that the establishment of a DRD as mutually beneficially to the businesses, developers and building owners operating today in the City, and to the residents of the Logan. Growing businesses in Logan along with new businesses that will spring up in the DRD and the activity that ensues in the area will provide jobs for Logan's residents while also providing services that may not otherwise be available in downtown Logan today. The primary goal of the Downtown Logan DRD will be new capital investment. A secondary, but equally important goal is the creation of jobs in the DRD.

The Downtown Logan DRD District strategies will center on redeveloping historic structures and improving public infrastructure in Downtown Logan through the establishment of a Downtown Logan DRD District, creation of a Downtown Logan Community Investment Fund to retain and attract advanced services "white collar" jobs and promote the continued success of the regional tourism industry, and to change the Logan zoning code and create incentives to attract residential development in Downtown Logan.

### **Establish a Downtown Logan DRD District**

The economic benefit to the DRD and the community is difficult to measure given the unknown economic variables at its inception such as the amount of new investment that will take place, but it is likely that the DRD could generate hundreds of thousands of dollars on an annual basis for use within the DRD. Additionally, the new jobs resulting from the DRD will generate tens of thousands of dollars to the City of Logan through new income tax.

### **DRD Revenue Generation**



The Logan DRDs will be four 10-acre DRDs that are roughly defined as:



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Logan DRD 1: This area is bounded by Main St on the north, W. 2<sup>nd</sup> St on the south, N. Mulberry St on the east and Spring St on the west. The DRD includes Worthington Park, the Hocking County Courthouse, and many historic buildings along Main St that make up the downtown area. This DRD is 8.17 acres. The list of parcels in Logan DRD 1 is in Exhibit A.



Logan DRD 2: The area is bounded by W. 2<sup>nd</sup> St on the south, Main St on the north, Spring St on the east, and Gallagher Ave on the west. This area includes the Columbus Washboard Company, Logan Metro Housing and many historic buildings on Main St that define the downtown. This DRD is 7.6 acres. The list of parcels in Logan DRD 2 is in Exhibit A.





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Logan DRD 3. This area is bounded by Federal St in the north, Main St in the South, Mulberry St in the east and High St in the West. This area includes US Bank and an historic theater. The area of this DRD is 7.51 acres. The list of parcels in Logan DRD 3 is in Exhibit A.



Logan DRD 4. This area is centered on Hunter St and is bounded by Federal St on the south, Spring Hill Place on the north, Mulberry St on the east and High St on the west. This area includes several historic churches, the Hocking County Chamber of Commerce, and the US Post Office. The area of this DRD is 10 acres. The list of parcels in Logan DRD 4. is in Exhibit A.





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In order to encourage development in the Logan DRDs, the primary purpose of the DRD will be to incentivize developers and building owners to make capital investments in properties within the DRD. Revenue within the Logan DRDs will be generated through building investment, which will cause an increase in building value, resulting in an increase in property taxes. The DRD takes 70% of the new property tax generated and uses it to fund grants, loans, public infrastructure and economic development and non-profit organizations.

The Logan DRDs are anchored in the Logan Historic District which was adopted by the National Register of Historic Places in 2010 and is roughly bounded by Second St, Spring St, Hill St, Keynes Dr, and Culver St. The Logan Historic District is made up of 271 structures, many of which are in the Logan DRDs and are ripe for investment. Several of the buildings in the area are slated for development with the largest being the development of a hotel with an investment of roughly \$22M, roughly \$2M in renovations at 11 W Main St and the renovation of the historic downtown theatre. The creation of the Logan DRDs could produce initial revenue of over \$150,000 annually through the development of the hotel, second story residential, and renovation of existing buildings. This new property tax could benefit and renovate the buildings that are in the Logan Historic District, which is listed on the National Register of Historic Places and serves as the anchor of the Logan DRDs.

In order to implement the strategies in the economic development plan and encourage development in the Downtown Logan DRD, the primary purpose of the DRD will be to incentivize developers and building owners to make capital investments in properties within the DRD. The new property tax generated in the DRDs resulting from new capital investment and the increase in property values will be used to fund grants, loans, infrastructure and economic development organizations.

## DRD Uses of Funds

- Grants to owners of historically designated buildings for the rehabilitation of those buildings
- Loans to building owners for rehabilitation of those buildings
- Investment in public infrastructure
- Contributions to organizations within the DRD charged with economic development of the DRD



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The City of Logan, along with its economic development team at the Hocking County CIC, intends to use the DRD as a marketing tool to encourage further development in the downtown. Like Community Reinvestment Areas and Tax Increment Finance Districts, the DRD is an incentive for not only new capital investment but also job growth. Unlike CRAs and TIFs, the DRD has the advantage of offering developers and building owners upfront capital for the rehabilitation of their historic properties. This upfront capital provided by the DRD, to be used directly in the rehabilitation of buildings is potentially of greater value to a developer than a CRA due to the 10-year value of real property tax payments being delivered in year one, in today's dollars, rather than being delivered over a 10-year period, one year at a time.

Additionally, the City of Logan intends to use the revenues generated from the DRDs to fund infrastructure improvements including signage and broadband infrastructure. The City may also use the revenue generated from these DRDs to fund local community and economic development organizations. The City of Logan Council and Administration will work with developers and building owners on a case-by-case basis to determine how revenue from the DRD will be spent. Upon establishment of the Downtown Logan DRD, the City will also form the DRD Operating Committee. The Logan DRD Operating Committee will consist of: the Mayor, Service Director, City Auditor, Executive Director of the Hocking County CIC, Executive Director, Hocking Hills Chamber of Commerce, the Executive Director, Hocking Hills Tourism, and one member appointed by the Committee. The Logan DRD Operating Committee will have the following duties:

- examine the revenues generated in the DRD and make recommendations to the City Council for the use of the DRD revenues
- make recommendations to the City Council on the rates, terms, job, and capital investment requirements of grants and loans to owners of historic buildings in the DRDs
- negotiate rates and terms of grants and loans with owners of historic buildings in the DRDs
- make recommendations to the City Auditor if bonds should be issued to fund DRD projects. The uses of DRD service payments must fall within the plan for use of service payments described above.
- meet at least twice a year to review DRD development, loan and grant agreements with owners of historic buildings in the DRD
- review the progress of the DRD and report to the Logan City Council on the effectiveness of the DRD
- make recommendations to the Logan City Council about the DRD Development, Grant, and Loan Agreements
- market the value of the DRD and its incentives to building owners and developers in the DRD and those that wish to come into the DRD

### **Downtown Logan Community Investment Fund**

A Downtown Logan Community Investment Fund is the key to attracting white collar and high-tech jobs to Downtown Logan. A pool of available funding is critical to company recruitment to Downtown Logan. The success of the downtown Logan DRD depend not only upon the incentives



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from the DRD but also through additional business development strategies. The City of Logan, Hocking County Hills Tourism Association, and the Hocking County CIC, should partner and establish a Logan Community Investment Fund to provide gap financing for redevelopment projects and for small business and entrepreneurs. A trend nationally, led by groups such as the Nebraska Community Foundation and its Hometown Competitiveness Network, that is also starting to take root in Ohio in communities such as West Carrollton is a Community Investment Fund. A Community Investment Fund combines capital from government, banks, foundations and individual investors. The Community Capital Fund in the Pioneer Valley of Western Massachusetts is a great example of a community fund that combines resources from banks, individuals and foundations to fund agriculture and food processing businesses. A successful Community Investment Fund provides funding for companies and development projects to stimulate growth and create jobs and wealth in a community. A Community Investment Fund typically fills a gap that is not being met solely by the private sector and is often a compliment to private sector funding. Alternative capital can come from any number of sources; government resources including loans and grants, angel investors, venture capital,



pre-seed funds, and community resources. Communities that understand and address this need and devote resources to small businesses and entrepreneurs will win in the end by creating sustainable jobs for its citizens. The Hocking County CIC, in conjunction with the City and Hocking Hills Tourism Association, should establish the Logan Community Investment Fund to focus on providing capital to small business and entrepreneurs and encourage investment and development of underutilized and underused assets in the community, including downtown revitalization.



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The Logan Community Investment Fund will focus on dual tracts: 1. Gap financing for small business and entrepreneurs, and 2. Redevelopment project investments. The goal will be to raise funds over a 2-year timeframe. Banks, foundations, and individuals from in and around the community, Hocking County, Hocking Hills Region, Appalachian Ohio, and Central Ohio will be solicited to invest in the Logan Community Investment Fund.

- a) *City Funding*: In the first year of the Logan Community Investment Fund, the City of Logan should provide seed funding to fund redevelopment projects and for small business and entrepreneurs.
- b) *Hocking Hills Tourism Association(HHTA)*: through the funding it receives through the local lodging tax, the HHTA should utilize some of those funds for promotion of business in Logan by investing funds in businesses that open and operate and locate in downtown Logan.
- c) *Bank Funding*: regional and national banks will be asked to commit a portion of their Community Reinvestment Act (CRA) funding to the Logan Community Investment Fund. All banks are measured and evaluated on an annual basis for their success in meeting CRA requirements. Below is a listing of the banking institutions (from the FDIC) with offices in Hocking County and the deposits they have on hand, ranked from largest to smallest that should be targeted.

**Table 5: FDIC Bank Deposits in Hocking County**

<b>Institution Name</b>	<b>Offices</b>	<b>Deposits (\$000)</b>	<b>Market Share</b>
Citizens Bank of Logan	2	163,200	50.12%
PNC Bank	2	54,018	16.68%
Vinton County National Bank	1	41,334	12.76%
US Bank	1	33,395	10.31%
Park National Bank	1	32,798	10.13%
<b>Total</b>	<b>7</b>	<b>323,845</b>	<b>100%</b>

- d) *Hocking County CIC*: to spur investment from public and private sources, the CIC should provide operational support of the community investment fund as well as a portion of its revenues to make investments in buildings in downtown Logan as well as providing space to small businesses and entrepreneurs willing to locate in downtown Logan.
- e) *Foundations*: Investment will be sought from local, regional and national foundations including: The Foundation for Appalachian Ohio; The Hocking County Community Hospital Foundation; the Columbus Foundation; WK Kellogg Foundation; and Calvert Foundation.
- f) *Local and Regional Investors*: The graphic of deposits in financial institutions in Hocking County shows \$332.3 million of deposits as of the end of the 2<sup>nd</sup> quarter, 2016. While not all this capital is liquid, held by individuals or able to be invested in the Logan Community Investment Fund, it shows the wealth that is held just in the financial institutions in Logan. The Logan Community Investment Fund should tap into this wealth to make investments in the fund, and those individual's needs and desires to give back to the community. Additionally, the Logan Community Investment Fund should tap into the regional investors



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that have already chosen to invest in Logan by purchasing and constructing lodges, cabins and homes in the Hocking Hills area. These regional investors should be approached to bring value and protection to their investment. Investors should be given options of expected return: 1% annual return for a one-year commitment, 2% annual return for a three-year commitment, and 3% annual return for a five-year commitment. There should be no “promise” of return as risk is inherent in these investments but investors should be given some expectation about the potential return on their investment.

- g) *Operational Partnership:* The Logan Community Investment Fund should consider hiring an outside financial advisor to help it attract investment into the fund as well as manage the fund, the investment, and the assets moving forward. One of the most successful community investment funds is based in Columbus, the Economic and Community Development Institute. ECDI operates over 32 loan funds today offering financing to small businesses and entrepreneurs. ECDI can help the City, CIC and Foundation operate and manage the Logan Community Investment Fund.
- h) *Project Eligibility Requirements:* Eligible borrowers will include for-profit companies, not-for-profit companies, limited liability companies, C corporations, S corporations, governmental entities such as port authorities, economic development corporations and community improvement corporations, and healthcare institutions. Projects financed should include: new locations, retail, restaurants, and service based business, manufacturing, technology, software, and real estate redevelopment. Funding from the Logan Community Investment Fund must be matched by outside money that can come from additional lenders and/or equity.
- i) *Types of Financing:* The Logan Community Investment Fund should offer various financing options to meet the needs of the project and borrower and the program to include:
  - a. Unsecured loans
  - b. Subordinated loans: the Logan Community Investment fund takes a second collateral position.
  - c. Convertible debt: the Logan Community Investment Fund has an option to convert debt into an equity position.
  - d. Royalty finance: the Logan Community Investment Fund gets paid a percentage of revenue or profits.
  - e. Warrants and Options: The Logan Community Investment Fund has the right to purchase stock at a specified price.
- j) *Advisory Board:* The CIC, HHTA, the City, investors, banks and foundations that choose to invest in the Logan Community Investment Fund need to know that sound investments are being made, that they will see a return on their investments, and that there is oversight, scrutiny and transparency of all projects and investments. An advisory board will be established to thoroughly review all applicants of the fund to scrutinize the credit, market viability and community impact of each project that is seeking assistance. The advisory board will be a committee within the Hocking County CIC and will have a representative from the Hocking County CIC, HHTA, Community Foundations, the City of Logan, a participating bank, and a participating investor. The advisory board should hire an outside financial advisor with knowledge and experience in evaluating Community Investment Funds to package each project and present it to the board and make funding recommendations. The



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advisory board will make funding recommendations to the Hocking County CIC for final project approval.

### **Downtown Logan Residential Development**

Downtown Logan has the “bones” primed for the residential development essential for the retention and attraction of the younger, Millennial worker. However, Downtown Logan needs to address the current zoning scheme and lack of incentives for developers to investment in Downtown Logan residential projects.

No economic development can happen without local government zoning approval for the planned use at a site. Land use regulation includes traditional zoning, mixed use and Houston or no-zoning. All three zoning approaches to land use regulation impact economic development. Traditional zoning is the regulation of land use based upon a separation of uses. Highly localized, it developed in the early Twentieth Century and is now widely utilized in communities throughout the United States. Local governments typically play a role in regulating the use of land as part of the real estate development process. Cities predominantly use the traditional “Euclidian Zoning” approach. Planned Unit Development is a form of traditional zoning that regulates the use of a larger parcel of land in urban, suburban and rural communities. Mixed-use zoning is used selectively in targeted urban neighborhoods to revitalize a commercial strip often through the creation of an Urban Overlay zoning strategy. Houston, Texas is the only major city in the United States that does not have a zoning code, but the economic success of this city makes their zoning approach worthy of review.

Next stage zoning, often through mixed use land use regulation, have proved of benefit to economic development. More compact developments create regional economic development benefits. Compact developments create a concentration of customers in a consumer oriented, service economy and develop stronger commercial strips to support surrounding residential centers. Compact, mixed-use developments reduce energy and infrastructure requirements and pollution as public transit becomes feasible. Compact, mixed-use developments better connect residents in walkable communities.

Traditional *Euclidian* Zoning mandates a separation of uses. In a Post Industrial Society, this is proving unpopular in many urban centers searching for an economic renaissance. A new approach to land use and zoning is a mixed use model known as New Urbanism. The New Urbanism movement promotes the creation and restoration of diverse, walkable, compact, vibrant, mixed-use communities through land use planning and zoning. The model New Urbanism development contains housing, work places, shops, entertainment, schools, parks, and civic facilities essential to the daily lives of the residents, all within easy walking distance of each other. Many American cities look to Manhattan, the Loop in Chicago and many other urban centers with envy and wonder how they can transform their community into this New Urbanist vision.



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### Principles of New Urbanism

Principal	Description
Walkability	Neighborhoods where street design is pedestrian friendly
Connectivity	A hierarchy of narrow streets laid out on an interconnected street grid network make for a high quality pedestrian network.
Mixed Use & Diversity	A mix of shops, offices, apartments, and homes on-site with a diverse population
Mixed Housing	A range of types, sizes and prices in closer proximity
Quality Architecture & Urban Design	Emphasis on beauty, aesthetics, human comfort, and creating a sense of place with a special placement of civic uses and sites within community
Transect Plan	Discernible center and edge of the neighborhood with public space at center containing public art and a range of uses and densities within a 10-minute walk. Transect planning creates the highest densities at the town center and progressively less density towards the edge by creating a series of specific natural habitats and/or urban lifestyle settings. The Transect Plan integrates environmental methodology with zoning methodology for community design.
Increased Density	More buildings, residences, shops, and services closer together for ease of walking, to enable a more efficient use of services and resources, and to create a more convenient, enjoyable place to live.
Smart Transportation	A network of high-quality trains connecting cities, towns, and neighborhoods together and pedestrian-friendly design that encourages a greater use of bicycles, rollerblades, scooters, and walking as daily transportation.
Sustainability	Minimal environmental impact of development and its operations through eco-friendly technologies, respect for ecology and value of natural systems, energy efficiency through green technology, and more walking, less driving.
Quality of Life	All of these elements taken together add up to a high quality of life well worth living and create places that will last generations.

Source: [www.Newurbanism.org](http://www.Newurbanism.org).

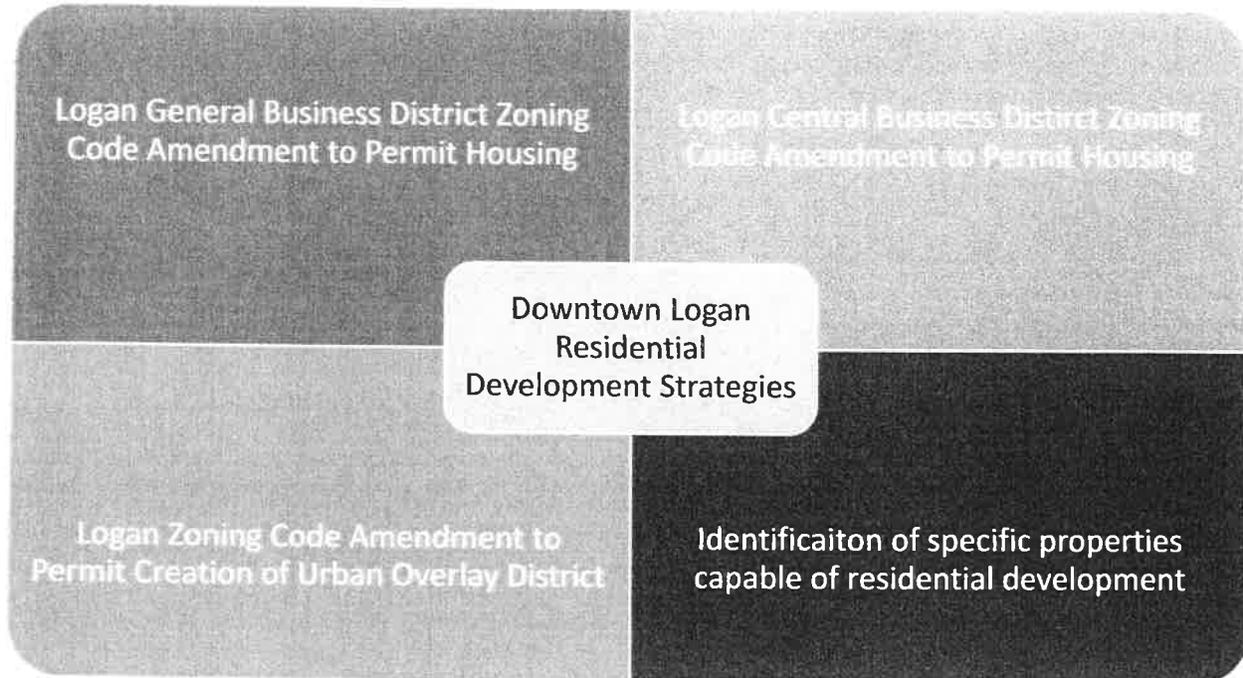
The goal of the New Urbanist is a neighborhood containing a clear center for commerce, culture, and civic activity; compact development within a 5-minute walk of the center; a street network based on small, connected blocks, generally in a grid layout; narrow, versatile streets; mixed uses, and special sites for civic structures and buildings.

New Urbanism also can focus on developing more commercial centers. One such example is an Urban Overlay District that brings businesses and residents up to the street level on commercial strips and puts the “dreaded” parking lot for the business behind the structure not in front. This would be the strip mall in reverse.



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A general review of the City of Logan, Ohio Zoning Code illustrates it closely follows traditional “Euclidian Zoning” and fails to embrace common New Urbanism approaches such as the use of an Urban Overlay District.



The residential development in Downtown Logan is tied to substantial changes to the City of Logan Zoning Code and the creation of a CRA tax abatement program on properties not included in the planned Downtown Logan DRD. Four specific steps will encourage the development of residential development in Downtown Logan, including:

1. The City of Logan Zoning Code needs to be amended to permit residential development in the General Business District.
2. In addition, zoning code changes should permit Urban Overlay Districts that will encourage the development of true mixed use developments.
3. Finally, upon completion of the zoning and tax incentive changes, the City of Logan should identify specific properties capable of residential development in Downtown Logan and promote these sites with known residential developers in the Central Ohio region.



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Exhibit A

Logan DRDs Parcel Listing

LOGAN DOWNTOWN REDEVELOPMENT DISTRICT 1, 9.32 ACRES

Parcel	Owner	Address
04-000303.0000	SAVING, MARJORIE A., TRUSTEE	97 E. Main St
04-000302.0000	SAVING, MARJORIE A., TRUSTEE	95 E. Main St
04-000301.0000	MASON, RUTH A	
04-000300.0000	PENNY'S PASTRIES, LTD	81 E MAIN ST
04-000299.0000	F.O.E. 2168	75 1/2 EAST MAIN ST
04-000298.6000	HOCKING COUNTY COMMISSIONERS	
04-000296.6000	HOCKING CO COMMISSIONERS COURT HOUSE	51 E. Main St.
04-000295.0000	HOCKING COUNTY CIC	11 W Main
04-000294.0000	COFFEY, CAROLYN K.	45 W. Main St.
04-000293.0000	LAMMERS, TERESA M.	65 W. Main St.
04-000292.0000	DEPLANE, ROBERT L. & PHYLLIS TRUSTEE	53 W. Main St.
04-000291.0000	PROKOS, DEMETRIOS	79 W. Main St.
04-000290.0000	PROKOS, DEMETRIOS	87 W. Main St.
04-000289.0000	PROKOS, DEMETRIOS	30 S. Spring
04-000288.0000	SCHRADER, BOBBY J. & RAJEAN	119 WEST MAIN ST
04-000287.0000	SQ INVESTMENTS, LLC	145 WEST MAIN ST
04-000286.0000	EASTGATE PROPERTIES INC.	117 WEST MAIN ST
04-000285.0000	SQ INVESTMENTS, LLC	145 WEST MAIN ST
04-000284.0000	SQ INVESTMENTS, LLC	145 WEST MAIN ST
04-000279.6000	HOCKING CO COMMISSIONERS COURT HOUSE	
04-000186.6000	WORTHINGTON PARK	Corner Main/Market
04-000183.6000	HOCKING CO COMMISSIONERS COURT HOUSE	1 E. Main St.
04-000021.6000	HOCKING CO COMMISSIONERS COURT HOUSE	54 S MARKET ST
04-000316.0000	HARTLEY, RONALD S. & RUBY I.	95 S MULBERRY ST
04-000315.0000	MONTGOMERY, ALICE J.	75 S MULBERRY ST
04-000314.0000	SAVING, MARJORIE A., TRUSTEE	51 S MULBERRY ST
04-000329.0000	WEST SECOND LLC	
04-000326.0000	WEST SECOND LLC	32 W. Second St.
04-000325.0000	WEST SECOND LLC	58 W. Second St.
04-000324.0000	WILLIAMSON, DAVID J & DONNA A	30 W. Second St.
04-000323.0000	MARKET ON THE CORNER, LLC	85 S. Market St.
04-000322.0100	WILLIAMSON, DAVID J & DONNA A	53 S. Market St.
04-000322.0000	WILLIAMSON, DAVID J & DONNA A	67 S. Market St.
04-000321.6000	HOCKING COUNTY COMMISSIONERS	88 S MARKET ST
04-000320.6000	HOCKING COUNTY COMMISSIONERS	
04-000318.6000	HOCKING COUNTY COMMISSIONERS	52 E 2ND ST
04-000317.0000	MONTGOMERY, ALICE J.	70 E 2ND ST



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LOGAN DOWNTOWN REDEVELOPMENT DISTRICT 2, 8.09 ACRES

Parcel	Owner	Address
04-003033.0000	FRONTIER PROPERTY TAX DEPT.-NCA	
04-002970.000	EASTGATE PROPERTIES, INC. P O BOX 897	63 EAST MAIN ST
04-001170.0000	EDGAR,GERALD & PATRECIA TRUSTEE	3 GALLAGHER
04-001169.0000	EDGAR,GERALD & PATRECIA TRUSTEE	
04-001168.0000	MORGAN, DENNIS W. & ANNA	
04-001075.0000	MORGAN, DENNIS W. & ANNA	67 GALLAGHER AV
04-001074.0000	EDGAR,GERALD & PATRECIA TRUSTEE	
04-001073.0000	EDGAR,GERALD & PATRECIA TRUSTEE	
04-000977.0000	NET WORTH ENTERPRISES, LLC	GALLAGHER AV
04-000976.0000	NET WORTH ENTERPRISES, LLC	14 Gallagher Ave.
04-000972.0000	LEVERING, ERIC A & AMANDA L	318 W SECOND ST
04-000333.0000	HAWK, FRED C.	142 W SECOND ST
04-000332.0000	HAWK, FRED C.	130 W SECOND ST
04-000331.0000	NIC MAT SCO PROPERTIES, LLC	51 S SPRING ST
04-000330.0000	BECK, JASON O	55 S SPRING ST
04-000666.0000	HOCKING VALLEY FEED CO. LTD.	265 W MAIN ST
04-000665.0000	HOCKING VALLEY FEED CO. LTD.	287 WEST MAIN ST
04-000664.0000	HOCKING VALLEY FEED CO. LTD.	
04-000474.0000	CANNASCEND ALTERNATIVE LOG. LLC	245 W MAIN ST
04-000473.0000	HOSLER INVESTMENTS, LLC	255 W MAIN ST
04-000472.0000	SHAHAN, DONALD E.	235 W MAIN ST
04-000471.0000	HATFIELD, DON M JR & BETHANY	231 MAIN ST
04-000470.0000	BLACKSTONE, ROBERT I., TRUSTEE	215 WEST MAIN ST
04-000469.0000	HARDEN AGR, LIME & AGRI.REC.SER	229 W MAIN ST
04-000276.6000	LOGAN METRO HOUSING AUTH. W. MAIN ST.	50 S HIGH ST



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LOGAN DOWNTOWN REDEVELOPMENT DISTRICT 3, 6.6 ACRES

Parcel	Owner	Address
04-000405.0000	BROWN, DAVID P., SHARLENE K. & GREGORY K.	220 W MAIN ST
04-000404.0000	LEWELLEN, ROBERT & GLORIA, TRUSTE	232 W MAIN ST
04-000403.0000	BROWN, GREGORY K.	45 N HIGH ST
04-000402.0000	BROWN, DAVID P., SHARLENE K. & GREGORY K.	204 W MAIN ST
04-000284.6000	MONTGOMERY, PATRICIA, TRUSTEE	40 E MAIN ST
04-000283.0000	BOONE, WILLIAM R. & MARY ANN	156 WEST MAIN ST
04-000282.0000	CITIZENS BANK OF LOGAN	188 WEST MAIN ST
04-000281.0000	BOONE, WILLIAM R. & MARY ANN	
04-000280.0000	US BANK/CORPORATE REAL ESTATE ATTN: TAX DEPT	108 WEST MAIN ST
04-000279.0000	HOCKING COUNTY CIC	98 WEST MAIN ST
04-000278.0000	HOCKING COUNTY CIC	WEST MAIN ST
04-000277.0000	HOCKING COUNTY CIC	
04-000276.0000	HOCKING COUNTY CIC	98 W MAIN ST
04-000275.0000	SHAW, ROGER K	58 WEST MAIN ST
04-000274.0000	ARTBREAK, LLC	44 WEST MAIN ST
04-000273.0000	WASSON, ROBERT J.	24 WEST MAIN ST
04-000272.0000	EASTGATE PROPERTIES, INC.	38 WEST MAIN ST
04-000271.0000	WASSON, ROBERT J.	
04-000270.0000	WASSON, ROBERT J.	24 W MAIN ST
04-000269.0000	SONE INVESTMENT, LLC	4 WEST MAIN ST
04-000268.0000	HAWK, FRED & BRIAN K.	2 EAST MAIN ST
04-000267.0000	NORTH, SHAUN	4 EAST MAIN ST
04-000266.0000	NORTH, SHAUN	12 EAST MAIN ST
04-000265.0000	MCCUNE, LINDA K.	16 EAST MAIN ST
04-000264.0000	EASTGATE PROPERTIES, INC.	48 EAST MAIN ST
04-000262.0000	WEIS, MARTI J	66 EAST MAIN ST
04-000261.0000	CNCY ENTERPRISES, LTD	62 EAST MAIN ST
04-000260.0000	NIHISER, MICHAEL & DEVOL, VICKI	54 EAST MAIN ST
04-000258.0000	APG MEDIA OF OHIO	72 EAST MAIN ST
04-000256.0000	APG MEDIA OF OHIO	72 EAST MAIN ST
04-000255.0000	TRUSTEES OF IMMANUEL UNITED METHODIST CHURCH	80 EAST MAIN ST
04-000254.0000	LOGAN TOWN CENTER, INC	96 EAST MAIN ST



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LOGAN DOWNTOWN REDEVELOPMENT DISTRICT 4, 10 ACRES

Parcel	Owner	Address
04-001826.0000	IMANNUEL UNITED METHODIST	60 E HUNTER ST
04-000538.0000	DAVIDSON, MATTHEW D & REBECCA S	143 N MULBERRY ST
04-000513.0000	JOHNSON, GEORGE W. & JEANNE C	36 E HUNTER ST
04-000512.0000	COPENHAVER, JAMES K. & NANCY A.	137 MIDLAND PL
04-000511.0000	STALLSMITH, BEATRICE A	48 E HUNTER ST
04-000510.0000	BELL, MARILYN D	150 N MARKET ST
04-000509.0000	JOHNSON, GEORGE W. & JEANNE C	18 E HUNTER ST
04-000508.0000	LEACH, CORBY R & KELLY L	4 E HUNTER ST
04-000507.0000	HOCKING HILLS CHAMBER OF COMMER	96 HUNTER ST
04-000506.0000	WEST, SHARON K.	86 W HUNTER ST
04-000505.0000	ROBERTS, THOMAS E., TRUSTEE	70 W HUNTER ST
04-000504.0000	ROBERTS, THOMAS E., TRUSTEE	60 W HUNTER ST
04-000502.0000	ROBERTS, THOMAS E., TRUSTEE	42 W HUNTER ST
04-000501.0000	ROBERTS, THOMAS E., TRUSTEE	48 W HUNTER ST
04-000500.0000	HENDERSON, KYLE C & EMILY M	30 W HUNTER ST
04-000252.6000	THE BD OF COMMISSIONERS OF HOCKING COUNTY	105 WEST HUNTER ST
04-000244.0000	SELECT MANAGEMENT & INV. LLC	49 EAST HUNTER ST REAR
04-000243.0000	APG MEDIA OF OHIO	57 N MULBERRY ST
04-000242.0000	PARK NATIONAL BANK	61 N MARKET ST
04-000236.0000	CITIZENS BANK OF LOGAN	
04-000235.6000	HOCKING COUNTY COMMISSIONERS	93 WEST HUNTER ST
04-000234.0000	ROLSTON, G. DREW	79 WEST HUNTER ST
04-000232.0000	KILBARGER, EDWARD & MARJORIE, TRUSTEES	57 WEST HUNTER ST
04-000231.6000	U.S.A. (POST OFFICE)	80 N MARKET ST
04-000226.0000	PARK NATIONAL BANK	
04-000225.0000	WHITE, DAVID E.	37 E HUNTER ST REAR
04-000224.0000	SELECT MANAGEMENT & INV. LLC	
04-000223.0000	VEIDT, KAREN K.	37 EAST HUNTER ST
04-000222.0000	SELECT MANAGEMENT & INV. LLC	CORNER HUNTER ST & ALL
04-000221.0000	SELECT MANAGEMENT & INV. LLC	49 EAST HUNTER ST
04-000220.0000	KIM HARPER PROPERTIES, LLC	61 EAST HUNTER ST
04-000219.0000	SELECT MANAGEMENT & INV. LLC	49 EAST HUNTER ST





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**STRUCTUREPOINT**  
INC.